
Finance and Performance Committee

AGENDA

Notice of Meeting:

An ordinary meeting of the Finance & Performance Committee will be held on:

Date: Thursday 27 May 2021
Time: 9.30am
Venue: Council Chambers, Civic Offices,
53 Hereford Street, Christchurch

Membership

Chairperson	Deputy Mayor Andrew Turner
Deputy Chairperson	Councillor Sam MacDonald
Members	Mayor Lianne Dalziel
	Councillor Jimmy Chen
	Councillor Catherine Chu
	Councillor Melanie Coker
	Councillor Pauline Cotter
	Councillor James Daniels
	Councillor Mike Davidson
	Councillor Anne Galloway
	Councillor James Gough
	Councillor Yani Johanson
	Councillor Aaron Keown
	Councillor Phil Mauger
	Councillor Jake McLellan
	Councillor Tim Scandrett
	Councillor Sara Templeton

20 May 2021

Principal Advisor
Miles McConway
General Manager Resources
Tel: 941 8999

Principal Advisor
Dawn Baxendale
Chief Executive
Tel: 941 6996

David Corlett
Committee and Hearings Advisor
941 5421
david.corlett@ccc.govt.nz
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Note: The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. If you require further information relating to any reports, please contact the person named on the report.

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Developing Resilience in the 21st Century

Strategic Framework



Whiria ngā whenu o ngā papa,
honoa ki te maurua tāuikiuki

Bind together the strands of each mat and join
together with the seams of respect and reciprocity

Ōtautahi-Christchurch is a city of opportunity for all

Open to new ideas, new people and new ways of doing things – a city where anything is possible

Principles

Being open,
transparent and
democratically
accountable

Promoting
equity, valuing
diversity and
fostering inclusion

Taking an inter-generational approach
to sustainable development,
prioritising the social, economic
and cultural wellbeing of
people and communities
and the quality of the
environment, now
and into the
future

Building on the
relationship with
Te Rūnanga o Ngāi Tahu
and the Te Hononga-Council
Papatipu Rūnanga partnership,
reflecting mutual understanding
and respect

Actively collaborating and
co-operating with other
local, regional
and national
organisations

Ensuring
the diversity
and interests of
our communities
across the city and the
district are reflected in
decision-making

Community Outcomes

Resilient communities

Strong sense of community
Active participation in civic life
Safe and healthy communities
Celebration of our identity
through arts, culture, heritage,
sport and recreation
Valuing the voices of all cultures
and ages (including children)

Liveable city

Vibrant and thriving city centre
Sustainable suburban and
rural centres
A well connected and accessible
city promoting active and
public transport
Sufficient supply of, and
access to, a range of housing
21st century garden city
we are proud to live in

Healthy environment

Healthy water bodies
High quality drinking water
Unique landscapes and
indigenous biodiversity are
valued and stewardship
exercised
Sustainable use of resources
and minimising waste

Prosperous economy

Great place for people, business
and investment
An inclusive, equitable economy
with broad-based prosperity
for all
A productive, adaptive and
resilient economic base
Modern and robust city
infrastructure and community
facilities

Strategic Priorities

Enabling active
and connected
communities
to own their future

Meeting the challenge
of climate change
through every means
available

Ensuring a high quality
drinking water supply
that is safe and
sustainable

Accelerating the
momentum
the city needs

Ensuring rates are
affordable and
sustainable

Ensuring we get core business done while delivering on our Strategic Priorities and achieving our Community Outcomes

Engagement with
the community and
partners

Strategies, Plans and
Partnerships

Long Term Plan
and Annual Plan

Our service delivery
approach

Monitoring and
reporting on our
progress

FINANCE AND PERFORMANCE COMMITTEE OF THE WHOLE - TERMS OF REFERENCE / NGĀ ĀRAHINA MAHINGA

Chair	Deputy Mayor Turner
Deputy Chair	Councillor MacDonald
Membership	The Mayor and all Councillors
Quorum	Half of the members if the number of members (including vacancies) is even, or a majority of members if the number of members (including vacancies) is odd
Meeting Cycle	Monthly
Reports To	Council

Delegations

The Council delegates to the Finance and Performance Committee authority to oversee and make decisions on:

Capital Programme and operational expenditure

- Monitoring the delivery of the Council's Capital Programme and associated operational expenditure, including inquiring into any material discrepancies from planned expenditure.
- As may be necessary from time to time, approving amendments to the Capital Programme outside the Long-Term Plan or Annual Plan processes.
- Approving Capital Programme business and investment cases, and any associated operational expenditure, as agreed in the Council's Long-Term Plan.
- Approving any capital or other carry forward requests and the use of operating surpluses as the case may be.
- Approving the procurement plans (where applicable), preferred supplier, and contracts for all capital expenditure where the value of the contract exceeds \$15 Million (noting that the Committee may sub delegate authority for approval of the preferred supplier and /or contract to the Chief Executive provided the procurement plan strategy is followed).
- Approving the procurement plans (where applicable), preferred supplier, and contracts, for all operational expenditure where the value of the contract exceeds \$10 Million (noting that the Committee may sub delegate authority for approval of the preferred supplier and/or contract to the Chief Executive provided the procurement plan strategy is followed).

Non-financial performance

- Reviewing the delivery of services under s17A.
- Amending levels of service targets, unless the decision is precluded under section 97 of the Local Government Act 2002.
- Exercising all of the Council's powers under section 17A of the Local Government Act 2002, relating to service delivery reviews and decisions not to undertake a review.

Council Controlled Organisations

- Monitoring the financial and non-financial performance of the Council and Council Controlled Organisations.
- Making governance decisions related to Council Controlled Organisations under sections 65 to 72 of the Local Government Act 2002.

- Exercising the Council's powers directly as the shareholder, or through CCHL, or in respect of an entity (within the meaning of section 6(1) of the Local Government Act 2002) in relation to –
 - (without limitation) the modification of constitutions and/or trust deeds, and other governance arrangements, granting shareholder approval of major transactions, appointing directors or trustees, and approving policies related to Council Controlled Organisations; and
 - in relation to the approval of Statements of Intent and their modification (if any).

Development Contributions

- Exercising all of the Council's powers in relation to development contributions, other than those delegated to the Chief Executive and Council officers as set out in the Council's Delegations Register.

Property

- Purchasing or disposing of property where required for the delivery of the Capital Programme, in accordance with the Council's Long-Term Plan, and where those acquisitions or disposals have not been delegated to another decision-making body of the Council or staff.

Loans and debt write-offs

- Approving debt write-offs where those debt write-offs are not delegated to staff.
- Approving amendments to loans, in accordance with the Council's Long-Term Plan.

Insurance

- All insurance matters, including considering legal advice from the Council's legal and other advisers, approving further actions relating to the issues, and authorising the taking of formal actions (Sub-delegated to the Insurance Subcommittee as per the Subcommittees Terms of Reference)

Annual Plan and Long Term Plan

- Provides oversight and monitors development of the Long Term Plan (LTP) and Annual Plan.
- Approves the appointment of the Chairperson and Deputy Chairperson of the External Advisory Group for the LTP 2021-31.

Submissions

- The Council delegates to the Committee authority:
- To consider and approve draft submissions on behalf of the Council on topics within its terms of reference. Where the timing of a consultation does not allow for consideration of a draft submission by the Council or relevant Committee, that the draft submission can be considered and approved on behalf of the Council.

Limitations

- The general delegations to this Committee exclude any specific decision-making powers that are delegated to a Community Board, another Committee of Council or Joint Committee. Delegations to staff are set out in the delegations register.
- The Council retains the authority to adopt policies, strategies and bylaws.

Chairperson may refer urgent matters to the Council

As may be necessary from time to time, the Committee Chairperson is authorised to refer urgent matters to the Council for decision, where this Committee would ordinarily have considered the matter. In order to exercise this authority:

- The Committee Advisor must inform the Chairperson in writing the reasons why the referral is necessary
- The Chairperson must then respond to the Committee Advisor in writing with their decision.

If the Chairperson agrees to refer the report to the Council, the Council may then assume decision-making authority for that specific report.

Part A	Matters Requiring a Council Decision
Part B	Reports for Information
Part C	Decisions Under Delegation

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Karakia Whakamutunga

Karakia Timatanga

1. Apologies / Ngā Whakapāha

An apology from Mayor Dalziel has been received.

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

That the minutes of the Finance and Performance Committee meeting held on [Thursday, 29 April 2021](#) be confirmed (refer page 8).

4. Public Forum / Te Huinga Whānui

A period of up to 30 minutes will be available for people to speak for up to five minutes on any issue that is not the subject of a separate hearings process.

5. Deputations by Appointment / Ngā Huinga Whakaritenga

Deputations may be heard on a matter or matters covered by a report on this agenda and approved by the Chairperson.

There were no deputations by appointment at the time the agenda was prepared.

6. Presentation of Petitions / Ngā Pākikitanga

There were no petitions received at the time the agenda was prepared.

Finance and Performance Committee OPEN MINUTES

Date: Thursday 29 April 2021
Time: 9.32am
Venue: Council Chambers, Civic Offices,
53 Hereford Street, Christchurch

Present

Chairperson Deputy Mayor Andrew Turner
Deputy Chairperson Councillor Sam MacDonald
Members Mayor Lianne Dalziel
Councillor Jimmy Chen
Councillor Catherine Chu
Councillor Melanie Coker
Councillor Pauline Cotter
Councillor James Daniels
Councillor Mike Davidson
Councillor Anne Galloway
Councillor James Gough
Councillor Yani Johanson
Councillor Aaron Keown
Councillor Jake McLellan
Councillor Tim Scandrett
Councillor Sara Templeton

Principal Advisor
Diane Brandish
Acting General Manager Finance and Commercial
Tel: 941 8454

28 April 2021
Principal Advisor
Dawn Baxendale
Chief Executive
Tel: 941 6996

David Corlett
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Part A Matters Requiring a Council Decision

Part B Reports for Information

Part C Decisions Under Delegation

Karakia Timatanga: Given by Deputy Mayor Turner

The agenda was dealt with in the following order.

1. Apologies / Ngā Whakapāha

Part C

Committee Resolved FPCO/2021/00011

That the apology received from Councillor Mauger for absence be accepted.

Councillor MacDonald/Councillor Chen

Carried

2. Declarations of Interest / Ngā Whakapuaki Aronga

Part B

The Mayor, Deputy Mayor and Councillors Gough and Templeton declared an interest in Item 14 relating to Christchurch City Holdings Limited. The Deputy Mayor and Councillor Davidson declared an interest in Item 15 relating to ChristchurchNZ Holdings Ltd. Councillor Scandrett declared an interest in Item 20 relating to Venues Ōtautahi.

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

Part C

Committee Resolved FPCO/2021/00012

That the minutes of the Finance and Performance Committee meeting held on Thursday, 25 March 2021 be confirmed.

Deputy Mayor/Councillor Daniels

Carried

19. Resolution to Include Supplementary Reports

Committee Resolved FPCO/2021/00013

That the reports be received and considered at the Finance and Performance Committee meeting on Thursday, 29 April 2021.

Open Items

20. Venues Ōtautahi Ltd - Draft Statement of Intent 2021/22 and half year performance report for period ending 31 December 2020

21. Canterbury Multi-Use Arena Elected Member Update

Deputy Mayor/Councillor McLellan

Carried

4. Public Forum / Te Huinga Whānui

Part B

There were no public forum presentations.

5. Deputations by Appointment / Ngā Huinga Whakaritenga

Part B

There were no deputations by appointment.

6. Presentation of Petitions / Ngā Pākikitanga

Part B

There was no presentation of petitions.

7. Performance Exceptions Report March 2021

Committee Resolved FPCO/2021/00014 Officer Recommendation accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the information provided in the Performance Exceptions Report for March 2021.

Deputy Mayor/Councillor Chen

Carried

8. Capital Project Performance Report - April 2021

A summary Table entitled *Forecast against Budget: Core & External Funded - April 2021* was shown to the Committee.

Committee Resolved FPCO/2021/00015 Officer Recommendation accepted without change

Part C

That the Finance and Performance Committee:

1. Receive the information in the Capital Project Performance, Capital Project Watchlist, External Funded projects, Major Cycleways and Delivery Complete FY21 reports.

Deputy Mayor/Councillor MacDonald

Carried

Attachments

- A Table: Forecast against Budget

9. Corporate Finance Report for the period ending 31 March 2021

Committee Resolved FPCO/2021/00016 Officer Recommendation accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the information in the Corporate Finance Report for the period ended 31 March 2021.

Councillor MacDonald/Councillor Chen

Carried

10. Financial Performance Report for the nine months ended 31 March 2021

Committee Comment

1. The Committee noted that sections 5.3 and 5.4 of the staff report refers to an underspend in water and footpath maintenance. The Committee asked for an email from staff explaining the underspend and that such explanations be provided in future reports.
2. In reference to section 5.2 the Committee asked for an email on whether the higher than forecast performance of He Puna Taioana is enough to bring it into surplus.
3. The Committee noted that the lower than forecast level of car parking revenue. The Committee noted that the availability of car parking and occupancy rate are matters that can be picked up as part of the discussion on the draft LTP.

Committee Resolved FPCO/2021/00017 Officer Recommendation accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the information in the Financial Performance Report for the nine months ending 31 March 2021.

Deputy Mayor/Councillor Gough

Carried

Councillor Gough left the meeting at 10.11am and returned at 10.12 during the discussion on item 10.

11. Asset Performance and Condition 2020 Report

Committee Comment

1. The Committee requested an interim update by way of an exceptions report in April 2022. A PowerPoint presentation was provided covering both item 11 and item 12.

Officer Recommendations / Ngā Tūtohu

That the Finance and Performance Committee:

1. Receive the information in the Asset Condition and Performance 2020 report

2. Note that the Asset Management Governance Board monitors Asset Condition and Performance and receives a report annually.
3. Approve the timing for the next Asset Condition and Performance report to be submitted to the Finance and Performance Committee in April 2023 in order to align with the Long Term plan preparation cycle.

Committee Resolved FPCO/2021/00018

Part C

That the Finance and Performance Committee:

1. Receive the information in the Asset Condition and Performance 2020 report
2. Note that the Asset Management Governance Board monitors Asset Condition and Performance and receives a report annually.
3. Approve the timing for the next Asset Condition and Performance report to be submitted to the Finance and Performance Committee in April 2023, with an exceptions report to be submitted to the Committee in April 2022, in order to align with the Long Term plan preparation cycle.

Deputy Mayor/Councillor Templeton

Carried

Attachments

A Asset Management Presentation

Councillor Chu left the meeting at 10.25am and returned at 10.27 during the discussion on item 11.
Councillor Daniels left the meeting at 10.35am during item 11 and returned at 10.49am during the discussion on item 12.

Councillor MacDonald left the meeting at 10.39am and returned at 10.40am during the discussion on item 10.

12. Asset Management Improvement Programme 6 monthly report

Committee Resolved FPCO/2021/00019 Officer Recommendation accepted without change

Part C

That the Finance and Performance Committee:

1. Receive the information in the Asset Management Improvement Programme Six Monthly Update Report.

Deputy Mayor/Councillor Chen

Carried

13. Capital Delivery Major Facilities Elected Member Updates

Committee Comment

1. Staff to present design details, with a focus on accessibility, to the Accessibility Regulatory Working Group.

Committee Resolved FPCO/2021/00020 Officer Recommendation accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the information within the Elected Members Updates of Capital Delivery Major Facilities Projects:
 - a. Metro Sports Facility (Joint Venture with Ōtākaro Ltd).
 - b. Performing Arts Precinct.
 - c. Hornby Library, Service Centre and South West Leisure Centre.
 - d. Te Pou Toetoe: Linwood Pool.
 - e. The Square and Surrounds.
 - f. Old Municipal Chambers (OMC).

Deputy Mayor/Councillor Cotter

Carried

The Committee adjourned at 10.58am and resumed at 11.19am.
Councillor MacDonald took the Chair for item 15.

15. ChristchurchNZ Holdings Ltd - Half year performance report for the period 1 July-31 December 2020 and Draft Statement of Intent for 2021/22

Committee Comment

1. The Committee requested a report on the Busker's Festival.

Committee Resolved FPCO/2021/00021 Officer Recommendation accepted without change

Part C

That the Finance and Performance Committee:

1. Notes ChristchurchNZ Holdings Ltd Half year report for the period 1 July-31 December 2020; and
2. Notes ChristchurchNZ Holdings Ltd's draft Statement of Intent for 2021/22.

Councillor Templeton/Councillor Chen

Carried

Deputy member Turner returned to the Chair for item 20.

20. Venues Ōtautahi Ltd - Draft Statement of Intent 2021/22 and half year performance report for period ending 31 December 2020

Committee Comment

1. The Committee requested staff, in conjunction with Venues Ōtautahi Ltd, to provide a memo on the transition from Orangetheory Stadium. Venues Ōtautahi Ltd to also provide information on how many community groups are using the venues.

Committee Resolved FPCO/2021/00022 Officer Recommendation accepted without change

Part C

That the Finance and Performance Committee:

1. Notes Venues Ōtautahi Ltd's half year performance report for the period 1 July-31 December 2020;
2. Notes Venues Ōtautahi Ltd's draft Statement of Intent for 2021/22; and
3. Requests Venues Ōtautahi Ltd to:
 - a develop performance targets reflecting its two new objectives for participating in the Canterbury Multi-Use Arena design and other project works and for digital transformation; and
 - b work with Council staff to confirm capital expenditure requirements for inclusion in the Long Term Plan 2021-31 for the 10 year period.

Deputy Mayor/Councillor MacDonald

Carried

Councillor MacDonald took the Chair for item 14.

14. Christchurch City Holdings Ltd - Draft Statement of Intent for 2021/22

Committee Comment

1. The Committee referred the staff report to the Council meeting on 13 May 2021 in order to allow representatives of Christchurch City Holdings Ltd to be present.

Officer Recommendations / Ngā Tūtohu

That the Finance and Performance Committee:

1. Notes the draft Statements of Intent for 2021/22 for Christchurch City Holdings Ltd and its subsidiaries;
2. Agrees to provide feedback to Christchurch City Holdings Ltd on the group's draft Statements of Intent as set out in this report and to endorse the feedback that Christchurch City Holdings Ltd has advised it will provide to its subsidiary companies.

Committee Resolved FPCO/2021/00023

The Committee decided, pursuant Standing Order 20.2, that the item of business being discussed should lie on the table and be further discussed at the Council meeting on 13 May 2021.

Councillor MacDonald/Councillor Scandrett

Carried

Councillor Scandrett left the meeting at 11.41am and returned at 11.43am during item 14.

Councillor Gough left the meeting at 11.44am and returned at 11.45am during item 14.

The meeting was adjourned at 12.00pm and resumed at 12.03pm during the consideration of item 14.

Deputy Mayor Turner returned to the Chair for item 21 and remained in the Chair for the rest of the meeting.

21. Canterbury Multi-Use Arena Elected Member Update

Committee Comment

1. The Committee asked that the CMUA updates take place bi-monthly.

Committee Resolved FPCO/2021/00024 Officer Recommendation accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the information in the Canterbury Multi-Use Arena Elected Member Update.

Councillor MacDonald/Councillor Scandrett

Carried

16. Resolution to Exclude the Public

Committee Resolved FPCO/2021/00025

Part C

That at 12.21pm the resolution to exclude the public set out on pages 415 to 416 of the agenda be adopted.

Deputy Mayor/Councillor Daniels

Carried

The public were re-admitted to the meeting at 12.23pm.

Karakia Whakamutunga: Deputy Mayor Turner

Meeting concluded at 12.23pm.

CONFIRMED THIS 27TH DAY OF MAY 2021

**DEPUTY MAYOR ANDREW TURNER
CHAIRPERSON**

7. Performance Exceptions Report April 2021

Reference / Te Tohutoro: 21/342732

Report of / Te Pou Matua:	Peter Ryan, Head of Performance Management, peter.ryan@ccc.govt.nz
General Manager / Pouwhakarae:	Lynn McClelland, Assistant Chief Executive lynn.McClelland@ccc.govt.nz

1. Brief Summary

- 1.1 The purpose of this report is for the Finance and Performance Committee to note performance exceptions for the year ending 30 April 2021.
- 1.2 This report enables both transparency and accountability. The focus is on managing risks to delivery and any remedial actions required.
- 1.3 This reporting framework is based on the levels of service, budgets and projects approved in the 2018 Long Term Plan as well as key performance targets set by the Executive Leadership Team.
- 1.4 Comments and remedial actions for level of service delivery are provided by the accountable senior managers.
- 1.5 There are two clear processes in place to focus on levels of service that require intervention to succeed. The first are performance reports at group and unit level that focus on exceptions. These are used by General Managers and Heads of to monitor and correct any service delivery performance issues.
- 1.6 The second process is new. The Performance Management Unit (PMU) now generates a custom report each month focused on levels of service that might succeed by year end if the correct interventions occur. The aim is to increase service delivery and performance and focus on continuous improvement. The PMU works with managers to address these issues. ELT may also provide advice or direction on how to move these LOS towards success.
- 1.7 As at 30 April 2021, Long Term Plan (LTP) levels of service forecast is 82.7% delivery, which is below ELT target of 85%, but an improvement of one level of service from the previous month.
- 1.8 Some levels of service which did not meet target at the end of last year FY 2019/20, have started this year's forecast as amber (requires remedial action) or red (will not meet target), until there is evidence that the target will be met.
- 1.9 Watchlist capital projects delivery had dropped to 76.7%, which is below ELT target of 90% delivery. While Major Cycleways projects delivery is 84.0%.
- 1.10 Refer to attachments for details of LOS performance exceptions:
 - Attachment A** – Performance Exceptions Summary April 2021.
 - Attachment B** – FY 2020/21 Forecast Year-end Levels of Service Delivery (LTP only) by Activity and Group of Activities (GOA).
 - Attachment C** – Levels of Service Exception Commentaries from managers.
 - Attachment D** – Performance by Activities - Scatter Graph and Table.
 - Top 10 Activities by Net Cost –Level of Service delivery vs Net Cost Variance.
 - Table of Performance by Activity – Level of Service Delivery and Controllable Net Cost.

2. Officer Recommendations / Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the information provided in the Performance Exceptions Report for March 2021.

Attachments / Ngā Tāpirihanga

No.	Title	Page
A ↓	Performance Exceptions Summary April 2021	19
B ↓	FY 2020/21 Forecast Year-end LOS Delivery by Activity and GOA April 2021	22
C ↓	LOS Delivery Exception Commentaries April 2021	23
D ↓	Performance by Activity - Scatter Graph and Table April 2021	38

In addition to the attached documents, the following background information is available:

Document Name	Location / File Link
Not applicable	Not applicable

Confirmation of Statutory Compliance / Te Whakatūtutanga ā-Ture

Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).

(a) This report contains:

- (i) sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages; and
- (ii) adequate consideration of the views and preferences of affected and interested persons bearing in mind any proposed or previous community engagement.

(b) The information reflects the level of significance of the matters covered by the report, as determined in accordance with the Council's significance and engagement policy.

Signatories / Ngā Kaiwaitohu

Author	Angeline Burks - Performance Analyst
Approved By	Peter Ryan - Head of Performance Management Lynn McClelland - Assistant Chief Executive Strategic Policy and Performance

Performance Exceptions Report for Levels of Service and Watchlist Capital Projects Finance & Performance Committee of the Whole – April 2021 FY 2020/21

Level of service (LOS) performance targets

As at 30 April 2021, LTP levels of service forecast 82.7% delivery, compared to 82.4% in March, and 75.4% in April 2020 last year. Level of service delivery improved for the second consecutive month, see figure 2 below. Delivery remains below the ELT target of 85%.

Figure 1 - Forecast Year-end Level of Service Delivery (LTP only) as at 30 Apr 2021

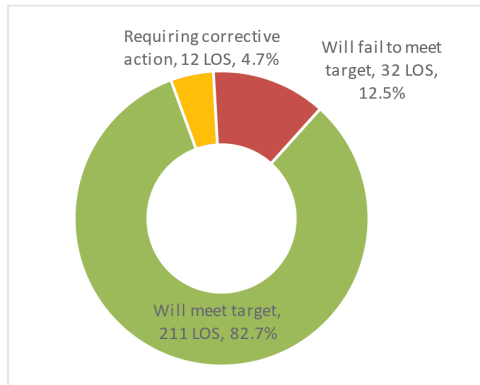
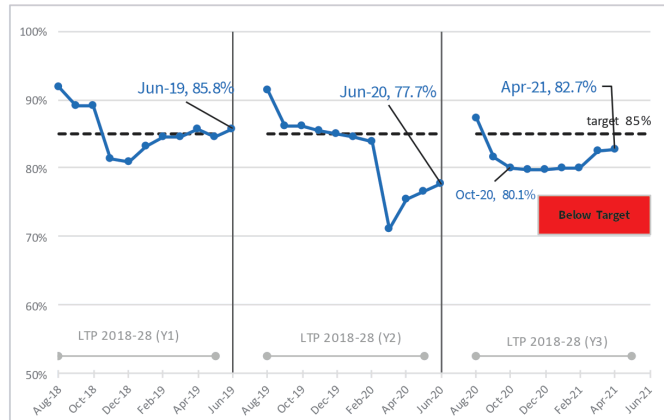


Figure 2 - Trend of Forecast Year-end Level of Service Delivery (LTP only)



Both amber and red level of service delivery forecasts are defined as exceptions. This month shows a net improvement of 1 (0.3%) LOS forecast green (on target) which were previously forecast as exceptions.

There were movements in 11 levels of service as follows:-

Four LOS to red, from amber:-

- Civil Defence and Emergency Management – 2.5.4.1 Education programmes, and 2.5.4.2 Community resilience plans.
- Citizen and Customer Services – 2.6.4.1 Telephone enquiries speed to answer
- Roads and Footpaths – 16.0.13 Customer service request response times

Four LOS to green, from red (3) and amber (1):-

- Stormwater – 14.0.2.1 Number of abatement notices, and 14.0.2.4 Number of infringement notices
- Museums – 3.3.2 Visitors per annum to Akaroa Museum
- Parks and Foreshore – 6.8.2.4 Playground asset condition

Three LOS to amber, from green:-

- Art Gallery – 3.0.9.1 School specific programme attendance
- Building Services – 9.1.1 Grant Building Consents within 20 working days
- Resource Consenting – 9.2.18 Applications are processed within the statutory timeframe.

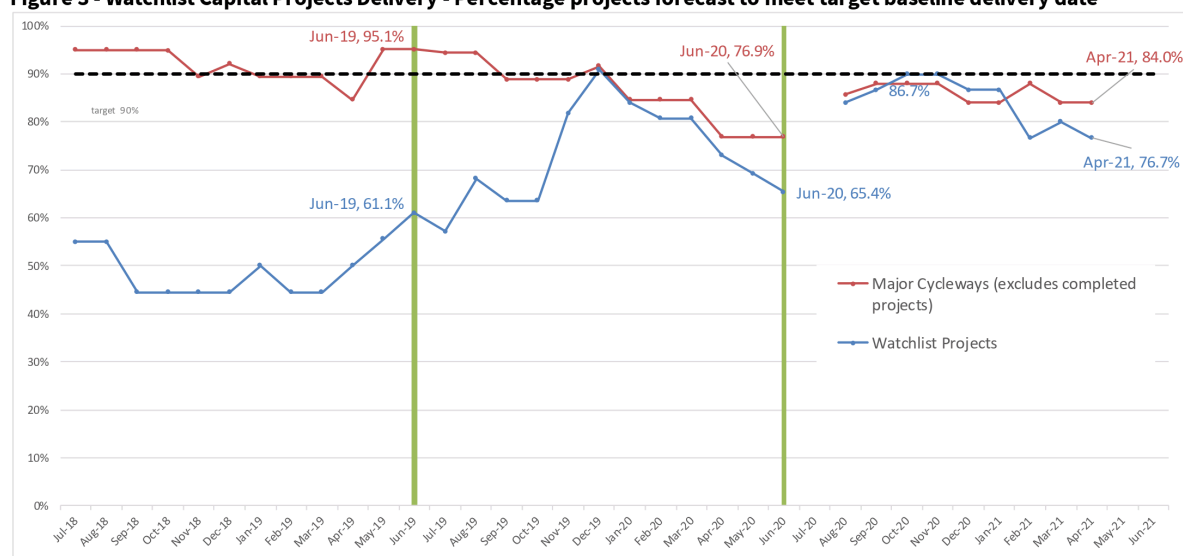
Further details of LOS performance exceptions are in the following attachments:

- Attachment B – Forecast FY 2020/21 year-end levels of service delivery (LTP only) by Group of Activities
- Attachment C – Levels of service exception commentaries from managers.
- Attachment D – Performance by Activities - Scatter Graphs and Table
 - Top 10 Activities by Forecast Net Cost –Level of Service Delivery vs Net Cost Variance.
 - Table of Performance by Activity – Level of service delivery and controllable net cost.

Watchlist capital project delivery performance targets

Watchlist capital projects are forecast to deliver 80.0%. Major Cycleways projects are forecast to deliver 84.0%.

Figure 3 - Watchlist Capital Projects Delivery - Percentage projects forecast to meet target baseline delivery date



Whole of life project milestone status including Plan, Initiate and Execute phases. 30 Watchlist Capital Projects, 43 Major Cycleways Projects (18 projects completed and excluded from this graph).

Table 1 below is a summary of Watchlist Capital Project and Major Cycleways Project exceptions. These are projects which are forecast to deliver after baseline completion date. Original baseline date was adopted in the 2018 Long Term Plan.

Table 1 - Watchlist Capital Projects Delivery Exceptions (whole of life)

Project Name	Delivery Completion Date		
	Original Baseline	Baseline	Forecast
Watchlist Capital Project Exceptions			
Delivery in FY 2020/21			
✗ WW Mains Renewal Tuam St Reticulation Renewal (Brick Barrel) (Livingstone to Mathesons)	Jun-20	Oct-20	Apr-21
✗ St Albans Community Centre	Jun-19	Mar-21	Mar-21
Delivery in FY 2021/22 and beyond			
✗ WW Akaroa Reclaimed Water Treatment & Reuse Scheme	Jun-25	Jun-25	Jun-28
✗ Parakiore Recreation and Sports Centre (Metro Sport Facility)	Jan-20	Feb-22	Nov-22
✗ Coastal Pathway & Moncks Bay	Jun-20	Jun-22	Aug-22
✗ Evans Pass Road & Reserve Terrace Remedial Works	Sep-21	Aug-22	Nov-22
● Multicultural Recreation and Community Centre		TBD	Jan-22
Major Cycleways Project Exceptions			
✗ Major Cycleway - Northern Line Route (Section 1) Blenheim to Kilmarnock and Harewood Crossing & Restell		Jun-22	Dec-22
✗ Major Cycleway - Northern Line Route (Section 2a) Tuckers to Sturrocks Including Crossings		Jun-21	Oct-22
✗ Major Cycleway Nor'West Arc Route (Section 1b) Sparks to Lincoln & Halswell Intersection		Oct-20	Mar-21
✗ Major Cycleway - Nor'West Arc Route (Section 2) Annex & Wigram Road to University		Jun-21	Sep-21

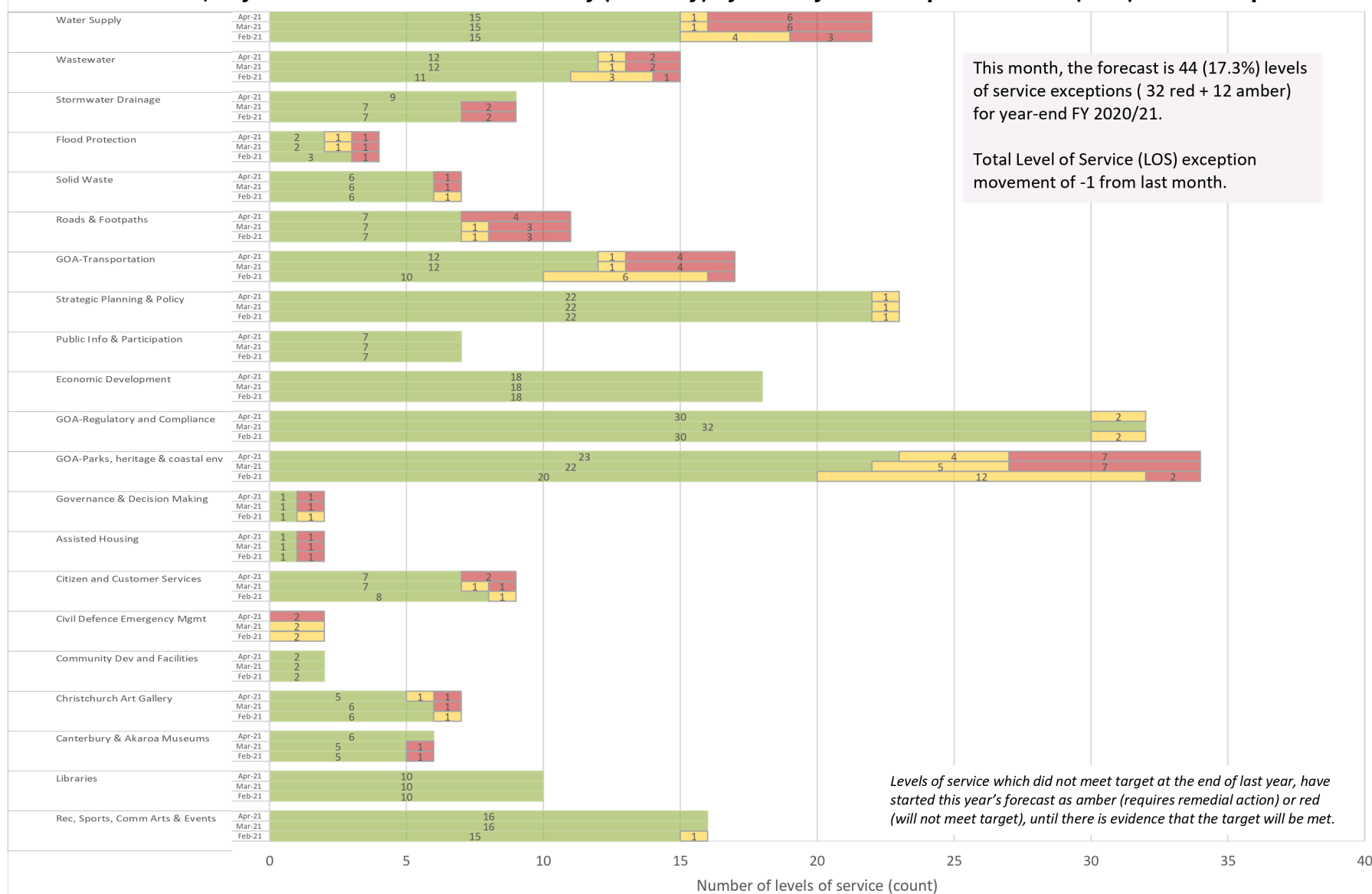
For details on all capital projects, refer to Capital Project Performance Report from the Programme Management Office (PMO).

The project manager for **WW Mains Renewal Tuam St Reticulation Renewal (Brick Barrel) (Livingstone to Mathesons)** commented that "The main contractor achieved practical completion on April 16th. Roding finishing works are expected to be completed April 30th. This is being undertaken under the area road maintenance project."

There is one new delivery exception for major cycleway projects this month, which is **Major Cycleway - Nor'West Arc Route (Section 2) Annex & Wigram Road to University**. This is a "shovel ready" project, where the forecast delivery date reflects contractor's programme following award of tender.

The **Multicultural Recreation and Community Centre** has been added to the Watchlist, but as it is currently being investigated and scoped, timeframes have not yet been determined.

Forecast FY 2020/21 year-end Level of Service Delivery (LTP only) by Activity and Group of Activities (GOA) - as at 30 Apr 2021



Performance by Group of Activities

Performance Exceptions Report

Level of Service Exceptions

Forecast Period Ending: 30 April 2021

Get the basics right (LOS) / LTP: Deliver at least 85% of LTP Levels of Service to target

✗ Levels of service which have failed to meet target

⚠ Levels of service for which intervention is required to meet target

GOA Water Supply

Water Supply

Measure: ✗ LTP/AP20: 12.0.1.13 Council operates water supplies in a reliable and responsive manner.

Target: Proportion of residents satisfied with reliability of water supplies: $\geq 85\%$.

Actual: Year end result is 75%, an increase of 3% on the previous year.

Remedial Action: The LOS target for drinking water has been monitored and reported through the water supply improvement programme. Since early 2018 the water supply has been dosed with chlorine. We continue with water supply improvement initiatives in conjunction with the DWA.

Target missed largely due to the large number of leaks being responded to across the city with the a large number of these being highly visible. Response times have improved greatly. Focus is still being given to replace, rather than repair, water connections. This will increase asset life and over time we will start to see a reduction of leaks at connections. Renewal programmes will also contribute to the reduction of reactive repairs depending on the level of funding approved. General dissatisfaction across Christchurch regarding water supply.

LTP 2021 the LOS targets are proposed to be reduced; Y1 75%, Y2-3 80%, Y10 60%.

Measure: ✗ LTP/AP20: 12.0.1.14 Council operates water supplies in a reliable and responsive manner.

Target: Proportion of residents satisfied with Council response to water supply faults: $\geq 85\%$

Actual: Year end result is 52%, 2% less than the previous year.

Remedial Action: The LOS target for drinking water has been monitored and reported through the water supply improvement programme since early 2018 the water supply has been dosed with chlorine. We continue with water supply improvement initiatives in conjunction with the DWA.

Target missed largely due to the large number of leaks being responded to across the city with the a large number of these being highly visible. Response times have improved greatly. Focus is still being given to replace, rather than repair, water connections. This will increase asset life and over time we will start to see a reduction of leaks at connections. Renewal programmes will also contribute to the reduction of reactive repairs depending on the level of funding approved. General dissatisfaction across Christchurch regarding water supply.

LTP 2021 the LOS targets are proposed to be reduced; Y165%, Y2 70%, Y3 75%, Y10 85%.

Measure:	✗ LTP/AP20: 12.0.2.10 Council water supplies are safe to drink.
Target:	Proportion of urban residents supplied water compliant with the DWSNZ protozoal compliance criteria: $\geq 99.8\%$
Actual:	Although the Main Pumps UV treatment plant produces water that is compliant with the DWSNZ protozoal compliance criteria, the March Actual 'Year to Date' is 0%. This is because Main Pumps is only one of many stations contributing water to the Central water supply zone.
Comments:	<p>This is due to all urban water supplies losing the 'secure bore' status on 22 December 2017. Work is underway to re-confirm all three secure bore criteria, as defined in the Drinking Water Standards.</p> <p>Criterion 1 (no surface influences) will be demonstrated by groundwater modelling (underway, approx. 20% complete) and groundwater age dating (underway, approx. 60% complete).</p> <p>Criterion 2 (secure well heads) is mostly complete but there are still several 'temporary below ground well heads' which need to be raised.</p> <p>Criterion 3 (E. coli monitoring) is mostly satisfied by our ongoing drinking water monitoring programme.</p> <p>We have data for all three criteria for the Brooklands/Kainga water supply and on 18 January the information was sent to the Drinking Water Assessor along with the request to re-instate the 'secure bore' status for Brooklands/Kainga. The DWA has not yet made a decision.</p>
Remedial Action:	<p>Complete well head upgrade programme (mostly complete but several 'temporary below ground well heads' still outstanding).</p> <p>Continue with the groundwater modelling work (Aqualinc working on this).</p> <p>Continue with the groundwater age dating programme (4 out of 5 sampling packages complete, some wells in 5th sampling package are not yet accessible). Age results received for 3 packages.</p>
Measure:	ⓘ LTP/AP20: 12.0.2.1 Council water supplies are safe to drink.
Target:	Proportion of water supply zones with a MoH approved Water Safety Plan: 100%
Actual:	<p>We cannot provide a percentage at this stage due to the following factors:</p> <p>We have 7 water safety plans covering 18 water supply zones. However, not all water supply zones need a water safety plan under the current regulations. For the zones that require a water safety plan, a plan has either been approved (Akaroa/Takamatua water safety plan, covering 2 zones) or is currently being assessed by the Drinking Water Assessor (Christchurch/Lyttelton water safety plan, covering 11 zones).</p> <p>The remaining five plans for water supply zones that don't need a plan but for which we decided to create one anyway are currently being worked on to align them with the 2018 framework.</p> <p>In terms of compliance, even though we don't have 100% of plans approved under the new framework, the Drinking Water Assessor has assessed us as being "implementing", which translates to the water supplier using the existing water safety plan document but is intending to update it and good progress is being made with the update.</p>

Remedial Action:	<p>The following progress has been made with water safety plans:</p> <p>The Council commenced updating all existing water safety plans in 2019 when they were submitted to the Drinking Water Assessor (DWA) for review. Following feedback from the Drinking Water Assessor the 2019 plans are currently being updated and there is a programme in place with well-defined dates for the re-submission of all water safety plans.</p> <p>The Akaroa/Takamatua plan was resubmitted on 18 September 2020 and approved by the Drinking Water Assessor on 26 November 2020.</p> <p>The Wainui WSP was submitted on 12 November 2020, the Christchurch/Lyttelton WSP on 23 December 2020 and the Little River WSP on 26 February 2021.</p> <p>The Wainui WSP has not been approved by the DWA (adequacy report yet to be received) and the other two plans are in the assessment phase.</p>	
Measure:	✗	LTP/AP20: 12.0.2.19 Council provides high quality drinking water.
Target:		Proportion of residents satisfied with the quality of Council water supplies: >= 70%
Actual:		Year end result is 45%, 3% less than the previous year.
Remedial Action:		Residents survey results reflect general dissatisfaction with the addition of chlorine to the water supply and the large number of leaks.
		The LOS target for drinking water has been monitored and reported through the water supply improvement programme. Since early 2018 the water supply has been dosed with chlorine. We continue with water supply improvement initiatives in conjunction with the DWA.
		LTP 2021 LOS targets are proposed to be reduced; Y1 55%, Y2 60%, Y3 65%, Y10 85%.
Measure:	✗	LTP/AP20: 12.0.6 Council water supply networks and operations demonstrate environmental stewardship.
Target:		Percentage of real water loss from Council's water supply network: <= 15.0%
Actual:		21%
Comments:		Target is 15%, and not likely to be achieved in the medium term. The measurement is based on a rolling 5 year average where 20% of the city is measured each year. It is proposed to shorten this to a four year cycle.
Remedial Action:		Accelerating the water renewals programme, supported by the water reform funding will assist to progress achieving this target. Other projects that support this are the rezoning project and water meter installation.
Measure:	✗	LTP/AP20: 12.0.7 Council water supply networks and operations demonstrate environmental stewardship.
Target:		Average consumption of drinking water per day in litres per resident per day: <= 298
Actual:		Actual YTD is 416 litres per resident per day, with a forecast of 396 litres against the target of 298.
Comments:		Water demand for the year has been consistently higher than average and we are supplying to meet the demand.
Remedial Action:		Active water savings communications for the year have ramped down. No further action is being considered.

GOA Wastewater Collection, Treatment & Disposal

Wastewater Collection, Treatment & Disposal

Measure:	✗ LTP/AP20: 11.0.1.9 Council wastewater services are reliable.
Target:	Number of wastewater system fault complaints per 1,000 properties connected to the wastewater network per year: <= 0.8.
Actual:	April 0.39 YTD 0.57
Remedial Action:	Continue to work with contractor to ensure we are managing the wastewater network appropriately. This includes targeted CCTV and cleaning rounds. Best endeavours given the age of some of our infrastructure.

Measure:	✗ LTP/AP20: 11.0.1.16 Council wastewater services are reliable.
Target:	Proportion of residents satisfied with the reliability and responsiveness of wastewater services: >= 80%.
Actual:	Year end result is 60%. Previous year was 66%.
Comments:	Year end result is 60%. Previous year was 66%
Remedial Action:	Response times for wastewater maintenance have been good. We will continue to improve on all wastewater related response times to help improve on this year's result and continue to refine our planned wastewater maintenance rounds to reduce blockages. No widespread wastewater outages have occurred.

There will be a review of Residents Survey comments when they are available.

LTP 2021 the LOS targets are proposed to be reduced; Y1 67%, Y2-3 65%, Y10 60%.

Measure:	⚠ LTP/AP20: 11.0.1.19 Council wastewater services are reliable.
Target:	Percentage of wastewater gravity network pipework identified as condition grade 5 through physical inspection rather than theoretical modelling: >= 95%.
Actual:	93.4%.
Remedial Action:	Additional inspections through CCTV being undertaken with water reform funds.

GOA Flood Protection and Control Works

Flood Protection and Control Works

Measure:	✗ LTP/AP20: 14.1.6.1 Reduce risk of flooding to property and dwellings during extreme rain events.
Target:	Annual reduction in the modelled number of properties predicted to be at risk of habitable floor level flooding of the primary dwelling in a 2% AEP Design Rainfall Event of duration greater than 1.5 hours excluding flooding that arises solely from private drainage: 50 properties.
Actual:	Based on earlier predictions we will get to 48 properties this FY on a rolling 3 yr average.
Comments:	We would need to raise our number of benefited properties this FY to 49 from 43 in order to meet the target.
Remedial Action:	Activity Plan target being revised to zero from next year to reflect diminishing number of properties being protected after many years of high spending in the Land Drainage Recovery Programme.

Measure:	ⓘ LTP/AP20: 14.1.3.3 Major flood protection and control works are maintained, repaired and renewed to key standards.
Target:	Stopbanks identified as being below their original design standard are repaired within 9 months. Measured as proportion of stop bank length identified as not meeting standard that is repaired within required timescale: 75%.
Actual:	A review of stopbank surveying results has found determined that there are sections of the stopbank that have been potentially built below the design level.
Comments:	The survey of the stopbanks has been completed as well as an assessment of the extent of the identified issue. In addition to the areas expected to be below design levels, other areas have been identified as below design level.
Remedial Action:	Review of the design level is being completed. Staff are meeting the first week in May to discuss and plan the best way forward to raise the stopbank to design level.

GOA Refuse Disposal Solid Waste

Measure:	✗ LTP/AP20: 8.0.1 Recyclable materials collected by Council services and received for processing at the Materials Recovery Facility (MRF).
Target:	103 kg +40%/-10% recyclable materials / person / year collected and received by Council services.
Actual:	47.74 Kg/person year to date.
Comments:	Post COVID lockdown in April 2020 40% of all truckloads of recycling were being sent to landfill due to containing contamination over 10%. In April 2021 this has been reduced to 10% being sent to landfill.
Remedial Action:	Council are continuing to address the excessive contamination issue with ongoing education, bin auditing and bin removals.

GOA Transport Parking

Measure:	✗ LTP/AP20: 10.3.7 Improve customer perception of vehicle and personal security at Council off-street parking facilities.
Target:	>=53%.
Actual:	The 2021 goal was not achieved with a result of 50%.
Remedial Action:	Staff intend to undertake a targeted survey of on street parking users to gather more specific feedback so consideration can be given to improve satisfaction levels.

Measure:	✗ LTP/AP20: 10.3.3 Improve customer perception of the ease of use of Council on- street parking facilities.
Target:	>=53%.
Actual:	This goal is determined by the Council's annual resident's survey.
Comments:	The 2021 goal was not achieved with a result of 49%. While not achieved, the result was an improvement of the previous year of 44%.
Remedial Action:	Staff intend to undertake a targeted survey of on street parking users to gather more specific feedback so consideration can be given to improve satisfaction levels.


Active Travel

Measure:	✗ LTP/AP20: 16.0.10 Improve the perception that Christchurch is a walking friendly city.
Target:	>=85%.
Actual:	Residents Survey Result 74%.
Comments:	Completion of 95% of the annual footpath renewal programme has been achieved.
Remedial Action:	In the FY2021 AP \$650k additional funds have been granted which should enable approx an extra 7km (0.25%) of the footpath network to be undertaken; overall total approx 36km (1.4% of 2,550km).
	Increase in the Renewals quantities, to further address the shortfall in customer expectation, have been proposed in the draft LTP.

Public Transport Infrastructure

Measure:	✗ LTP/AP20: 10.4.1 More people are choosing to travel by bus.
Target:	>=+0.63% (13,551,740 pax)
Actual:	7.2 million year to date as at the end of March, compared to 7.9 million (average 2019/20 monthly patronage pro-rated due to Covid).
	Based on the year to date figures it is forecasted that the year-end patronage will be approximately 9.7 million versus a target of 10.5 million (a variation of approximately 8%).
Comments:	Although an improvement compared to the previous month, the current year to date patronage remains below the average monthly year to date for 2019/20 by approximately 7.6%.
Remedial Action:	Staff to continue to implement the public transport infrastructure programme for this financial year and work together with Environment Canterbury on the Future PT work.
Measure:	⚠ LTP/AP20: 10.4.3 Improve the reliability of passenger transport journey time.
Target:	>= 86%
Actual:	The New report by ECAN is currently focusing on the Orbiter as the initial document trial. The basic result is 79% KPI. Reports for the following month will be more inclusive of extra routes. Work is being done to align arrival and departure timeframes with Waka Kotahi reporting methodology so the same systems are used.
Comments:	ECAN has been tasked with providing a suitable PT journey reliability report to replace the previous reporting done by a third party. The ECAN report is being improved however it is there in its basic format as per graphs.
Remedial Action:	Work is always being done to optimise PT travel times. ECAN staff are working in the CCC Real Time Operations room to expedite the resolution of PT travel time issues if they arise. The RTO staff work collaboratively with ECAN to apply traffic light technologies that optimise PT.

GOA Roads and Footpaths


Measure:  LTP/AP20: 16.0.3 Improve resident satisfaction with road condition.
Target: $\geq 40\%$.
Actual: Residents Survey Result 29%.
Comments: Approx 95% of all sealing sites, over 400 sites across the City and BP have now been completed, with just a handful to complete over early May. We have completed nearly double all years since the quake (approx 80km this years vs 40km all years prior) and also achieved double the pre seal volume, achieving the works and for most of next, i.e. nearly 160km of road has had failures addressed and then sealed.

For the preseals for next year's reseals, there has been an increased focus on also improving the ride/smoothness of the road with the additional funding assigned. Carrying out the preseals before the next years sealing helps provide more time to check quality of what we then seal over and ensures a larger window for the actual sealing season (sealing should be done ideally no less than 3 months after the repairs are first carried out).

Remedial Action: For FY2021 additional funds were granted to increase smoothing and advancing pre seal repairs for the sealing sites in FY2122, i.e. repairing failed areas a year in advance. This is a great improvement in the necessary investment.

Staff have sought further investment in the draft LTP, with Council endorsement, to achieve a sealing length equivalent to 5% of the total network; below industry best practice (at 8%), but 50% greater than previous investment levels. Given we have achieved improvements to roughness, Smooth travel exposure and overall condition we consider this a balanced approach given wider financial constraints.

Since the quakes only FY2021 will have achieved 80km a year (3.5%); all others achieved approx. 2% of the network.

Measure:  LTP/AP20: 16.0.9 Maintain resident satisfaction with footpath condition.
Target: $\geq 54\%$.
Actual: Residents Survey Result 36%.
Comments: Completion of 95% of the annual footpath renewal programme has been achieved.
Remedial Action: In the FY2021 AP \$650k additional funds have been granted which should enable approx an extra 7km (0.25%) of the footpath network to be undertaken; overall total approx 36km (1.4% of 2,550km).

Increase in the Renewals quantities, to further address the shortfall in customer expectation, have been proposed in the draft LTP.

Measure:	✗ LTP/AP20: 16.0.13 Respond to customer service requests within appropriate timeframes.
Target:	>=95%.
Comments:	<p>76% of requests have met response times as measured in Hybris. Contract requirements have typically achieved 95% compliance across contract in general day to day activities, potholes repairs, sweeping, inspections of works/requests etc. We note that Hybris is not a contract management time, but the review of response times can otherwise indicate failing to met expectations, when contract delivery is as required and contracted LOS are being met.</p> <p>Transport are working with the Customer Service Team and IT to make system changes that better reflect this; for example a fault reported to Transport and re-directed to 3W or Parks is still measured against Transport, and so that original fault diagnosis can be changed to reflect actual issue and correct response time.</p> <p>For example, A pothole reported that is technically determined as something else when inspected on site for repair, can often turn into works which may need design or traffic management planned. Currently even though the scope changes in delivery, this does not change it in Hybris, and hence there is no change to the initial response time it is measured against, or change to let the customer know this is why a job indicated to be done in 3 days may take a month or more to do.</p>
Remedial Action:	<p>Transport are working with IT and Customer Service Team to ensure re-direction of wrongly assigned requests amend service response time, notification to customer, and possible change of Council Unit where needed, to better inform customer of realistic expectation for service outcome.</p> <p>Transport has continued to manually close tickets in Hybris over April that have not closed through the B2B integration, which covers Maintenance Contracts. Contract performance reflects a truer picture of achievement where >95% achievement is routinely being met.</p> <p>Overall approx. 40% of the Tickets directed to Maintenance (about 8,000 of the overall 20,000 per year Maintenance currently get) are not reflecting Transport's contractual response or the ownership of the original issue; Overall approx 160-200 tickets per week are not showing closed in Hybris when completed by the Contractor, or are showing still against Transport when they have been directed to NZTA, Kiwi rail, Parks or 3W (i.e. water leak on road or footpath). (Transport as whole has approx. 34,000 Tickets per year, so hence nearly a quarter of overall ticket volume is inaccurately reported).</p> <p>The Hybris Health check is a work in progress, with many changes planned over the next year. Transport's issues remain a high priority for fixing, which should have a large impact correcting the Hybris service levels to reflect the business outcomes more reliably, by improving robustness of the B2B linkages (i.e. Mulesoft etc.), and ensuring Tickets response times move to reflect the change in whom is delivering the service, and also the response time associated.</p>

Measure:	✗ LTP/AP20: 16.0.21 Reduce the number of complaints received.
Target:	< 275.
Actual:	375 complaints received to end of April, 454 forecast by end of year.
Remedial Action:	<p>Significant increase in complaints in October/November and February/March which will need to be reviewed. There appears to be a general but significant upward trend in feedback/complaints, which appears consistent across the Units. We will review the nature of complaints, and identify why the change has occurred, i.e. a sudden upswing in internet submissions, or failure on an aspect of resealing, for example.</p>

GOA Strategic Planning and Policy

Measure:	🟡 LTP/AP20: 17.0.17.3 Provide design review advice for developments across the city.
Target:	Coordinate and support a panel of suitably qualified professionals to provide timely advice on the urban design aspects of resource consent applications.
Comments:	Current demand for urban design advice and review remains high and continues to exceed capacity; priorities and level of advice are being managed to meet levels of service. This results in internal projects not receiving the level of advice and input which they warrant and increases the risk that Council outcomes for capital and policy/planning projects may not deliver anticipated outcomes. With current resources, we need to see a sustained decrease in resource consent applications for this situation to change. Improvements to the pre-app service are needed to offer value to customers, achieve outcomes sought through the District Plan, and provide greater efficiencies given limited staff capacity. Vacancy within the team due to previous recruitment process resulting in promotion. Recruitment to fill now vacant role with 12 month fixed term is underway.
Remedial Action:	Unit staff continue to work with Resource Consent staff on process improvements, including the pre-app service. Recruitment is in progress.

GOA Regulatory And Compliance

Building Services

Measure:	🟡 LTP/AP20: 9.1.1 Grant Building Consents within 20 working days.
Target:	The minimum is to issue 95% of building consents within 19 working days from the date of acceptance.
Actual:	April's 19 day target for April at 73.3%, however year to date has slightly dipped under the 95% target at 93.2%.
Comments:	The reason April did not reach target is due to the significantly increased volumes in applications, particularly of residential consents. This increased volume was not anticipated or forecast due to the impacts of Covid-19 on the economy.
Remedial Action:	Posting advice to applicants on application portal advising of delays due to heavy workloads. Staff contacting applicants providing a status update of their application progress. Staff working over time. Some recruiting has been approved and is underway and outsourcing some applications to our processing contractors where they have capacity.

Resource Consenting

Measure:	🟡 LTP/AP20: 9.2.18 % of notified resource management applications processed within statutory timeframes.
Target:	99% within statutory timeframes.
Actual:	50% of notified applications processed within timeframes in April, YTD tracking at 91%. Very low numbers - only 1 out of 11 applications has gone over time which has moved the result from 100% to 91%.
Remedial Action:	We are still discussing the possibility of the timeframe being extended under section 37 of the Resource Management Act. If that is accepted, then the result will change hence the target is set to requires remedial action.

GOA Parks, Heritage and Coastal Environment Parks and Foreshore

Measure:	✗ LTP/AP20: 6.0.3 Overall customer satisfaction with the presentation of the City's Parks.
Target:	Community Parks presentation: resident satisfaction >=80 %.
Actual:	63% from residence survey results up from previous year 57% (6% positive improvement).
Comments:	Increase in "satisfied" and decrease in "dissatisfied" respondents from previous year. Comments from survey point at our buildings and facilities are areas that respondents would like to see most improvement (These also feature as positive elements in community parks).
Remedial Action:	Parks is looking into its facilities maintenance provision to not only find efficiencies but ways to deliver services with better outcomes.
Measure:	✗ LTP/AP20: 6.8.4.2 Overall customer satisfaction with the presentation of the City's Parks.
Target:	Inner City presentation: resident satisfaction >=85%.
Actual:	82%
Remedial Action:	It has been a challenging year, much of it without a full compliment of staff. We are working on and planning key plantings and projects to raise the standard of the city centre planting and assets. Obtaining spare parts for Margaret Mahy playground has been hard with supplies from Europe being severely disrupted. The target is proposed to be reduced from 85% to 80% in the draft LTP.
Measure:	✗ LTP/AP20: 6.8.5 Satisfaction with the range and quality of recreation opportunities within parks.
Target:	Resident satisfaction with range and quality of recreation facilities within Parks: >= 85%.
Actual:	Annual Survey results 78%.
Comments:	Marginal increase on previous years.
Remedial Action:	Will review detailed analysis when available to develop an improvement plan. There is a modification to this measure in the draft LTP to make it more relevant to the current Christchurch environment.
Measure:	✗ LTP/AP20: 6.8.3.1 Parks are provided managed and maintained in a clean, tidy, safe, functional and equitable manner.
Target:	100% of CSRs addressed within priority timeframes.
Actual:	Internal Service provision result = 74% Contractor performance = 64% Overall average 66% all of parks
Comments:	Year over year increase in tickets, noting we headed into Covid Lockdown at this time last year. We have also taken over full management responsibility for the former residential red zone.
Remedial Action:	Parks are having ongoing conversations with IT regarding clarity of reporting and being able to report on actual physical work complete to accurately reflect the customer response vs the current measure that only captures full closure including Admin. Note this level of service is being discontinued in the next LTP, as the target of 100% is unrealistic for services that receive 10,000 plus tickets per annum.

Measure:	⚠ LTP/AP20: 6.8.2.6 Parks are provided managed and maintained in a clean, tidy, safe, functional and equitable manner (Asset Condition).
Target:	Public Convenience - condition average or better: 90%.
Actual:	Assessments are underway and we are expecting final results in the next month or so. Current read is 84%.
Comments:	Assessments continuing. Some further physical works will be occurring before we register the final result for 2021.
Remedial Action:	Will be focused on completing remaining works programme.
Measure:	⚠ LTP/AP20: 6.8.3.2 Parks are provided managed and maintained in a clean, tidy, safe, functional and equitable manner.
Target:	Annual reduction in CSRs.
Actual:	7.76% reduction Year to year at this stage.
Comments:	Good progress in this Measure.
Remedial Action:	This measure is not continuing in the next LTP. We continue to receive more land to manage year on year so it is counter intuitive to have an annual reduction. we also actively encourage the citizens to notify us of issues, so we would rather see an increase and a improved response.
Measure:	✖ LTP/AP20: 10.8.1.1 Provision of a network of publicly available marine structures that facilitate recreational and commercial access to the marine environment for citizens and visitors.
Target:	Customer satisfaction with marine structure facilities: 90%.
Actual:	80%.
Comments:	This year saw an improvement to previous year (70%), but still below target.
Remedial Action:	To continue renewal and maintenance programme. The draft LTP 2021 proposed target for this LOS is to be reduced to 60%.
Measure:	⚠ LTP/AP20: 10.8.1.3 Provision of a network of publicly available marine structures that facilitate recreational and commercial access to the marine environment for citizens and visitors.
Target:	Wharves and Jetties ramps and slipways (condition average or better): 90%.
Actual:	81%.
Comments:	Renewal work is underway.
Remedial Action:	To continue renewal work. This LOS is proposed for deletion in the draft LTP 2021, instead to be managed through the asset management plan.
Measure:	⚠ LTP/AP20: 10.8.1.2 Provision of a network of publicly available marine structures that facilitate recreational and commercial access to the marine environment for citizens and visitors.
Target:	Annual increase in partnership agreements.
Actual:	Not yet known.
Comments:	No new partnership agreements confirmed yet.
Remedial Action:	Continue to offer to work with any interested community groups.

Parks Heritage

Measure:	✗ LTP/AP20: 6.9.1.6 To manage and maintain Public Monuments, Sculptures, Artworks and Parks Heritage Buildings of significance.
Target:	Resident satisfaction with presentation of Parks Heritage Buildings: >= 70%.
Actual:	48%, down marginally on last year.
Comments:	Need to see detailed survey responses before able to provide meaningful comment as this is a measure of resident satisfaction rather than technical.
Remedial Action:	Awaiting detailed survey results to develop a mitigation plan. Note new targets for the future LTP, reducing from 705 to 55% being a minor majority.

Measure:	✗ LTP/AP20: 6.9.1.5 To manage and maintain Public Monuments, Sculptures, Artworks and Parks Heritage Buildings of significance.
Target:	Resident satisfaction with presentation of Public Monuments, Sculptures & Artworks: >= 90%.
Remedial Action:	The new staff member has started, the second person to help part time has to be recruited again due the post holder finding another opportunity. We are looking forward to working with the new team member to improve the presentation of the items. While it won't change the status for the current year, we hope to see an impact next year, when the target is also proposed to be changed to 65% satisfaction in the draft LTP.

GOA Housing

Assisted Housing


Measure:	✗ LTP/AP20: 18.0.1 Council makes a contribution to the social housing supply in Christchurch.
Target:	1,964 units.
Actual:	1,944.00
Comments:	The target has not been met because the Council has sold a non-viable complex, Cecil Courts. The decision to sell came after the LoS was set.
Remedial Action:	The LoS has been replaced in the LTP. The new LOS will better reflect Council's intention to facilitate new development. Council's actions have facilitated over 100 new units in recent years.

GOA Governance

Governance and Decision Making

Measure:	✗ LTP/AP20: 4.1.18 Participation in and contribution to Council decision-making.
Target:	Percentage of respondents who understand how Council makes decisions: At least 42%
Actual:	2021 residents survey 33% of respondents understand how Council makes decisions
Comments:	This is an improvement of 7% over 2020 but falls short of the 42% target
Remedial Action:	Current mitigations include but are not limited to, regular publication of council decision making including Newslines, increased use of hearings and other opportunities for public engagement such as deputations and forums. Greater councillor involvement co-developing important work such as the LTP. Maintaining Councils commitment to greater transparency through the reduction of decisions made in PX. Increasing the delegations to community boards and committees to ensure decision making is made closest to the effected community.

**GOA Citizens And Community
Citizen And Customer Services**

Measure:  LTP/AP20: 2.6.4.1 Citizen and Customer expectations for service response are delivered in a timely manner.

Target: Telephone enquiries have an average speed to answer of no more than 90 seconds.

Actual: Total calls received 31,120.
YTD: 133 seconds.

Comments: Our overall ASA year to date is now sitting on 133 seconds. This is a further 6 second improvement since the end of March. With only two months remaining in the financial year, due to planned volume we are forecasting that this service level will not be met. It is worth noting that this level of service will be revised next financial year reflecting a 120 second ASA.

We continue to see the benefits of our "Courtesy Call-back" function with a total of 188 customers opting to utilise this feature in April. Introduction of an estimated wait time at the beginning of each call is underway.

ASA Breakdown April 2021:

The overwhelming majority (77.9%) of call were answered in under 2 minutes this month. Some longer wait times were observed this month due to:

Sick leave

Flash flooding

Confusion over services offered on the public holiday weekend


Technical Training

Calls answered in less than 2 minutes = 77.9% (21,623 calls)

Calls answered between 2 - 5 minutes = 13.6% (3766 calls)

Calls answered between 5 - 10 minutes = 7% (1933 calls)

Calls answered in over 10 minutes = 1.6% (437 calls)

Measure:  LTP/AP20: 2.6.7.2 Citizen and Customer expectations for service response are delivered in a timely manner.

Target: At least 75% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via email.

Actual: 71%.

Comments: Prior to Annual Plan 2020/21 there was a single level of service addressing satisfaction with customer services. In AP 2020/21 this was broken down into three separate levels of service, with an individual focus on the level of satisfaction with walk-in, telephone and email service experiences.

The current result has confirmed that interaction specific analysis and remedial actions are required. Detailed survey results including customer feedback/comments will be closely reviewed once they become available to staff, and insights incorporated into service planning.

Civil Defence Emergency Management

Measure:	✗ LTP/AP20: 2.5.4.2 Build resilience through public education and community engagement programmes.
Target:	At least 30 communities have developed community resilience planning documentation, resources, or activities.
Actual:	There have been 19 of 30 Community Response Planning activities conducted - 63%
Comments:	No further progress has been made this period. There have been 19 Community Response Planning activities conducted.

The capacity of the CDEM team to deliver this LOS has been further impacted by a reduction of Community Resilience Coordinators (CRC) for at least the remainder of this financial year and will look to be addressed in the new LTP.

By Groups engaged in the Community Resilience Planning Process: #19

1. Krystle - Addington Community Emergency Hub
2. Krystle - Cashmere Residents Emergency Support Team CREST
3. Krystle - Hoon Hay Community - Rowley Resource Centre
4. Krystle - Papanui Emergency Plan (PEP)
5. Krystle - SCERT (Somerfield Lower Cashmere Emergency Response Team)
6. Krystle - Southshore Residents Association - Community Evacuation
7. Krystle - Spreydon Emergency Support Centre
8. Krystle - Sumner Residents Association - Community Evacuation Planning
9. Krystle - Redcliffs Residents Association
10. Krystle - Shirley Emergency Action Plan (SHEAP)
11. Swantje - Amhara Support, Relief and Rehab Association (ASRRA)
12. Swantje - Cass Bay Response Planning and Community Emergency Hub
13. Swantje - Diamond Harbour Community Response Planning Initiative
14. Swantje - Halswell Community Response Planning
15. Swantje - Lyttelton Harbours' Community Driven Emergency Response Plan
16. Swantje - Te Runaka ki Otautahi o Kai Tahu Community Resilience Planning
17. Swantje - Little River/Wairewa Community
18. Swantje - Akaroa and Bays Community Resilience Group

Remedial Action:	The ongoing tsunami education campaign 'Know Your Zone' will be utilised as much as possible to engage additional groups in Community Response Planning.
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Measure:	✗ LTP/AP20: 2.5.4.1 Build resilience through public education and community engagement programmes.
Target:	At least 60 CDEM public education activities occur annually, including tsunami public education and Stan's Got a Plan school programmes.
Actual:	The CDEM Community Resilience Coordinators have so far delivered 32 activities from 60 under this LOS - 53%
Comments:	This public education level of service has been difficult to meet due to there being less events to attend and fewer arranged group meetings due to COVID-19. In addition, schools appear to have limited their bookings for the Stan's Got a Plan programme. Again, this is potentially due to the impacts from Covid-19 which has impacted the school's key deliverables under their curriculum.

The capacity of the CDEM team to deliver this LOS has been further impacted by a reduction of Community Resilience Coordinators (CRC) for at least the remainder of this financial year and will look to be addressed in the new LTP.

Remedial Action: There is an expectation that this LOS will continue to be difficult to deliver and will not now achieve target. However, remediation activities are planned as follows:

Planned Public Education Activities:

Emergency Preparedness Wānanga at Onuku Marae - Date TBC
Emergency Preparedness Wānanga at Wairewa Marae - Date TBC
Emergency Preparedness Wānanga at Rapaki Marae - Date TBC
Booked Stan's Got a Plan Programme (1)- May 2021
Booked Stan's Got a Plan Programme (2) - May 2021
Booked Stan's Got a Plan Programme (3) - May 2021

Christchurch Art Gallery

Measure: ❌ LTP/AP20: 3.0.1 Visitors per annum.
Target: Increase visitors by 5% per annum . In 2020/21=362,747 visitors.
Comments: The lack of international tourism continues to have an effect on the Gallery's visitor numbers.

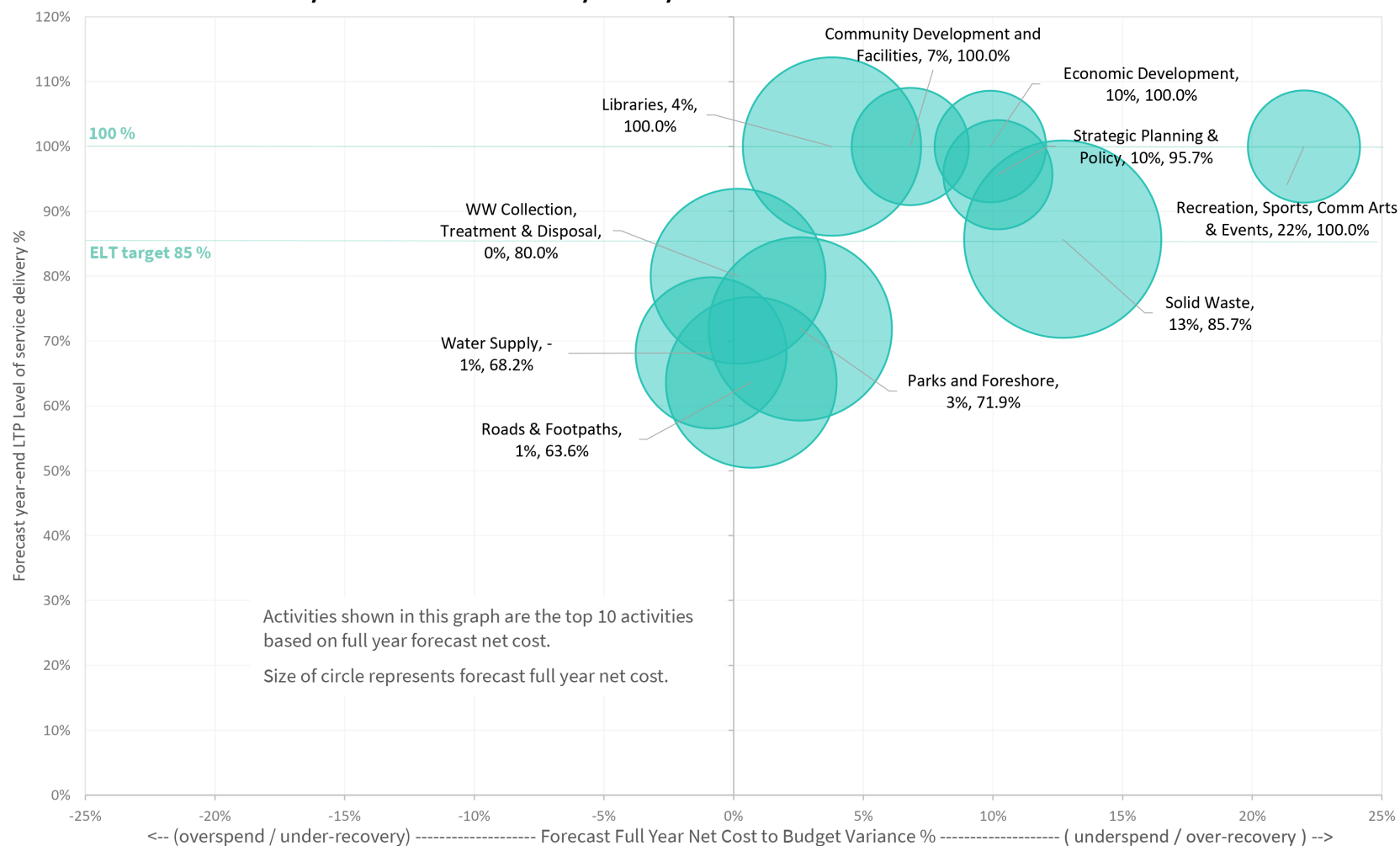
Remedial Action: The Gallery's visitor target for FY21 is 362,747, which averages 6,975 visitors per week (or 5,979 over Christmas week). As of March, our current visitation is at 220,158 making the average weekly visitation for the year to date 5,546 (or 79.5% of target). It is highly unlikely that the local audience will be able to fulfil the deficit left by the lack of international tourism over the coming months so we are forecasting that we will not meet this target.

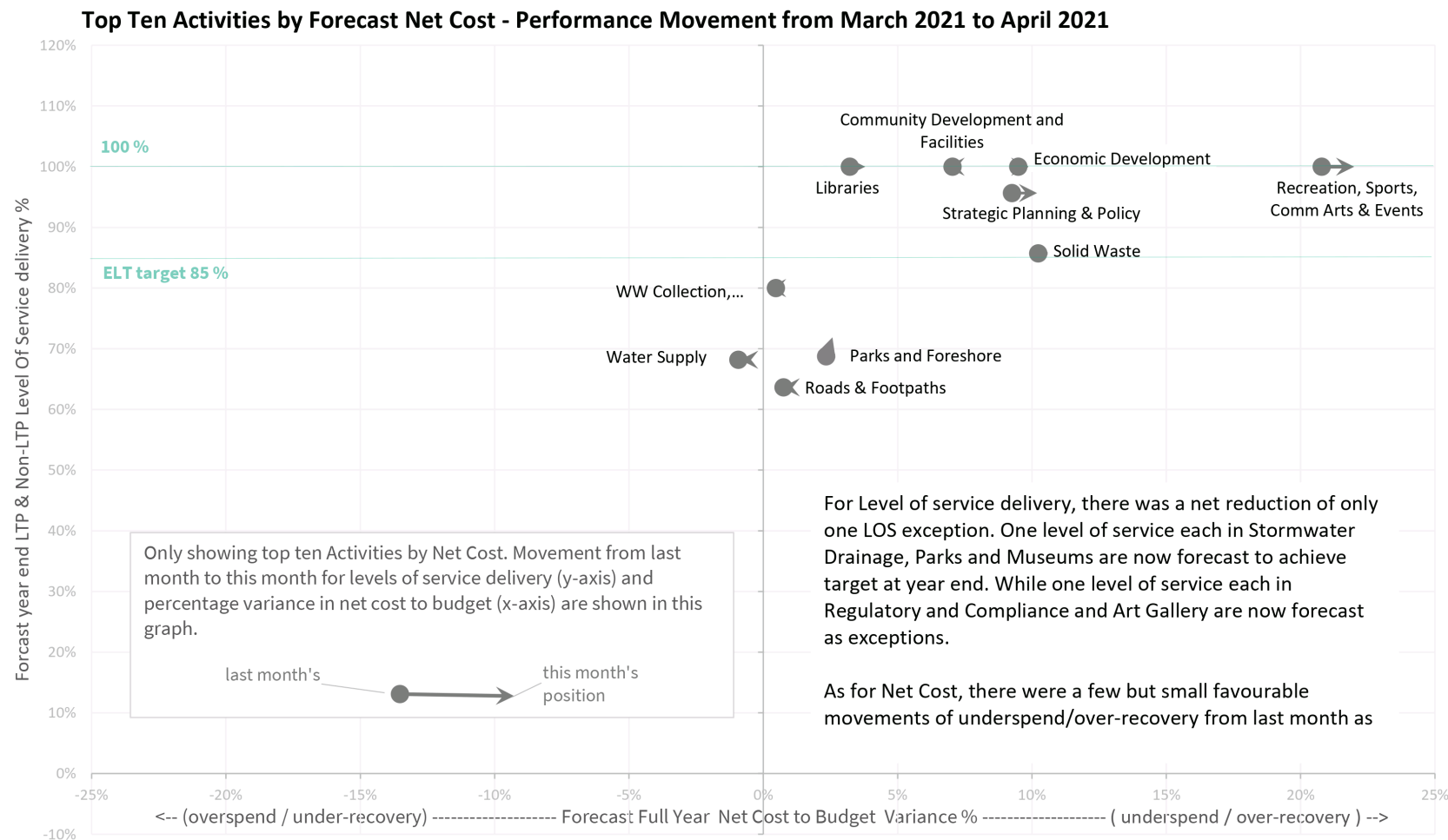
Due to issues with the door counting system the numbers are not available for April however we estimate the deficit to be at around the same percentage as previous months. The counters are being reconfigured and correct data will be available before year end results are due.

Measure: ⚠️ LTP/AP20: 3.0.9.1 Public and school-specific programmes delivered.
Target: Average of at least 11,500 attend school specific programmes per annum
Actual: 573 for the month.
Comments: The number above is what the pattern has been in previous years for the month of April, which comprises Easter, school holidays and Anzac Day.
YTD =9,003
Remedial Action: Promote self-guided group availability to schools through a newsletter outlining the resources available as class times are fully booked for Term 2.

Top Ten Activities by Forecast Net Cost - Forecast FY 2020/21 as at April 2021

Level of Service Delivery vs Net Cost % Variance by Activity





Performance by Activity Table - Forecast FY 2020/21 April 2021

Activities	Net Cost * (opex)					Levels of Service (LOS)	
	Full Year	Full Year Plan	Carry Forwards	Variance after	% Variance	Forecast LTP LOS %	
	Forecast \$000	\$000	\$000	C/Fwd \$000	after C/Fwd	Delivery	Total LTP LOS
Water Supply	22,919	22,722	0	-197	-1%	68%	22
WW Collection, Treatment & Disposal	30,646	30,699	170	-117	-0%	80%	15
Strategic Planning & Policy	12,050	13,418	835	532	4%	96%	23
Public Information & Participation	4,547	4,853	0	306	6%	100%	7
Economic Development	12,557	13,937	1,372	8	0%	100%	18
Stormwater Drainage	13,195	15,634	0	2,439	16%	100%	9
Flood Protection & Control Works	3,959	4,688	0	729	16%	50%	4
Traffic Safety & Efficiency	3,213	2,904	0	-309	-11%	100%	4
Parking	-4,705	-5,263	0	-558	-11%	33%	3
Public Transport Infrastructure	2,254	2,323	0	69	3%	50%	4
Active Travel	234	326	0	92	28%	83%	6
Roads & Footpaths	29,223	29,423	0	200	1%	64%	11
Solid Waste	38,926	44,585	0	5,659	13%	86%	7
Building Services	-244	1,525	0	1,768	116%	88%	8
Resource Consenting	270	1,908	0	1,637	86%	83%	6
Land & Property Information Services	-2,474	-1,486	0	988	66%	100%	4
Regulatory Compliance & Licencing	2,386	2,782	0	396	14%	100%	14
Parks and Foreshore	33,622	34,510	134	754	2%	72%	32
Heritage	1,521	1,747	209	18	1%	0%	2
Assisted Housing	-1,344	-1,234	0	110	9%	50%	2
Governance & Decision Making	11,592	12,035	0	444	4%	50%	2
Citizen and Customer Services	8,220	8,200	0	-20	-0%	78%	9
Civil Defence Emergency Management	1,560	1,640	0	80	5%	0%	2
Community Development and Facilities	13,882	14,897	872	143	1%	100%	2
Christchurch Art Gallery	6,738	7,295	0	557	8%	71%	7
Canterbury & Akaroa Museums	8,943	8,722	0	-221	-3%	100%	6
Libraries	31,853	33,108	87	1,169	4%	100%	10
Recreation, Sports, Comm Arts & Event	12,712	16,296	147	3,438	21%	100%	16
Net Cost	298,254	322,192	3,826	20,113	6%	0.0%	255

*Net Cost - excludes depreciation, corporate overheads and interest.

8. Capital Project Performance Report - April 2021

Reference / Te Tohutoro: 20/1424628

Report of / Te Pou
Matua: Ruth Cable, Head of Programme Management Office,
ruth.cable@ccc.govt.nz

General Manager /
Pouwhakarae: Lynn McClelland, Assistant Chief Executive – Strategic Policy and
Performance, lynn.mclelland@ccc.govt.nz

1. Brief Summary

1.1 The purpose of this report is for the Finance and Performance Committee to be informed of Capital Performance for period ending 20 April 2021.

1.2 Main highlights, and changes from this month's report are as follows

- **Projects delivered** – Key projects delivered since last report are
 - **Transport** - Major Cycleway Nor'West Arc Route (Section 1b) Sparks to Lincoln & Halswell Intersection
 - **3 Waters** - Stormwater Sissons Drain Timber Lining Renewal (Hoani Street to Langdons Road), Stormwater Flood Intervention (LDRP 517), Stormwater Jacksons Creek Reticulation Renewal (Brick Barrel) (Near Selwyn Street – Brougham Street Intersection)
 - **Community** - Hagley Park Buildings & Toilet Development, Okains Bay Campground Pavilion Earthquake Renewals
 - **IT** - Environment Refresh, Spatial Programme – User Empowerment (R&R funded), Contract Management Roadway - Landscapes & Facilities

Refer to the attached "Projects Delivered – Financial Year 2021" for visibility of all projects delivered Financial Year to date. An additional column has been provided to indicate the delivery timeframe for each project.

- **Current Financial Year (2021) Performance**

- **Spend to date** is at \$248.5m against the Core Programme. Project Managers are forecasting to spend a remaining \$108.1m by end June 2021. Spend for April landed at 93% of forecast.
- **Current FY21 Forecast** – Project Managers are forecasting a spend of \$358.4m against a Core Programme budget of \$376.8m.

This would result in a 95% spend against budget, and a carry forward of \$18.4m.

- **Watchlist**

The following projects have been completed, and been removed from the Watchlist this month

- St Albans Community Centre
- Central City Projects – Hereford Street and Victoria Street
- Stormwater Cows – Quaifes Facility
- Wastewater Mains Renewal Tuam Street Reticulation Renewal (Brick Barrel) (Livingstone to Mathesons)

- Northern Arterial Extension, including Cranford Street Upgrade (Third Party Delivery)

- **Deliverability of Current Forecast** – deliverability commentary per month is provided within the report.

Change from previous month forecasts reflect an ongoing regular assessment of deliverability by Delivery Units as follows:

- **May 2021** - \$12.7m reduction, primarily in Transport, 3 Waters and Community.
- **June 2021** - \$4.7m reduction, primarily in Third Party delivered, Parakiore and CMUA and Community.

- **Programme Level Risks** – as previously reported, with the following addition:

Risk relating to supply of imported materials being constrained by delays at both international and local ports. This is additional to any Covid related impacts. Projects are identifying alternative supply wherever possible, or re-phasing work to reduce impact of supply delays.

- **Project Exceptions**

All projects forecasting >\$1m in Execution with an overall current project status of Red are provided. Project Status Indicators consider “Whole of Life” parameters.

Where previous reports have provided projects forecasting greater than \$1m spend in the current Financial Year, this month’s report and future reports will provide visibility of all project exceptions forecasting greater than \$1m across “Whole of Life”.

Of 413 active projects forecasting greater than \$1m Whole of Life, 14 projects currently have a Red Overall Status.

Project Managers are working to actively address these projects.

2. Officer Recommendations / Ngā Tūtohu

That the Finance and Performance Committee:

1. Receive the information in the
 - a. Capital Project Performance Report – Status as at end April 2021
 - b. Capital Project Watchlist Report – Status as at end April 2021
 - c. Capital External Funded Project Report – Status as at end April 2021
 - d. Capital Major Cycleways Report – Status as at end April 2021
 - e. Delivery Complete FY21 as at end April 2021

Attachments / Ngā Tāpirihanga

No.	Title	Page
A ↓	Capital Project Performance Report - April 2021	44
B ↓	Capex Watchlist Report - Apr 2021	66
C ↓	External Funded Report - Apr 2021	70
D ↓	Major Cycleways Report - Apr 2021	77
E ↓	Delivery Completes - FY21 to end April	79

In addition to the attached documents, the following background information is available:

Document Name	Location / File Link
Nil	Nil

Confirmation of Statutory Compliance / Te Whakatūtutanga ā-Ture

Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).

(a) This report contains:

- (i) sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages; and
- (ii) adequate consideration of the views and preferences of affected and interested persons bearing in mind any proposed or previous community engagement.

(b) The information reflects the level of significance of the matters covered by the report, as determined in accordance with the Council's significance and engagement policy.

Signatories / Ngā Kaiwaitohu

Author	Ruth Cable - Head of Project Management Office
Approved By	Helen Beaumont - Head of Three Waters & Waste Carolyn Gallagher - Acting General Manager Infrastructure Planning & Regulatory Services Mary Richardson - General Manager Citizens & Community Lynn McClelland - Assistant Chief Executive Strategic Policy and Performance

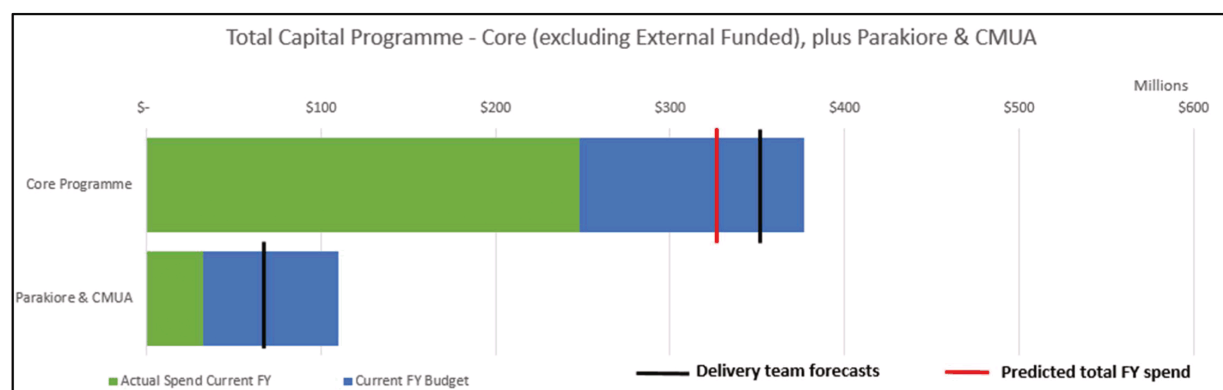
Finance and Performance Committee of the Whole

Capital Performance Overview - status as of 20 April 2020

Current Financial Year Position

Number of Inflight Projects: **910**

	CCC Core	External Funded	CMUA / Metro	TOTAL
Budget:	\$376.8m	\$65.6m	\$110.1m	\$552.5m
Forecast:	\$356.6m	\$41.5m	\$57.4m	\$455.6m
Spend to date:	\$248.5m	\$23.5m	\$32.7m	\$304.7m



Deliverability against Current Forecast

Commentary on deliverability to current financial year forecast is noted in the following table by delivery unit. Further detail in relation to deliverability per month are on subsequent pages of this report.

Delivery Unit	Budget (FY21)*	Forecast (FY21)	% Spend (of budget)	Commentary
Transport	\$146.9M	\$138.9M	64%	<p>Core programme forecast remains to budget this Financial Year.</p> <p>The number and size of projects that are contracted and in construction gives a reasonable level of confidence in achieving spend in FY21 close to budget.</p> <p>Construction forecasts are reviewed and updated on a monthly basis as a minimum.</p>

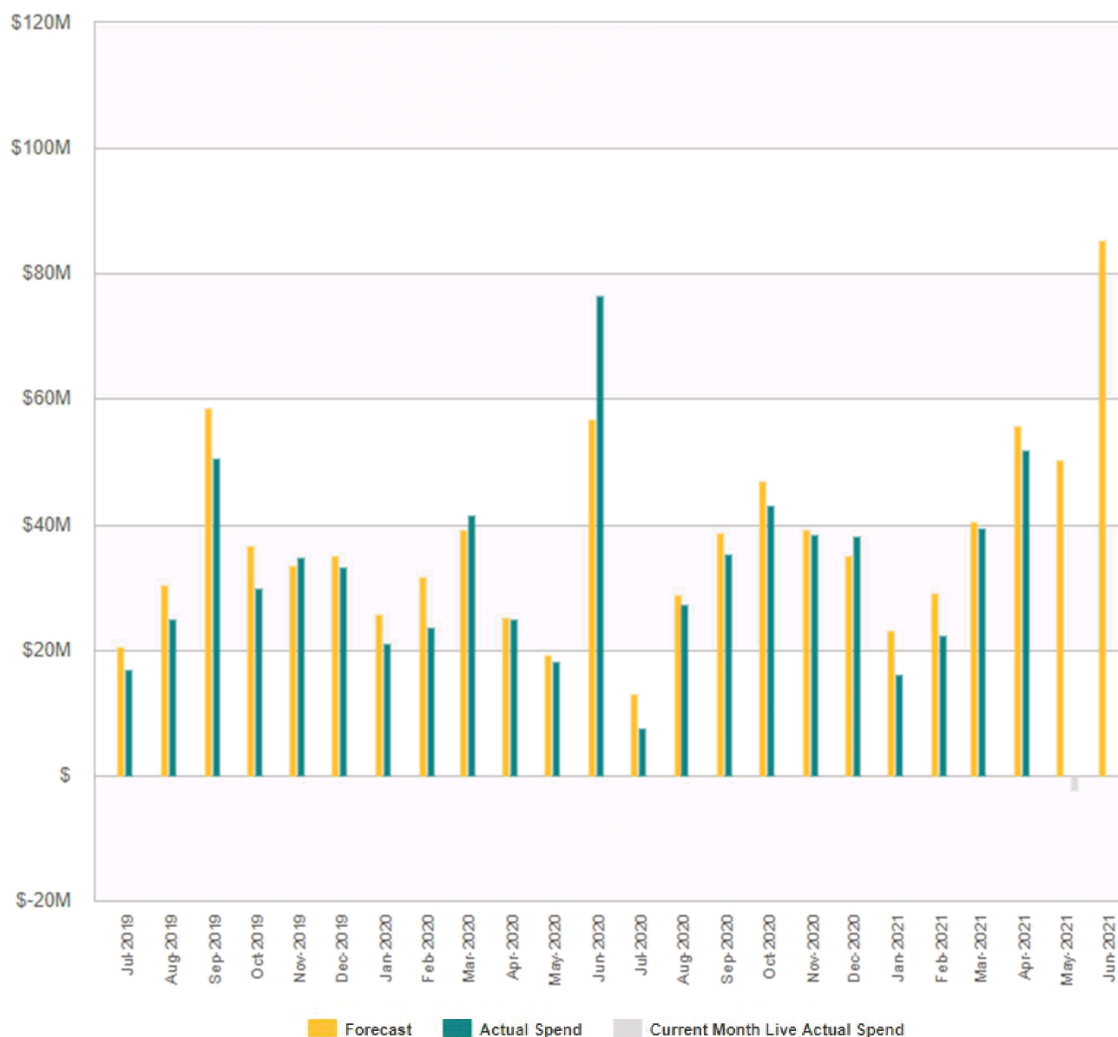
Delivery Unit	Budget (FY21)*	Forecast (FY21)	% Spend (of budget)	Commentary
				Integration with Kiwirail requirements continues to be a risk and staff are working closely to progress as fast as possible. Progress is positive.
3 Waters	\$171.5M	\$152.8M	59%	<p>Forecast has reduced from previous period, but is not reflective of a reduced delivery programme this financial Year.</p> <p>The reduction in forecast is a result of substantial cost savings, resulting from competitive lowest price conforming tenders on more than 35 projects.</p> <p>This has resulted in cost savings for Council on 3 Waters projects over \$10m.</p> <p>These savings have provided the opportunity for identifying alternative short term / urgent projects to be delivered earlier than originally planned – opportunities are currently being assessed with asset management and maintenance teams.</p> <p>In addition to the above, there have also been delays in procurement of construction projects due to various issues; including time consuming post tender clarifications and resulting changes. There is a risk to procuring locally sourced pipe material for Wastewater laterals; being actively monitored and mitigations are in place.</p> <p>To ensure continuity of delivery in future years for the Stormwater activity, land purchase opportunities are being sought and some land parcels have been completed – such as for Otukaikino. This is being progressed by 3 Waters and the Strategic Land Purchase team.</p>
Capital Delivery Community	\$35.9M	\$24.5M	53%	<p>Portfolio comprises 142 projects, most hold some degree of risk around agility to market, as they all have significant community and stakeholder input.</p> <p>Of these, 20 projects have budget but are still in Concept and Plan Phase (\$9.3M).</p> <p>Community are actively working on an outcome/way forward for these projects.</p> <p>A number of larger projects >\$1M have kicked off so the spend profile will increase in the period to FY end, as it has done over the past delivery years.</p>
Major Facilities	\$135M	\$82.7M	38%	<p>Spend relies on key major projects – Canterbury Multi Use Arena (CMUA), Parakiore Recreation and Sports Centre and Te Pou Toetoe Linwood Pool.</p> <p>Major Facilities will report a considerable underspend on both Parakiore Recreation & Sports Centre and Canterbury Multi Use Arena (CMUA) in this Financial Year:</p>

Delivery Unit	Budget (FY21)*	Forecast (FY21)	% Spend (of budget)	Commentary
				<ul style="list-style-type: none"> Parakiore has been impacted by the Covid-19 lockdown and slower progress by the Contractor than the current construction programme. CMUA closed to market for the Design & Construct consortia 29 January 2021 with an appointment in March 2021. <p>Te Pou Toetoe Linwood Pool is under construction and current progress indicates a bring back is required.</p>
Other	\$46.2M	\$43.2M	66%	<p>Relies on key initiatives:</p> <ul style="list-style-type: none"> Housing BAU Reactive Renewals (\$1.7m remaining spend) – on track to spend based on spend to date, committed and projected work. Corporate Investments (\$1m remaining spend) - dependent on funds required for the Town Hall (Vbase equity injection) Social Housing Warm & Dry programme (\$600k remaining spend) – on track for delivery by end financial year. <p>IT projects (\$6.2m remaining spend):</p> <ul style="list-style-type: none"> Holidays Act Correction – Forecast based on current view of required works between now and year end. Spend is being monitored and a small carry forward is expected due to extended timeline of project. Our Space Time Management – Establishing scope and sequencing due to Holidays Act priority. Agreements being finalised with provider that informs Execution phase. Data Network upgrade – dependency on Cisco lead times and receipt of goods. Bill of materials provided and PO commitment in place
Totals	\$535.5M	\$442.1M	55%	

*\$17m of budget FY21 relates to Art Gallery, Parks, Sports and Rec, Libraries and Information not included in this table.

Monthly Spend against Forecast

Visibility of spend against forecast is provided in the following graph:



Monthly Forecast Commentary (>\$35m / Month)

Further detail in relation to monthly forecasts greater than \$35m are provided in the following tables. Forecast spend per month is provided in the following tables by Delivery Unit.

Month:	June		Since last month (\$m)	
Forecast:	\$85.3m (-\$4.7m from March)	\$16.6m (19.5%) Parakiore / CMUA	-\$1.7m	Parakiore Recreation and Sports Centre (\$10.8m) – based on contractor cash-flow CMUA (\$5.8m) – dependent on contractor cash-flow Forecasts on <u>Parakiore</u> and CMUA are provided from external third party delivery project managers. These are not adjusted by CCC.
Last FY:	\$76m	\$21.3m (25%) Transport	-\$0.6m	Projects Forecasting >\$1m Major Cycleways - \$5.9m South Express Section 3 - \$3.1m. In construction. Nor' West Arc Annex & Wigram Rd to University - \$1.4m. In construction. Dyers Pass Corridor Guardrails Installation - \$1.5m – in construction. Road Lighting LED - \$2.6m 33% of this budget for luminaires from local manufacturer – low risk of delivery. 19% for luminaire deliveries from overseas – delay risk due to ongoing Covid impacts Forecast allows for two months' of installation costs – double month in June.
June is a double month of spend (costs are accrued for work completed in June to ensure it is captured within the year work is done)		\$32.5 (38.1%) 3 Waters and Waste	-\$0.1m	Carriageway Reseals - Chipseal - \$1.5m Based on current contractor programme Other - \$5.3m 35 projects currently in construction, including <ul style="list-style-type: none"> Marshlands Road Bridge Renewal Cashmere Hoon Hay Intersection Improvement Dyers Pass Road Pedestrian & Cycle Safety Improvements Delivery Packages (Renewals)
		\$14.8m (17.4%) Other	-\$2.4m	Projects Forecasting >\$1m SW Horners Kruses Land Purchase - \$6.8m Values agreed. SW Otukaikino Facility Land Purchase - \$2.8m Settlement paid 8 March 2021. Hoon Hay Basin Outlet and Cashmere Stream Control Structure (Eastman Sutherlands) - \$1m Forecast based on contractor <u>cashflow</u> forecast.
				\$12.9m forecast for projects currently in Construction 74 projects in construction, including <ul style="list-style-type: none"> SW Blakes Road Stormwater Facility WW Reactive Lateral Renewals SW Eastman Sutherland and Hoon Hay Wetlands SW Owaka Basin WS Above Ground Well Head Conversions WS Ben Rarere Pump Station Bexley Earthquake Replacement
				\$6m forecast for projects progressing through Planning, Design and Procurement phases Community - \$2.2m 40 projects currently in construction, including <ul style="list-style-type: none"> Pioneer Pool EQ Renewals, Cob Cottage <u>Otakaro Avon River Corridor</u> – forecast \$500k.

Month:	May		Since last month (\$m)	
Forecast:	\$63.6m (-\$12.7m from March)	\$8m (15.8%) <u>Parakiore /CMUA</u>	-\$1.3m	Parakiore Recreation and Sports Centre (\$4.7m) – based on Contractor Cash-flow CMUA (\$3.3m) – dependent on contract award, and contractor cash-flow Forecasts on <u>Parakiore</u> and CMUA are provided from external third party delivery project managers. These are not adjusted by CCC.
Last FY:	\$18m	\$14.2m (28%) Transport	-\$4.8m	Projects Forecasting >\$1m Major Cycleways - \$3.5m South Express Route (Section 3) Curletts to Old Blenheim – in construction Nor West Arc Section 2 Annex & Wigram Rd to University – in construction Carriageway Reseals - Chipseal and Road Pavement Renewals - \$2m Based on current Contractor programme.
FY20 spend reflects work completed during Covid Alert Level 4 lockdown (all non-essential work ceased). Previous FY spends FY19: \$30m, FY18: \$40m.		\$16.3m (32.3%) 3 Waters and Waste	-\$2.7m	Other - \$8.7m 48 projects currently in construction \$6.5m, including <ul style="list-style-type: none"> Dyers Pass Corridor Guardrails Installation Road Lighting LED Installation Ferry Road Masterplan (WL1) Marshland Road Bridge Renewal Minor Road Safety and Intersection Improvement projects Delivery Packages (Renewals)
				\$12.3m forecast for projects currently in Construction 83 projects currently in construction, including <ul style="list-style-type: none"> WW Reactive Lateral Renewals SW Eastman Sutherland and Hoon Hay Wetlands Hoon Hay Basin Outlet and Cashmere Stream Control Structure (Eastman Sutherlands) SW Highfield Northwest Basins IPA Waste Transfer Stations Renewals and Replacements SW Blakes Road Stormwater Facility (Works 1) SW Cashmere Worsleys Flood Storage \$3.2m forecast for projects progressing through Planning, Design and Procurement phases
		\$11.9m (24%) Other	-\$4.1m	Projects Forecasting >\$1m Te Pou Linwood Pool - \$1.7m – based on contractor <u>cashflow</u> . Community - \$2.2m 40 projects currently in construction, including <ul style="list-style-type: none"> Pioneer Pool EQ Renewals, Harewood Nursery Development Cob Cottage Edmonds Band Rotunda IT - \$2.9m 11 projects currently in construction <ul style="list-style-type: none"> Our Space Time Management Holidays Act Corrections Hybris Service Replacement (C4Hana CCv2 Upgrade) IT Equipment Infrastructure and Device Replacements Dependent on resource availability and equipment lead times.

Council Delivered Projects

Delivery budget for this financial year where Council manages delivery is \$430.8m. Current forecast against this budget is \$383.1m.

Council delivered top ten projects by budget this financial year are:

Project	Whole of Life Budget	FY21 Budget	FY21 Forecast	Forecast Delivery Date
Corporate Investments	\$128.4 M	\$13.9 M	\$11.0 M	Ongoing
Carriageway Reseals - Chipseal	\$135.7 M	\$13.2 M	\$13.2 M	Jun 2021
Te Pou Toetoe Linwood Pool	\$24.0 M	\$13.0 M	\$16.3 M	Dec 2021
Delivery Package - Strategic Land Acquisitions	\$197.0 M	\$11.8 M	\$8.3 M	Jun 2021
Otukaikino Stormwater Facility	\$19.5 M	\$10.6 M	\$9.4 M	Jun 2028
Major Cycleway - South Express Route (Section 3) Curletts to Old Blenheim	\$15.5 M	\$10.4 M	\$10.8 M	Sep-2021
Downstream of Christchurch Northern Corridor (Proj. 2)	\$13.0 M	\$10.0 M	\$9.0 M	Oct-2020
Lyttelton Harbour Wastewater Scheme	\$54.2 M	\$7.6 M	\$6.1 M	Dec-2021
Ōtākaro-Avon River Corridor (OARC)	\$53.8 M	\$7.0 M	\$1.3 M	Jun 2030
Major Cycleway - Nor'West Arc Route (Section 2) Annex & Wigram Road to University	\$13.5 M	\$6.5 M	\$5.5 M	Sep 2021

Further detail on the current performance of key Council delivery projects can be found in the Capital Watchlist report appended to this Capital Project Performance report.

Third Party Delivered Projects

\$121.7m of the financial year budget are projects delivered by a Third Party, who have primary control of delivery. Third Party forecast spend to June 2021 is currently \$74.3m.

Key third party payment projects (by this financial year budget value) are:

Project	Whole of Life Budget	FY21 Budget	FY21 Forecast	Forecast Delivery Date
Parakiore Recreation and Sports Centre	\$151.3 M	\$81.3 M	\$45.6 M	Nov-22
Canterbury Multi Use Arena (CMUA)*	\$483.0 M	\$27.8 M	\$11.9 M	Dec-24
Totals	\$634.3 M	\$109.1 M	\$57.4 M	

*Includes CMUA Site Decontamination.

Further detail on the current performance of key third party projects can be found in the Capital Watchlist report appended to this Capital Project Performance report.

Carry Forward/Bring Back Analysis

Carry Forwards or Bring Backs exist when projects are either delivered faster or slower than originally planned within this Financial Year budget. Definitions are as follows:

- **Carry forward** – project is forecasting to spend less this financial year than originally budgeted.
- **Bring back** – project is forecasting to spend more this financial year than originally budgeted.

The “net carry forward” is the difference between carry forward and bring back.

Net Carry Forward forecast against \$552m budget for this financial year by Project Managers as of 20 April 2021 is \$96.9m (+\$101.1m carry forward, -\$4.2m bring back).

Breakdown by Delivery Department for the Core Programme (including External Funding projects) of \$442.4m is as follows:

Unit	Net Carry Forward
Art Gallery	\$126,602
Capital Delivery Major Facilities	-\$311,372
Capital Delivery Community	\$11,463,975
Parks	\$2,648,683
Facilities, Property & Planning	-\$3,869,892
Corporate	\$2,858,920
Information Technology	\$3,353,065
Libraries & Information	\$264,114
Recreation Sports & Events	\$499,563
Regulatory Compliance	\$3,000
Technical Services & Design	-\$4,363
CDEM & Rural Fire	\$44,796
Strategy & Transformation	\$524,997
Three Waters & Waste	\$18,688,725
Transport	\$7,941,884
TOTAL	\$44,232,697

*Table is focussed on delivery to our core programme and excludes Metro Sport and Canterbury Multi Use Arena. Currently, these Projects are forecasting a carry forward of \$52.7m against a financial year budget of \$110.1m.

Carry Forward Commentary (by exception + or - \$5m)

The following commentary relates to phasing changes only, and not changes to total approved budget.

Unit	Net Carry Forward	Commentary
Capital Delivery Community	\$11.5m	<p>Bring back reflects progress on projects that are progressing quicker than current financial year phased budget – key contributors are as follows:</p> <ul style="list-style-type: none"> - Pioneer Pool Earthquake Renewals and Cycle Shutdown (-\$1.8m) - refer to the Top Ten Bring Back table for full detail.

Unit	Net Carry Forward	Commentary
		<ul style="list-style-type: none"> - Naval Point Development Plan (-\$906k) - required for the next steps in the planning for the project and to complete the pontoon removal from the site. <p>Carry Forward reflects projects that are progressing slower than current financial year phased budget</p> <ul style="list-style-type: none"> - Ōtākaro-Avon River Corridor (OARC) (+\$5.7m) - refer to the Top Ten Carry forward table for full detail. - Diamond Harbour Wharf Planned Renewals (+\$1.1m) - based on current schedule for detailed design and tendering for the contract. Further updates to forecast will be made when investigations are complete. - Chokebore Lodge (+\$1m) - A carryforward will occur due to delays to works program. A change request is currently in motion.
Three Waters & Waste	\$18.7m	<p>Current carry forward position reflects cost savings achieved as a result of tender process (>\$10m) – refer to comments on Financial Year Deliverability.</p> <p>Bring back reflects progress on projects that are progressing quicker than current financial year phased budget – key contributors are as follows:</p> <ul style="list-style-type: none"> - SW Horners Kruses Land Purchase (-\$6.6m) – Bring back required for land purchase. \$6.8M confirmed to be settled in April 2021. - SW Blakes Road Stormwater Facility (Works 1) (-\$4.4m) - refer to the Top Ten Bring Back table for full detail. - WW Reactive Lateral Renewals (-\$2.4m) - refer to the Top Ten Bring Back table for full detail. - WW Treatment Plant Asset Reactive Renewals (-\$1.6m) – refer to the Top Ten Bring Back table. - CWTP Earthquake Repair Occupied Buildings & Refurbish Amenities & Mezzanine Roof (-\$1.5m) – Project complete in FY21. Budget phased for FY22 is required for FY21. - Hoon Hay Basin Outlet and Cashmere Stream Control Structure (Eastman Sutherlands) (-\$1.1m) - Construction in progress. Forecast based on contractor's cashflow. Bring Back required but will be subject to weather conditions. - SW Eastman Sutherland and Hoon Hay Wetlands (-\$1m) - The majority of the bring back is to cover construction work that started in Feb'21. Forecast reflects current delivery plan – opportunity taken to expedite work. <p>Carry Forward reflects projects that are progressing slower than current financial year phased budget</p> <ul style="list-style-type: none"> - WW Riccarton Mains Renewal (Hansons Lane to Euston Street) (+\$3.6m) – refer to the Top Ten Carry forward table for full detail. - WS Ben Rarere Pump Station Bexley Earthquake Replacement (+\$1.8m) - refer to the Top Ten Carry forward table for full detail. - WW Lyttelton Harbour Wastewater Scheme (+\$1.6m) - Forecast based on delivery programme. Works forecast for completion in December 2021 due to Covid shipping issues. - WS Riccarton Road Mains Renewal (Hansons to Matipo) (+\$1.5m) –Tender had taken longer than expected to go out to the market. Contract now awarded. - SW Flood Management LDRP 521 Stage 1 Waitaki Street (OARC) (+\$1.5m) –. Delays with ECan consents, Archaeological consents, preparation of tender documents which has impacted spend for FY21. Expect short period of construction in FY21 and carryover into FY22.

		<ul style="list-style-type: none"> - WW Riccarton Interceptor (Upper Riccarton) (+\$1.4m) – Carry forward is due to delays in completing the modelling works to inform the preferred design solution. - SW Gardiners Stormwater Facility (+\$1.3m) – Carry Forward required. Construction would not be able to start due to design delay. - WW Trafalgar, Dover, Cornwall, Lindsay, Caledonian & Ranfurly Mains Renewal (+\$1.3m) – Carry forward due to archaeology findings which delayed construction progress. - WS Pump & Storage Equipment Renewals 2021 (MEICA) (+\$1.2m) – Funding to be confirmed by assets before this project goes ahead. Carry Forward to FY22. - SW Otukaikino Stormwater Facility (+\$1.2m) – FY21 costs for purchase of land required for the future development of a stormwater facility to cater for growth. Carry forward of remaining budget required. - WS Suction Tank & Reservoir Renewals (+\$1.1m) – Scope of work is reactive based. Carry all funds forward into FY22. - WS Pump & Storage Equipment Renewals 2020 (MEICA) (+\$1m) – Upgrades are mainly programmed to be completed during the colder months, planned work for FY21 will most likely carry over into FY22 - completion dates to be finalised once tender is awarded. - WS Rawhiti Smart Water Technology (+\$1m) – Programme delayed due to complexity of the solution and bespoke contracts required.
Transport	\$7.9m	<p>Bring back reflects progress on projects that are progressing quicker than current financial year phased budget – key contributors are as follows.</p> <p>For commentary on all of these projects, - refer to the Top Ten Bring Back table for full detail.</p> <ul style="list-style-type: none"> - Road Lighting LED Installation (-\$3.6m) - Central City Projects – Victoria Street (-\$1.8m) - Northern Arterial Extension, including Cranford Street upgrade (-\$1.7m) - Central City Projects – Hereford Street (-\$1.7m) <p>Carry Forward reflects projects that are progressing slower than current financial year phased budget</p> <p>The following External Funded projects are forecasting carry forwards – these are based on current project schedules.</p> <p>All projects remain on track to deliver to Crown agreed delivery plans.</p> <ul style="list-style-type: none"> - Major Cycleway South Express Route (Section 2) – Craven to Buchanans (+\$4.9m) - Coastal Pathway & Moncks Bay (+3.4m) - Major Cycleway Northern Line Route (Section 1) – Blenheim to Kilmarnock & Harewood Crossing & Restall (\$1.7m) - Major Cycleway Heathcote Expressway Route (Section 2) – Tannery to Martindales (\$1.4m) <p>Other projects</p> <ul style="list-style-type: none"> - Evans Pass Road & Reserve Terrace Remedial Works (\$2.1m) – refer to the Top Ten Carry forward table for full detail.

All of Council

Top 10 Carry Forward Projects

The following projects listed as the top carry forwards by budget value are as follows:

Project Title	Project Phase	FY21 Budget	FY21 Forecast Carry Forward	Project Manager Comment
Parakiore Recreation and Sports Centre (Metro Sport Facility)	Execute (Construction)	\$81.3 M	\$35.7 M	Carry forward is required due to the impact on cashflow and programme due to COVID-19 and slower progress than current construction programme. The construction programme and completion date are being reviewed monthly by the Contractor and Ōtākaro.
Canterbury Multi Use Arena Site Decontamination (CRAF Funded)	Initiate	\$10.0 M	\$10.0 M	Carry forward budget to FY22 reflects current delivery programme. Discrete areas of minor contamination are currently being removed as part of the Enabling Works under the main construction contract. Any major areas of contamination discovered will be removed using this budget, with work likely to commence in mid-2022.
Canterbury Multi Use Arena (CMUA)	Plan	\$17.8 M	\$6.0 M	RFP was extended to Jan 2021 following a request from one of the tenderers. Besix Watpac NZ (CMUA) Ltd, to be known as Kōtūi, were confirmed at the 25 March Council meeting as the successful Design & Construct consortia for the current Pre Contract Services Agreement (PCSA) phase. The current programme for completion of the CMUA is the end of Q4 2024. This will be confirmed during the PCSA phase which is due to be completed by 24 March 2022. Discrete areas of minor contamination are currently being removed as part of the Enabling Works, and Kōtūi are currently undertaking additional geotechnical investigations on site.
Ōtākaro-Avon River Corridor (OARC)	Plan and Procure	\$7.0 M	\$5.7 M	Allocated budget for this FY will not be spent. Initial Lump Sum allowances for Christchurch Earthquake Appeal Trust (CEAT) works and the City to Sea (CTS) Pathway that used to create this FY budget were based on completing significant site works for CTS pathway and incurring considerable spend against main contracts for CEAT works. Planning is underway for the CTS pathway but with lengthy engagement expected it is unlikely that the allocated budget will be expended. Likewise based on the current programme, it is unlikely that site works will be significantly advanced for the Dallington Landing project by the end of the FY and with no advanced payments in the Bridges contract, we will not receive any claims this FY, but will accrue circa \$500k for the value of steel fabricated by year end - this is reflected in the current cashflow.

Project Title	Project Phase	FY21 Budget	FY21 Forecast Carry Forward	Project Manager Comment
				<p>More clarity will be available once the Contract for the Landing is confirmed, but presently a carry forward of circa \$5.6m is being forecast.</p> <p>There may be an opportunity to commence work in the Dallington Loop this FY, but that will be subject to pricing confirmation and stakeholder engagement.</p>
Major Cycleway South Express Route (Section 2) Craven to Buchanans	Execute (Procure)	\$4.8 M	\$4.5 M	This is part of the Shovel Ready programme and is on track to meet the timeframes agreed with Ōtakaro. First contract has been tendered and will start construction this financial year once consents approved. Will be tendered mid-2021. Bulk of construction is planned for FY22.
WW Riccarton Mains Renewal (Hansons Lane to Euston Street)	Execute (Procure)	\$4.5 M	\$3.6 M	<p>Tender had taken longer than expected to get out to the market. Contract now awarded.</p> <p>The Wastewater scope is unlikely to get priority once physical works are underway.</p>
Coastal Pathway & Moncks Bay	Execute	\$4.2 M	\$3.4 M	Carry forward required to allow delivery in line with approved Shovel Ready delivery programme.
Corporate Investments	Execute (Construction)	\$13.9 M	\$2.9 M	<p>Council approved up to a \$12m equity injection - \$10m was paid across in October.</p> <p>Remaining funds may be carried forward as based on forecast spend for Town Hall.</p>
Evans Pass Road & Reserve Terrace Remedial Works	Execute (Design)	\$2.6 M	\$2.1 M	Delays due to consenting and resolution of associated issues, consents have now been obtained. The works are expected to be tendered this financial year.
WS Ben Rarere Pump Station Bexley Earthquake Replacement	Execute (Construction)	\$3.1 M	\$1.8 M	Carry forward is due to delays in completing the detailed design. There were a number of scope changes late in the detailed design stage which have pushed the project out.

All of Council

Top 10 Bring Back Projects

The following projects listed as the top bring backs by budget value are as follows:

Project Title	Project Phase	FY21 Budget	FY21 Forecast Bring Back	Project Manager Comment
SW Horners Kruses Land Purchase	(Execute) Construction	\$0.3 M	-6.6 M	Land purchase currently forecast for June, FY21.
SW Blakes Road Stormwater Facility (Works 1)	(Execute) Construction	\$2.5 M	-4.4 M	Bring back required for land purchase. Tender finalised and construction has started on site. Forecast to be reviewed and confirmed.
Road Lighting LED Installation	(Execute) Construction	\$4.1 M	-3.6 M	Bring back required to reflect delivery programme which aims to maximise higher NZTA subsidy (85%).
Te Pou Toetoe Linwood Pool	(Execute) Construction	\$13.0 M	-3.3 M	Bring back required based on current Contractor delivery programme.
WW Reactive Lateral Renewals	(Execute) Construction	\$1.1 M	-2.4 M	Spend rate can vary as the works are reactive in nature and directed by the operations team. A bring back of \$2.4m from FY22 and FY23 is forecast to reflect current priority works. The works are carried out by a panel of drain layers as faults are reported and as a result of planned inspection programs.
Pioneer Pool Earthquake Renewals and Cycle Shutdown	(Execute) Construction	\$2.0 M	-1.8 M	Bring back required to deliver full scope of works in FY21 to minimise disruptions to operations.
Central City Projects - Victoria Street	Close	\$2.6 M	-1.8 M	Bring back required to cover construction costs this financial year. Works were started in FY20 taking advantage of the Covid lockdown and starting works in Level 3 to minimise disruption before businesses were at full operation. Project complete.
Northern Arterial Extension including Cranford Street Upgrade	(Execute) Handover	\$1.1 M	-1.7 M	Reflects delivery schedule from third party.
Central City Projects - Hereford Street (Manchester to Cambridge)	(Execute) Handover	\$3.8 M	-1.7 M	Bring back required from FY22 to FY21 reflecting construction programme. Construction is complete.
WW Treatment Plant Asset Reactive Renewals	(Execute) Construction	\$0.3 M	-1.6 M	Bring back required to cover additional renewals spend for remainder of the year.

All Financial Years (Project Whole of Life)

Covid 19: Impacts on Delivery

As of April 2021, the value of claims received totals approximately \$6.5m.
These are across 46 projects (Transport – 37%, Community – 2%, 3 Waters – 61%).

93% of all claims have been paid out to date in both interim and finalised costs.

This remains as previously reported in the March Finance and Performance Committee.

Any contractor claims on projects being delivered by a third party are being settled by the third party.

Claims cover site dis-establishment, site re-establishment and costs associated with extension of time claims resulting from the lockdown period.

Claims have been finalised on the following projects:

Reason for Covid-19 related cost variations on Capital Projects

If a COVID-19 directive changes the 'Cost to the Contractor/Supplier of performing the Contract' this may, depending upon the terms and conditions of the contractual relationship, trigger a variation to the contract.

Additional costs may include demobilisation and remobilisation, site security, cost of plant and equipment, direct labour and onsite/off-site overheads and profit.

Variations are reviewed and negotiated with the contractor/supplier and will also consider factors such as whether the Government Wage subsidy was available to the contractor/supplier.

For Contract Works or Maintenance Contracts governed by the NZS 39xx standard form, the costs are considered by the Engineer to the Contract, who are contractually obliged to, independently of either the Council as Principal to the contract or the contractor party, fairly and impartially make decisions as to Contractor's entitlements under the contract.

Delivery Unit	Project	Contractor
3 Waters	Ward St brick barrel lining	City Care
	HHB Inlet Structure	Hunter Civil
	Sutherlands Basin	Brian Perry Civil
	Cox's Quaifes	GSL
	Heathcote Dredging	City Care
	Canal Reserve Drain	City Care
	Temporary stop banks - Waitaki St	GHD
	Wilmer's Basin	GSL
	WS Well Renewal Grassmere Well 1	Seipp
	WS Belfast - Well Renewal	Seipp
	WW Mains Renewal - Flockton Street	Dormer
	WW Mains Renewal - Neville St, Domain Tce, Edinburgh St, Cooke St, McCombs St, Stennes Ave, Selwyn St	Downer

Delivery Unit	Project	Contractor
	WW Mains Renewal - Randolph St, Hobson St, Inglis St, Forfar St, Dee St, Pascoe Ave	Brian Perry Civil
	WW Mains Renewal - Barbadoes, Cannon St, Bealey Ave, Madras Street	Downer
	WW Mains Renewal - Springfield Rd, Berry St, Clare Rd, Onslow St	City Care
	WS Submains Renewal FY20/21	Utilities Infrastructure
	WS Mains Renewal - Cranford St, Sherborne St and Victoria Street Transport projects	Isaacs
	Riccarton Road Roading upgrade - Harakeke to Matipo	Fulton Hogan
Community	Manuka Cottage Capital Endowment Fund project	Watts & Hughes
	Opawa Public Library Rebuild	Watts & Hughes
	St Albans Community Centre	Watts & Hughes
	NPW - Athletics Indoor Training Facility	HRS Construction
	Pioneer Recreation & Sport Centre – Roof Replacement	Watts & Hughes
	Kapuatohe Dwelling/Cottage	Higgs
	Edmonds Band Rotunda	Dominion
	Ōtakaro Avon River Corridor	WSP
	Harrington Park Play Space Renewal	Mike Downs
	Delivery Package Parks Hard Surface Renewals - Jellie Park Paths	Pigeon Contracting
Transport	Palmers Road (Bowhill-New Brighton)	Isaacs
	Warden Street (Petrie-Chancellor)	City Care
	Riccarton Road Bus Priority	Fulton Hogan
	Downstream of Christchurch Northern Corridor (Project 1)	Isaacs
	Downstream of Christchurch Northern Corridor (Project 2)	Fulton Hogan
	Main North Road Bus Lane Modifications	City Care
	Road Lighting LED Installation	Connetics

Delivery Unit	Project	Contractor
	Main Rd M3 Beachville Road Streetscape Enhancements	Higgins
	New Brighton MP Streetscape Enhancements A2, A4	Mike Downs
	Local Cycleway: Northern Arterial Link Cranford to Rutland	Fulton Hogan
	New Retaining Walls delivery project	Hunter Civil
	DEMP Investigation Contract 46*3054	Downer

Current Project Status

(Projects from Execute – Design to Project Delivery Complete)

The **Current Overall Project Status** is provided by Delivery Unit for all projects from Execute (Design) through to Project Delivery Complete.

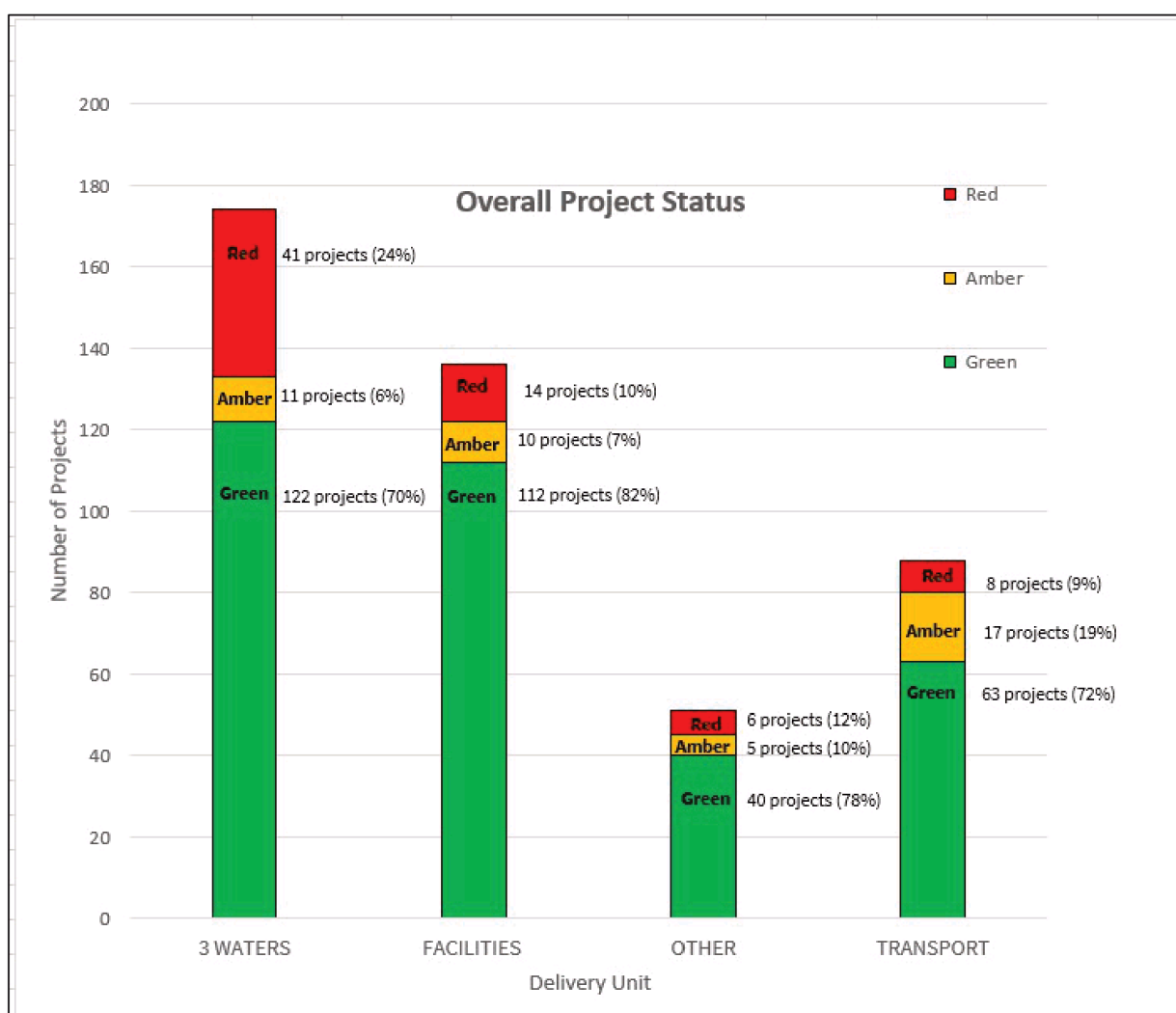
This status is set by Project Managers using objective criteria, and considers Cost, Time, Scope, Risks and Issues.

Project and Unit governance actively monitors progress, risks and issues, ensuring appropriate action and mitigations are in place on all projects.

All of Capital - Summary

from Execute (Design) to Project Delivery Complete

Green	Amber	Red	Total Projects
337	43	69	449



Current programme level risks/issues that exist across the Capital Programme are as follows:

Covid-19

- Supply Issues - Contractors continue to review supply chain risks and issues, including identification of alternative (lower risk) sourcing locally. This has impacted particularly on LED lighting, other street lighting and Kiwirail infrastructure supplies. Projects are identifying alternative supply wherever possible, or re-phasing work to reduce impact of supply delays.
- Exchange Rate - any hike in the US dollar may impact project costs – at present, this is not impacting projects however has potential to do so. Any change in project costs are subject to contractual conditions with the contractor.
- Covid Second Wave – in the event New Zealand were to have another community breakout with further restrictions or lockdown, projects would be impacted and delivery to the current capital budget will be at risk. No additional claims have been received from projects to date.
- Other - Potential for additional restrictions, resulting in possible time and/or cost implications.

NZTA subsidy (Transport)

- Remains an ongoing risk to delivery of Transport projects >\$1m.
- To mitigate risk, staff are working closely with NZTA to ensure clarity of process and to streamline the process where possible

Port Delays

- Risk relating to supply of imported materials being constrained by delays at both international and local ports. This is additional to any Covid related impacts. Projects are identifying alternative supply wherever possible, or re-phasing work to reduce impact of supply delays.

For all projects forecasting >\$1m, with an Overall Project Status of Red in the Execution phase (until Project Delivery Complete), commentary is provided on the following page.

Performance Exception Report

Projects >\$1m in Execution - Overall Current Project Status “Red”

Commentary is provided below for all projects forecasting >\$1m, with an Overall Project Status of Red in the Execute Construction phase (until Project Delivery Complete). Project Status Indicators are based on Whole of Life parameters. For Watchlist, External Funded or MCR projects, refer separate reports.

Of 413 current active projects forecasting greater than \$1m Whole of Life, 14 projects currently have a Red Status.

Time (Deviation from Baseline)		Budget (Deviation from Baseline)	
Green	<30 days delay	Green	On Track
Amber	31-60 days delay	Amber	Forecast Overspend <5%
Red	>61 days delay	Red	Forecast Overspend >5%

Project	Trend	Cost	Time	Scope	Risks	Issues	Current Forecast Delivery	Commentary
Traffic Signal Cabinets Safety Improvements	→	Red	Green	Red	Amber	Green	Feb 2022	Uncertainty around future years scope and therefore cost to rectify all electrical safety issues. The condition of existing cabling infrastructure may require more work at some sites. Further investigations of asset condition are required to prioritise cable replacement order of intersections. Change request may be prepared after investigations are completed to address any future year shortfall in budget.
Water Supply Sydenham Suction Tank Replacement	→	Red	Red	Green	Amber	Green	Sep 2022	Current forecast based on preliminary design estimate. Additional funding part of the proposed Long Term Plan, however there is still a deficit of \$1.3m - project being assessed for water reform funding. Project is late due to delays in establishing a way forward for stainless steel tank detailed design. This is the first stainless steel water supply tank for CCC. A way forward has now been established and a revised programme is being prepared.

Project	Trend	Cost	Time	Scope	Risks	Issues	Current Forecast Delivery	Commentary
Waste Water Halswell Pump Station (Stage 2) (PS60)	→	Red	Red	Green	Amber	Amber	Jun-2022	Current forecast based on detailed design estimate. The detailed design is under review, construction work is expected to commence in Oct 2021. The delay is caused by the more complexity than expected, and the asbestos in electrical control system building.
Christchurch Wastewater Treatment Plant Refurbish Amenities & Mezzanine Roof	↓	Red	Red	Green	Amber	Red	May 2021	Laboratory completed 26 February 2021 and staff are relocating from the old Laboratory to the new. The second phase of the project the Amenities and Mezzanine roof (37153) has continued to identify further asbestos removal. Final costs to come from the Contractor and the Consultant. Council is working with the Engineers Representative to establish realistic figures.
Oxford Terrace Bollards at Hereford Street	→	Red	Green	Green	Green	Green	Sep 2021	Current forecast is over budget as details of all costs including the automation, power supply, activation, monitoring and site reinstatement have become clear. There are still unknowns over additional costs for certification and staff costs to provide that certification due to Covid implications. A detailed update will be provided as soon as details are confirmed.
Storm Water Wigram East Retention Basin (LDRP 520)	↓	Green	Red	Red	Amber	Green	Aug 2021	Key project resources have been prioritised on Water Supply Security. This is a better outcome for the council, but will mean a delay to this project of around three months. Scope of dam upgrade project likely to be identified by current Dam investigation work – this may impact time and cost until scope is confirmed.

Project	Trend	Cost	Time	Scope	Risks	Issues	Current Forecast Delivery	Commentary
Storm Water Rossendale Infrastructure Provision Agreement (IPA)	→	Green	Red	Green	Amber	Green	Dec 2023	The project delivery date reflects developers delivery date, revised date aligned with draft LTP funding. This is to meet the requirements of the Infrastructure Provision Agreement.
Water Supply Jeffreys Road Pump Station Suction Tank Renewal (PS1076)	→	Green	Red	Red	Green	Green	Dec 2022	Design was put on hold due to scope changes arising out of the Ben Rarere detailed design which include providing space for portable genset, timber post, provision for water treatment and reticulation pump and other improvements. Detailed design has now recommenced in April 2021 and the same is planned to be complete by August 2021. With procurement timeframes and the Christmas break, construction is forecast to commence in January 2022. When the detailed design is complete a change request will be submitted to adjust the baseline dates.
Storm Water Charlesworth Drain (LDRP 531)	→	Green	Red	Green	Amber	Amber	Jun 2027	Land access issues have delayed soil investigations, detailed design and associated meetings/workshops. The process under section 28(91) of the Christchurch District Drainage Act 1951 (CDDA) must be followed, this may take up to six months to conclude. Works have been re-phased in Long Term Plan – revised baseline to be completed to reflect. Risks and Issues relating to asbestos and zinc presence in soils.
Storm Water Estuary Drain (LDRP 515)	→	Green	Red	Green	Green	Green	May 2021	Delays due to planting which could not be done until the planting season that only commenced on 1 April 2021. Contractor is working to the revised construction programme.

Project	Trend	Cost	Time	Scope	Risks	Issues	Current Forecast Delivery	Commentary
Chokebore Lodge	→	Green	Red	Green	Green	Green	Dec 2021	A substantial part of the building is made from Cob. The main contract works for the Cob element were greatly affected by the Covid 19 lockdown. In addition, the Cob works are season dependent. The subsequent delay placed the works during wet weather and winter following meaning the Cob could not be undertaken. This is a main external envelope structural item.
Storm Water St Albans Creek (Slater to Hills) (LDRP 534)	→	Green	Red	Green	Green	Green	Jun 2021	Delays to construction due to property issues which have now been resolved, namely environmental incidents and asbestos find. Work is progressing well with continuous monitoring and input.
Storm Water Halswell Modelling (LDRP 533)	↓	Green	Red	Green	Green	Green	Dec 2021	Delays due to addition of more recent data to improve accuracy, alternate (GHD) infiltration methodology, rainfall depths to consider climate change and conversion of model to provide consistency with City Wide modelling. No impact on total approved budget.
Water Supply Belfast Well Renewal	→	Green	Red	Green	Green	Green	Jun 2021	The project is largely complete – additional scope item to replace electrical assets due for replacement has taken longer to design than anticipated. Approximately one month of construction and commissioning work left. No impact to budget or to water supply network.

CHRISTCHURCH CITY COUNCIL - CAPITAL PROGRAMME WATCHLIST
April 2021

		Time (Deviation from Baseline)						Budget (Deviation from Baseline)						
		Green	<30 days delay	Amber	31-60 days delay	Red	>61 days delay	Green	On Track	Amber	Forecast Overspend <5%	Red	Forecast Overspend >5%	
		TIME						BUDGET					RISK (BUDGET AND TIME)	
	Project Title	Current Phase	Time Status	Original Delivery Date	Current Approved Delivery Date	Current Forecast Delivery Date	Time Comment (By Exception)	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Budget Comment (by Exception)	Status	Risks <i>All risks are monitored with mitigations actively managed by delivery units.</i>
Community	Naval Point Development Plan	Plan	Green (<30 days)	Jun-15	Jan-27	Jan-27		Green - On Track	\$29.0 M	\$29.0 M	\$2.5 M		Green	
	Ōtākaro Avon River Corridor (OARC)	Execute - Procure	Green (<30 days)		Jun-30	Jun-30		Green - On Track	\$53.8 M	\$53.8 M	\$0.9 M		Amber	Initial Lump Sum allowances for Christchurch Earthquake Appeal Trust (CEAT) works and the City to Sea (CTS) Pathway that used to create FY21 budget were based on completing significant site works for CTS pathway and incurring considerable spend against main contracts for CEAT works. Planning is underway for the CTS pathway but with lengthy engagement expected it is unlikely that the allocated budget for this financial year with be expended.
	Akaroa Wharf Renewal	Plan	Green (<30 days)	Feb-23	Jun-24	Jun-24		Green - On Track	\$20.2 M	\$20.2 M	\$0.9 M	Budget relies on final adoption of the 2021-2031 LTP.	Amber	The project includes a number of major risks including but not limited to project budget, stakeholder management, heritage requirements and associated costs, the management of the existing use of the wharf structure and the future of privately-owned buildings. The project team will be actively working to reduce these risks throughout the project by working closely with stakeholders and Heritage NZ.
Parks	Lancaster Park Enabling Works <i>(pre-requisite to Lancaster Park Redevelopment)</i>	Execute - Construction	Red (>61 days)	Jun-19	May-21	Dec-21	Current forecast date reflects contractor schedule. Physical works now underway; contractor has provided a practical and reasonable programme of works.	Green - On Track	\$3.0 M	\$3.0 M	\$0.2 M		Amber	Latter half of the project in August/September 2021 (topsoil import and spreading) is highly weather dependent - establishment time may get delayed by unsuitable sowing conditions. Risk will be managed in part by ensuring stockpiles are kept as weather proof as possible and avoiding working the soil under inclement conditions.
Major Facilities	Hornby Library, Customer Services and South West Leisure Centre	(Execute) Design	Green (<30 days)	Apr-20	Feb-23	Feb-23		Green - On Track	\$35.9 M	\$35.9 M	\$2.9 M		Amber	Key risks are primarily cost or programme related. Mitigation's are in place for these and are reported to the Project Steering Group (PSG) each month. Lead times on all materials are a constant risk due to ongoing international freight issues. The extent of any issue will be known once we have the contractors programme in July/August and this will inform the completion date.
	Performing Arts Precinct <i>(Includes Site Decontamination)</i>	(Execute) Investigate	Green (<30 days)	Jun-18	Nov-23	Nov-23		Green - On Track	\$40.3 M	\$40.3 M	\$2.4 M		Green	
	Te Pou Toetoe Linwood Pool	(Execute) Construction	Green (<30 days)	Jun-20	Dec-21	Dec-21		Green - On Track	\$24.0 M	\$24.0 M	\$15.6 M		Amber	All major equipment being sourced from overseas is now in the country. While supply of certain items remains challenging, delays with receiving those have not impacted overall programme and we remain ahead of schedule. The scale of this project mean that it naturally has both high value and a large volume of risks which drive it to a rating of red using the standard tool, but the reality is that relative to other projects of this size, its risk is at worst amber with risk decreasing as we move towards completion, and this is reflected in the rating at left. Extreme risk scenarios remain, but are actively managed as far as possible, and consequently are considered so unlikely as to not justify a red flag any longer.

	Project Title	Current Phase	TIME				Time Comment (By Exception)	BUDGET				RISK (BUDGET AND TIME)		
			Time Status	Original Delivery Date	Current Approved Delivery Date	Current Forecast Delivery Date		Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Budget Comment (by Exception)	Status	Risks <i>All risks are monitored with mitigations actively managed by delivery units.</i>
Transport	Annex / Birmingham / Wrights Corridor Improvement	Execute - Construction	Green (<30 days)	Sep-16	Mar-24	Oct-21		Red	\$7.1 M	\$7.8 M	\$1.3 M	Sufficient funding for completion of works currently in construction. The second stage that involves Kiwirail integration is still in the design phase and costs will be monitored closely as work progresses.	Green	
	Downstream Intersection Improvements: Cranford Street	Execute - Construction	Green (<30 days)	Jun-20	Jun-23	Jun-23		Green - On Track	\$40.7 M	\$38.7 M	\$27.5 M	Budget relies on final adoption of the 2021-2031 LTP.	Green	
	Dyers Pass Corridor Safety Improvements (Guardrails, Cycle Safety and Pedestrian)	Execute - Construction	Green (<30 days)	Jun-19	Dec-22	Dec-22		Green - On Track	\$13.4 M	\$13.4 M	\$3.0 M	Budget relies on final adoption of the 2021-2031 LTP.	Amber	Construction is underway and in constrained NZTA funding timeframe on narrow road in steep topography. Construction methodology is continually being assessed to ensure optimised delivery. NZTA funding at 75.5% past end of FY21 is still a risk.
	Evans Pass Road and Reserve Terrace Remedial Works	Execute - Design	Red (>61 days)	Jun-19	Aug-22	Nov-22	Tender of the project has been delayed due to consent issues, these have now been resolved and consent approvals received. The programme will be confirmed following the tender evaluation process and confirmation of the successful tenderers methodology. Construction is expected to start in the last half of 2021.	Green - On Track	\$24.5 M	\$24.5 M	\$1.1 M	Budget relies on final adoption of the 2021-2031 LTP.	Amber	Design and construction methodologies are being considered to optimise the delivery timeframe. Delivery timeframe subject to contractor schedule.
	Ferry Road Masterplan (WL1)	Execute - Construction	Green (<30 days)	Sep-17	Jun-21	Jun-21		Green - On Track	\$4.1 M	\$3.7 M	\$3.0 M		Green	
	Halswell Junction Road Extension	Execute - Design	Green (<30 days)	Jun-16	May-22	May-22		Green - On Track	\$12.5 M	\$12.5 M	\$3.5 M	Budget relies on final adoption of the 2021-2031 LTP.	Red	Kiwirail programme of works is still to be confirmed however staff and Kiwirail are working together to minimise risk of delays, potential land contamination.
	Road Lighting LED Installation	Execute - Construction	Green (<30 days)	Jun-18	Nov-21	Nov-21		Green - On Track	\$29.8 M	\$29.8 M	\$21.9 M		Amber	Due to supply/delivery issues with luminaires the project it is unlikely to be completed in full prior to June 30 2021. Currently 99% of luminaires are expected to be installed by the end of June 21 with the remainder installed prior to the project complete date of September 2021
	Coastal Pathway & Moncks Bay	Execute - Design	Amber (31-60 days)		Jun-22	Aug-22	The timeframe for completion is very tight, with significant constraints due to underground services, wildlife, and traffic management. The current forecast completion date reflects these constraints that have become clear during the detailed design process such as consenting and enabling works required. The project schedule will gain more certainty once the methodology is confirmed, and contract awarded in May/June.	Green - On Track	\$15.8 M	\$15.8 M	\$0.6 M		Amber	Significant constraints to be worked through - minimal space in road corridor, property issues, geotech, coastal marine environment (sensitive ecology, consenting, and complex engineering), stormwater/ flooding issues, archaeology, existing services. Some of the required consents have been lodged with the remainder to be lodged within the next month.

	Project Title	Current Phase	TIME				Time Comment (By Exception)	BUDGET				Budget Comment (by Exception)	RISK (BUDGET AND TIME)	
			Time Status	Original Delivery Date	Current Approved Delivery Date	Current Forecast Delivery Date		Budget Status	Current Approved Budget	Current Forecast	Actuals to Date		Status	Risks <i>All risks are monitored with mitigations actively managed by delivery units.</i>
Three Waters and Waste	SW Cashmere Worsleys Flood Storage (LDRP 500)	Execute - Construction	Green (<30 days)	Apr-17	Aug-22	Jun-22		Green - On Track	\$27.2 M	\$26.9 M	\$20.4 M		Amber	Additional consent application requirement has been identified due to identification of wetland area beneath part of dam footprint. This will delay consent hearing and potentially risk construction being further delayed beyond FY22. Delivery may be delayed beyond FY22 if resource consent notification process continues to be protracted.
	SW Eastman Sutherland and Hoon Hay Wetlands (including Eastman Wetlands (LDRP 528)	Execute - Construction	Green (<30 days)	Jun-24	May-25	Dec-24		Green - On Track	\$39.6 M	\$39.6 M	\$19.7 M	Budget relies on final adoption of the 2021-2031 LTP.	Green	
	WW Akaroa Reclaimed Water Treatment & Reuse Scheme	Execute (Investigate)	Red (>61 days)	Jun-16	Jun-25	Jun-28	Current baseline set up following the decline on the harbour outfall consent in 2015 and assumed a re-assessment process and return to application could be completed relatively quickly. A return to public consultation was undertaken in April 2017 but in June of the same year significant issues were identified in flow measurements used as a basis for the scheme design that went to consultation. New meters were installed and it transpired that the actual flow could be between 50% and 100% more than that previously measured. This invalidated the consultation and a return to the options assessment was therefore required. A range of options were investigated between September 2017 and October 2019. Following the 2020 Covid lock down a very different consultation, based on the new flow figures, was undertaken in 2020. Current forecast delivery date reflects the certainty in scope following Council resolution on where to discharge treated wastewater. Following release of LTP budgets, we are now in a position to update the project baseline to reflect the funded scope. Change Request to come.	Green - On Track	\$74.5 M	\$74.5 M	\$9.1 M	Budget relies on final adoption of the 2021-2031 LTP.	Green	
	WW Lyttelton Harbour Wastewater Scheme	Execute - Construction	Green (<30 days)	Feb-19	Dec-21	Dec-21		Amber (<5%)	\$54.2 M	\$55.0 M	\$51.7 M	There has been unforeseen issues which have all had financial impacts. Redesign of Simeon PS has included items that were previously not designed (but required) and has increased construction costs. Significant COVID-19 claims have been received, contaminated ground conditions, as well as pipe foundations required for 300m of pipe.	Amber	Rock removal at the back of the tunnel portal for installation of the pipeline, site access due to a slip closing the road, redesign at tunnel portal required to be reworked due to services not where they should be. Contractor has flagged that Covid conditions will impact productivity on physical works fronts. Alport Place street beautification works are being assessed by landscape architect.

		TIME					BUDGET					RISK (BUDGET AND TIME)	
Project Title	Current Phase	Time Status	Original Delivery Date	Current Approved Delivery Date	Current Forecast Delivery Date	Time Comment (By Exception)	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Budget Comment (by Exception)	Status	Risks <i>All risks are monitored with mitigations actively managed by delivery units.</i>
Third Party Delivery / Funding													
Parakiore Recreation and Sports Centre (Metro Sport Facility)	Execute - Construction	Red (>61 days)	Jan-20	Feb-22	Nov-22	Delays due to slower progress than current construction programme and Covid-19.	Green - On Track	\$151.3 M	\$151.3 M	\$80.1 M		Amber	Construction programme and completion date being reviewed monthly by Contractor and Ōtākaro. The completion date for the main construction work is still to be confirmed.
Canterbury Multi Use Arena (CMUA)	Plan	Green (<30 days)	Jun-25	Jun-25	Dec-24		Green - On Track	\$473.0 M	\$473.0 M	\$3.6 M		Amber	Besix Watpac NZ (CMUA) Ltd, to be known as Kōtui, were confirmed at the 25 March Council meeting as the successful Design & Construct consortia for the current Pre Contract Services Agreement (PCSA) phase. The current programme for completion of the CMUA is the end of Q4 2024. This will be confirmed during the PCSA phase which is due to be completed by 24 March 2022.
Multicultural Recreation and Community Centre	Initiate	Green (<30 days)	Jun-21		Jan-22		Green - On Track	\$3.0 M	\$3.0 M	\$0.0 M		Green	Project is currently being investigated and scoped. Council has given its support to the project, including the proposed location. Sale and purchase agreement (and transfer of funds) subject to Canterbury Netball (Netsal) progressing with their new build project at Nga Puna Wai.
		Time (Deviation from Baseline)					Budget (Deviation from Baseline)						
		Green	<30 days delay					Green	On Track				
		Amber	31-60 days delay					Amber	<5% overspend forecast				
		Red	>61 days delay					Red	>5% overspend forecast				

CHRISTCHURCH CITY COUNCIL EXTERNALLY FUNDED PROJECTS (\$273M)
Apr-21

Time (Deviation from Baseline)
Green <30 days delay
Amber 31-60 days delay
Red >61 days delay

Budget (Deviation from Baseline)
Green On Track
Amber Forecast Overspend <5%
Red Forecast Overspend >5%

INDUSTRY REFERENCE GROUP: SHOVEL READY (\$133.2M)												
	Project Title	Current Phase	TIME				BUDGET					Progress Update
			Time Status	Current Approved Delivery Date	Current Forecast Delivery Date	Time Comment (By Exception)	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Budget Comment (By Exception)	
Heathcote Expressway	Section 2 - Tannery to Martindales	Detailed Design	Green (<30 days)	Jun-25	Jul-22		Red (>5%)	\$8.5 M	\$11.0 M	\$0.5 M	Additional cost associated with contaminated material, cost associated with Cumnor Terrace being two way, changes to KiwiRail requirements around cycleways running parallel to level crossings. Costs are being monitored and if necessary is able to be covered from the programme contingency.	Consents have been lodged and detailed design is progressing. Construction phasing will be determined by environmental considerations.
	Programme Contingency - Major Cycleway - Heathcote Expressway							\$3.0 M				
	Total							\$11.5 M	\$11.0 M	\$0.5 M		
Northern Line Cycleway	Section 1 - Major Cycleway - Northern Line Route (Section 1) Blenheim to Kilmarnock, and Harewood Crossing and Restell	Detailed Design	Red (>61 days)	Jun-22	Dec-22	Delivery has been delayed from the original baseline date due to the dependencies with Kiwirail on the design for the crossings. Work is now progressing well in collaboration with Kiwirail to meet the Crown Shovel Ready requirements.	Amber (<5%)	\$7.0 M	\$7.2 M	\$4.1 M	Forecasts are based on current detailed design estimate, however Kiwirail treatments are still to be finalised and costs will be monitored against budget. There is sufficient funding to meet the current forecast for complete Northern Line route. A change request is in progress to reflect shovel ready funding, and to reallocate funding across sections of the MCR.	Work is progressing well across the route to meet the Crown Shovel Ready requirements re construction starting on site. 100 % Detailed design has been issued to Kiwirail for approval and Deed of Grant and lease agreement are being finalised. A funding agreement will be submitted once cost estimates are recieved. Kiwirail to carry out internal civil and signaling design and commence procurement of long lead items.
	Section 2a - Major Cycleway - Northern Line Route Tuckers to Sturrocks including crossings	Detailed Design	Red (>61 days)	Jun-21	Oct-22	Construction programmes are still to be confirmed by Kiwirail which will further inform the completion milestone. Kiwirail are also looking at options to assist with a faster delivery schedule.	Red (>5%)	\$2.4 M	\$3.6 M	\$0.0 M		The section through Barnes Reserve is in procurement and works are expected to commence in May.
	Section 2b - Major Cycleway Northern Line Route (Section 2b) Sturrocks to Barnes & Main North Road	Detailed Design	Green (<30 days)	Oct-22	Oct-22		Red (>5%)	\$1.8 M	\$2.2 M	\$0.0 M		Detailed design is currently at 100% and has been issued to Kiwirail for their approval.
	Section 3a - Major Cycleway Northern Line (Section 3a) Styx Mill Overbridge to Northwood Boulevard	Detailed Design	Green (<30 days)	Dec-22	Dec-22		Green - On Track	\$8.2 M	\$1.5 M	\$0.0 M		This section is in procurement and works are expected to commence in April/May.
	Major Cycleway - Northern Line Route (Section 1) Railway Crossings	Detailed Design			Dec-22		Red (>5%)	\$0.0 M	\$5.4 M	\$0.0 M		Change Request currently in progress to reflect delivery of the Rail Crossings separate from other Sections within Northern Line. For efficiency of delivery, rail crossings may be procured with other Northern Line sections. To be confirmed with Kiwirail.
	Programme Contingency - Major Cycleway Northern Line Cycleway							\$1.5 M				
Total							\$20.8 M	\$19.8 M	\$4.2 M			

CHRISTCHURCH CITY COUNCIL EXTERNALLY FUNDED PROJECTS (\$273M)
Apr-21

Time (Deviation from Baseline)
Green <30 days delay
Amber 31-60 days delay
Red >61 days delay

Budget (Deviation from Baseline)
Green On Track
Amber Forecast Overspend <5%
Red Forecast Overspend >5%

		TIME				BUDGET					Progress Update
Project Title	Current Phase	Time Status	Current Approved Delivery Date	Current Forecast Delivery Date	Time Comment (By Exception)	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Budget Comment (By Exception)	
Nor'West Arc	Section 1a - Major Cycleway Nor'West Arc Route (Section 1a) Cashmere To Sparks	Defects Liability	Green (<30 days)	Dec-20	Dec-20		Green - On Track	\$4.7 M	\$4.7 M	\$4.5 M	Construction is complete on all sections.
	Section 1b - Major Cycleway Nor'West Arc Route (Section 1b) Sparks to Lincoln & Halswell intersection	Defects Liability	Red (>61 days)	Oct-20	Mar-21	The completion date moved due to property purchase and contractor availability for traffic light connection. Construction is now complete.	Green - On Track	\$4.0 M	\$4.0 M	\$3.9 M	
	Section 1c - Major Cycleway Nor'West Arc Route (Section 1c) Lincoln & Halswell Intersection to Annex & Southern Motorway Underpass	Defects Liability	Green (<30 days)	Mar-22	Dec-20		Green - On Track	\$2.2 M	\$2.0 M	\$1.9 M	
	Annex, Birmingham & Wrights Corridor Improvement	Construction	Green (<30 days)	Mar-24	Oct-21		Red (>5%)	\$7.1 M	\$7.8 M	\$1.3 M	Require design approval from Kiwirail for Annex Road crossing. The Annex Rd Motorway underpass section is under construction and is 75% complete. The remainder 25% to be completed by end October 2021.
	Ilam, Middleton & Riccarton Intersection Improvement	Construction	Amber (31-60 days)	Aug-21	Sep-21	Forecast delivery date has been updated to reflect contractors programme which includes 3 Waters Main Replacement work (enabling delivery efficiency and reduced disruption). Intersection work approved under "Shovel Funding".	Green - On Track	\$1.3 M	\$0.9 M	\$0.5 M	Works commenced on site in early March 2021.
	Section 2 - Major Cycleway - Nor' West Arc Route (Section 2) Annex & Wigram Road to University	Construction	Amber (31-60 days)	Jun-21	Sep-21	Forecast completion date reflects contractors programme following award of tender.	Green - On Track	\$13.5 M	\$6.7 M	\$3.5 M	Section 2B (including part of Suva St) has been awarded and expected to be built by May 2021. Section 2A has been awarded and expected to be built by September 2021.
	Section 3 - Major Cycleway - Nor' West Arc Route (Section 3) University to Harewood	Investigate & Scheme Design	Green (<30 days)	May-25	Apr-23		Green - On Track	\$10.8 M	\$10.5 M	\$0.5 M	Route selection and scheme development underway. Consultation is expected to take place in the second half of 2021. Forecast completion date amended to reflect timing of Urban Development and Transport (UDAT) Options Report meeting date in July.
	Programme Contingency - Nor' West Arc						\$2.0 M				
Total							\$45.6 M	\$36.6 M	\$16.1 M		

CHRISTCHURCH CITY COUNCIL EXTERNALLY FUNDED PROJECTS (\$273M)
Apr-21

Time (Deviation from Baseline)
Green <30 days delay
Amber 31-60 days delay
Red >61 days delay

Budget (Deviation from Baseline)
Green On Track
Amber Forecast Overspend <5%
Red Forecast Overspend >5%

Project Title		Current Phase	TIME				BUDGET					Progress Update
			Time Status	Current Approved Delivery Date	Current Forecast Delivery Date	Time Comment (By Exception)	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Budget Comment (By Exception)	
Rapanui - Shag Rock	Section 3 - Major Cycleway - Rapanui Shag Rock Route (Section 3) Dyers to Ferry Road Bridge	Construction	Green (<30 days)	Jun-23	Mar-22		Green - On Track	\$8.8 M	\$8.7 M	\$2.0 M		Minor works to repair damaged chipseal on Humphries Drive has been completed. Construction of Section 3a beside the canal is underway and expected to be completed in late April. Section 3b through the reserve is expected to start construction in the second half of 2021. Section 3c at Tidel Veiw Rd is in scheme design and expected to go out for consultation before June 2021. Section 3d along Humphries Drive requires consultation to reduce the speed limit, construction is expected to start in the second half of 2021.
	Programme Contingency - Major Cycleway Rapanui Shag Rock							\$1.0 M				
							Total	\$9.8 M	\$8.7 M	\$2.0 M		
South Express	Section 1 - Major Cycleway - South Express Route (Section 1) Hei Hei to Jones	Detailed Design	Green (<30 days)	Apr-22	Apr-22		Green - On Track	\$9.0 M	\$9.0 M	\$2.4 M		
	Section 2 - Major Cycleway - South Express Route (Section 2) Craven to Buchanans	Procurement	Green (<30 days)	Dec-22	Dec-22		Green - On Track	\$15.5 M	\$15.5 M	\$0.1 M		The first stage has been tendered and will start construction this financial year once consents are obtained, and the second stage will be tendered mid 2021.
	Section 3 - Major Cycleway - South Express Route (Section 3) Curletts to Old Blenheim	Construction	Green (<30 days)	Sep-21	Sep-21		Amber (<5%)	\$15.5 M	\$15.6 M	\$6.6 M	Forecast reflects cost risk of contaminated material and additional pipework. These are being monitored during construction and if necessary the contingency at programme level may be required.	
	Programme Contingency - Major Cycleway - South Express							\$2.0 M				
							Total	\$41.9 M	\$40.0 M	\$9.2 M		
Coastal Pathway	Coastal Pathway & Moncks Bay	Detailed Design	Amber (31-60 days)	Jun-22	Aug-22	The timeframe for completion is very tight, with significant constraints due to underground services, wildlife, and traffic management. The current forecast completion date reflects these constraints that have become clear during the detailed design process such as consenting and enabling works required. The project schedule will gain more certainty once the methodology is confirmed, and contract awarded in May/June.	Green - On Track	\$15.8 M	\$15.8 M	\$0.6 M		Construction is expected to start mid 2021. Significant constraints to be worked through - minimal space in road corridor, property issues, geotech, coastal marine environment (sensitive ecology, consenting, and complex engineering), stormwater/ flooding issues, archaeology, existing services. Some of the required consents have been lodged with the remainder to be lodged within the next month.
	Programme Contingency - Coastal Pathway							\$1.5 M				
							Total	\$17.3 M	\$15.8 M	\$0.6 M		
TOTAL SHOVEL READY							\$146.9 M	\$131.9 M	\$32.6 M			
Total Budget of \$146.9M is Shovel Ready funding plus historic costs												

CHRISTCHURCH CITY COUNCIL EXTERNALLY FUNDED PROJECTS (\$273M)
Apr-21

Time (Deviation from Baseline)
Green <30 days delay
Amber 31-60 days delay
Red >61 days delay

Budget (Deviation from Baseline)
Green On Track
Amber Forecast Overspend <5%
Red Forecast Overspend >5%

CROWN REGENERATION ACCELERATION FUND - CRAF (\$40M)											
Project Title	Current Phase	TIME				BUDGET				Progress Update	
		Time Status	Current Approved Delivery Date	Current Forecast Delivery Date	Time Comment (By Exception)	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date		
Linwood & Woolston Roding & Transport Improvements	Investigate	Green (<30 days)	Jun-26	Jun-26		Green - On Track	\$2.0 M	\$2.0 M	\$0.1 M	<p>Tenders for three contracts have been awarded.</p> <p>Community engagement has been completed with over 800 submissions received. Staff are now meeting with the Community Boards to determine final scope.</p> <p>Further funds will be drawn down from the CRAF programme once scope is confirmed. A drawdown for the Public Transport component of CRAF will be completed once informed by the Public Transport Futures business case.</p> <p>The first elements of construction are expected to start in the first half of 2021.</p>	
New Brighton Roding & Transport Improvements	Investigate	Green (<30 days)	Jun-26	Jun-26		Green - On Track	\$2.0 M	\$2.0 M	\$0.1 M		
Riccarton Roding & Transport Improvements	Investigate	Green (<30 days)	Jun-26	Jun-26		Green - On Track	\$2.0 M	\$2.0 M	\$0.1 M		
Richmond Roding & Transport Improvements	Investigate	Green (<30 days)	Jun-26	Jun-26		Green - On Track	\$2.0 M	\$2.0 M	\$0.1 M		
Spreydon, Somerfield, Waltham & Beckenham Roding & Transport Improvements	Investigate	Green (<30 days)	Jun-26	Jun-26		Green - On Track	\$2.0 M	\$2.0 M	\$0.1 M		
Road Safety Priorities Delivery Package (CRAF)	Detailed Design	Green (<30 days)	Jun-24	Jun-24		Green - On Track	\$4.0 M	\$4.0 M	\$0.2 M	Investigation works are 100% complete and preliminary designs 80% complete. Six projects are in construction.	
TOTAL CRAF						\$14.0 M (\$26m still to be allocated - refer progress update)					

CHRISTCHURCH EARTHQUAKE APPEAL TRUST (\$13.7M) and CROWN REGENERATION ACCELERATION FUND (\$40M)											
Project Title	Current Phase	TIME				BUDGET				Progress Update	
		Time Status	Current Approved Delivery Date	Current Forecast Delivery Date	Time Comment (By Exception)	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date		Budget Comment (By Exception)
Ōtākaro Avon River Corridor - 3x Footbridges & Landing (CEAT)	Construction (Bridges) Detailed Design (Landing)	Green (<30 days)	Mar-22	Mar-22		Green - On Track	\$13.8 M	\$13.8 M	\$0.9 M	Shop drawings for steel fabrication of the bridges are nearly complete, and the majority of the raw product is now in the country. Site layouts for each of the bridges have been shared with LINZ, and the Environmental Management Plan is nearing completion. It is likely that the Contractor will mobilise to site earlier than originally forecast (early Q1 FY22 v late Q1 FY22). RFIs have been responded to for Landing Resource Consent and the tender is to be released to market by the end of April.	
Ōtākaro Avon River Corridor - City to Sea Pathway, Ecological Restoration, Landings (CRAF)	Plan	Green (<30 days)	Jun-30	Jun-30		Green - On Track	\$40.0 M	\$40.0 M		Further cost estimate feedback has been received from the QS relating to the Dallington Loop and the design for that sector is being finalised based on this information and it has also been applied to the design for other sectors. A second sector, Avon Park, has been provided to the QS for estimating, and all remaining sectors have had initial designs produced and these are currently being digitised to support the estimation exercise.	
TOTAL CEAT AND CRAF							\$53.8 M	\$53.8 M	\$0.9 M		

DEPARTMENT OF INTERNAL AFFAIRS (DIA) - WATER (\$40.5M)

External Funding is for both Capital and Operational Expenditure. Progress updates for all initiatives being delivered (both capital and operational) are provided below.

Time (Deviation from Baseline)	
Green	<30 days delay
Amber	\$1-60 days delay
Red	>61 days delay

Budget (Deviation from Baseline)	
Green	On Track
Amber	Forecast Overspend <5%
Red	Forecast Overspend >5%

	Project Title	Current Phase	TIME				BUDGET							Progress Update
			Time Status	Current Approved Delivery Date	Current Forecast Delivery Date	Time Comment (By Exception)	Budget Status	Council Funded	Govt Funded	Total Approved Budget	Current Forecast	Actuals to Date	Budget Comment (By Exception)	
Capital Expenditure	WS Riccarton Rd Mains Renewal (Hansons to Matipo)	Procurement	Green (<30 days)	Jun-22	Jun-22		Green - On Track	\$1.8 M	\$3.7 M	\$5.5 M	\$4.0 M	\$0.3 M		The tender process is now finished. The prices have been opened and Fulton Hogan has been identified as the preferred tenderer.
	WS Libeau and Chemin Du Nache Mains Renewal	Detailed Design	Green (<30 days)	May-22	Feb-22		Green - On Track	\$0.1 M	\$0.3 M	\$0.4 M	\$0.4 M	\$0.1 M		Designs completed, ready for procurement. Delay with 3 easement applications in progress to be completed May 2021 (14 properties) could delay the project plus require additional costs for legal, construction and property agreements. To monitor COVID-19 impacts as the project progresses.
	WS Scruttons Road Pump Station to Lyttelton Road Tunnel and St Andrews Hill Rd Mains Renewal	Detailed Design	Green (<30 days)	May-22	May-22		Amber (<5%)	\$0.3 M	\$3.8 M	\$4.1 M	\$4.3 M	\$0.5 M	During design investigation, a number of service clashes have been recognised and significant portions of the pipe will need to be laid at a greater depth than the expected 1 meter. Current high level estimate from internal Quantity Surveyor (QS) is \$3.8m. Engineers new estimate is \$5Mil. Current forecast reflects the average of the Engineer and QS estimates.	Covid impacts on international shipping could affect pipe supply from Australia, may require Principal purchase to remove lead time risk. Temporary bypass works have been accelerated to allow for installation of the Lyttelton WW pipe. Change Request in progress to substitute alternative project for DIA funding due to time constraints.
	WW Trafalgar, Dover, Cornwall, Lindsay, Caledonian and Ranfurly Mains Renewal	Construction	Green (<30 days)	May-23	Aug-22		Green - On Track	\$1.1 M	\$3.4 M	\$4.5 M	\$3.7 M	\$0.8 M		Archaeology stand over required, received authority. Archaeology stand over could impact programme and productivity based on HNZ stand over procedure.
	WW Philomel, Inverell, Pegasus, Endeavour, Royalist, Effingham, Monowai, Nile Mains Renewal	Construction	Green (<30 days)	May-23	Mar-22		Green - On Track	\$0.8 M	\$3.6 M	\$4.5 M	\$4.5 M	\$1.6 M		Construction in progress and on programme.
	WW Nalder, Ruru, McLean, Wyon, Rudds, Griffiths, Digby, Rasen and Tilford Mains Renewal	Construction	Green (<30 days)	May-23	Aug-22		Green - On Track	\$0.3 M	\$4.0 M	\$4.3 M	\$2.7 M	\$0.5 M		Archaeology findings for this area. Construction could delay the project.
	WW Sails, Langdons, Hoani, Wilmot, Cone, Perry, Gambia, Frank, Sturrocks, Grassmere Mains Renewal	Construction	Green (<30 days)	May-23	Aug-22		Green - On Track	\$0.5 M	\$6.0 M	\$6.5 M	\$4.9 M	\$0.5 M		Delays in procurement and construction start, late Mar 2021. COVID-19 to be monitored going forward impact on contractors and resources. Volume of work in the market coupled with resources on government funded projects.

	Project Title	Current Phase	TIME				BUDGET							Progress Update
			Time Status	Current Approved Delivery Date	Current Forecast Delivery Date	Time Comment (By Exception)	Budget Status	Council Funded	Govt Funded	Total Approved Budget	Current Forecast	Actuals to Date	Budget Comment (By Exception)	
Capital Expenditure	WW Akaroa Inflow and Infiltration Renewals	Construction	Green (<30 days)	Mar-22	Mar-22		Green - On Track	\$0.0 M	\$3.1 M	\$3.1 M	\$3.1 M	\$0.1 M		Works now in construction stage with contract award confirmed in early March. Timeline and market capacity remain a key risk. Project is at risk of exceeding budget if variations escalate. Additional funding being sought via water reforms programme.
	WW Duvauchelle Inflow and Infiltration Renewals	Investigation & Scheme Design	Green (<30 days)		Feb-22		Green - On Track	\$0.0 M	\$2.0 M	\$2.0 M	\$2.0 M	\$0.1 M		Fibre cable installed, needing decent rain for monitoring. Expect to have data available May'21. The data analysis will identify the Inflow and Infiltration.
	WW Lift Station SCADA Renewals	Procurement	Red (>61 days)	Jun-21	Mar-22	Delays due to delivery timeframes of the equipment. Completion date remains within DIA timeframes.	Green - On Track	\$0.0 M	\$0.5 M	\$0.5 M	\$0.5 M	\$0.1 M		Supplier advised the delivery of units now likely to be mid-May. Contract not awarded at this stage by evaluation team working through tags.
	WS Smart Water Monitoring System	Plan	Green (<30 days)	May-22	Mar-22		Green - On Track	\$0.0 M	\$3.4 M	\$3.4 M	\$3.3 M	\$0.0 M		Bulk Water meter contract (Package E) and Water Quality and Monitoring System contracts have been awarded. Smart Water meter(Package D) - contract schedules to be finalised.

	Project Title	Current Phase	TIME				BUDGET							Progress Update
			Time Status	Current Approved Delivery Date	Current Forecast Delivery Date	Time Comment (By Exception)	Budget Status	Council Funded	Govt Funded	Total Approved Budget	Current Forecast	Actuals to Date	Budget Comment (By Exception)	
Operational Expenditure	WS Reservoirs & Suction Tanks (Condition assessments of high priority tanks)	Construction	Green (<30 days)	Sep-21	Sep-21		Green - On Track	\$0.0 M	\$0.2 M	\$0.2 M	\$0.2 M	\$0.1 M		The scope of work is reactive based on transgressions and inspections/assessments. Dentons work is progressing with the roof sealing under way; work on this site is being treated as a variation to Sockburn because of the urgency to repair. Sockburn - contract awarded but contractor instructed to establish at Dentons as it has now become the main priority.
	Small Community Private Water & Wastewater Scheme Needs Assessment	Investigation & Scheme Design	Green (<30 days)		Dec-21		Green - On Track	\$0.0 M	\$0.3 M	\$0.3 M	\$0.3 M	\$0.1 M		Work progressing according to schedule.
	WS Water Pump Station Deferred Maintenance	Plan	Green (<30 days)	Nov-21	Nov-21		Red (>5%)	\$0.0 M	\$1.6 M	\$1.6 M	\$2.2 M	\$0.7 M	Forecast includes additional funding being sought from the DIA existing programme. Additional works to upgrade security around well heads and diesel tank security and calibration.	Tranche 1, 2 and 3 are complete. Tranche 5 is 60% complete. Next Water Tranche 10 starts in July'21.
	WW Pump Station Deferred Maintenance	Plan	Green (<30 days)	Nov-21	Nov-21		Green - On Track	\$0.0 M	\$1.3 M	\$1.3 M	\$1.3 M	\$0.1 M		All work progressing very well. Tranche 4 construction 90% complete. Tranche 6 has now started. Next steps: Tranche 7 starts in late April. Scope Tranche 9 and 10 in early April 2021.
	WW CCTV Inspections	Investigation & Scheme Design	Green (<30 days)		Mar-22		Green - On Track	\$0.2 M	\$2.0 M	\$2.2 M	\$2.0 M	\$0.0 M		On track. One package started and five to be released for pricing in April 2021.
	Business Case for Regional Water Services Entity (CCC contribution)	Investigation & Scheme Design	Green (<30 days)		Jun-21		Green - On Track	\$0.0 M	\$0.4 M	\$0.4 M	\$0.4 M	\$0.2 M		The regional review is at the final stage with the formal final report due at the end of April. The focus is moving to a multi-regional review. The scope and costs are yet to be confirmed. South Island meeting 30 April, will include presentations on each of the regional reviews.
	WS Pressure Management and Water Supply Rezoning	Investigation & Scheme Design	Green (<30 days)	Feb-22	Feb-22		Green - On Track	\$0.4 M	\$0.3 M	\$0.6 M	\$0.3 M	\$0.0 M		CCC Functional Requirements provided - several additional clarification and information queries are being responded to.
	WW Duvauchelle Wastewater Treatment Plant Deferred Maintenance	Construction	Green (<30 days)		Mar-22		Green - On Track	\$0.0 M	\$0.2 M	\$0.2 M	\$0.2 M	\$0.0 M		Work has commenced, currently pulling together the sub contract agreements for this package of work.
	Asset Lifecycle Maintenance Optimisation	Investigation & Scheme Design	Green (<30 days)	Dec-21	Dec-21		Green - On Track	\$0.0 M	\$0.6 M	\$0.6 M	\$0.6 M	\$0.2 M		A number of work packages currently being defined. Service information in internal validation exercise.
TOTAL DIA								\$5.5 M	\$40.5 M	\$46.0 M	\$40.7 M	\$6.0 M	Change Request in progress to reallocate funding across DIA projects and substitute Scruttons Road with Wastewater Mains Renewal project.	

CHRISTCHURCH CITY COUNCIL MAJOR CYCLEWAYS PROGRAMME
All Major Cycleway Shovel Ready projects are reported through the "Externally Funded" report
Apr-21

Time (Deviation from Baseline)			Budget (Deviation from Baseline)		
Green	<30 days delay		Green	On Track	
Amber	31-60 days delay		Amber	Forecast Overspend <5%	
Red	>61 days delay		Red	Forecast Overspend >5%	

Project Title	Current Phase	TIME				BUDGET				RISK (BUDGET AND TIME)		
		Current Approved Delivery Date	Current Forecast Delivery Date	Time Status	Time Comment (By Exception)	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Budget Comment (By Exception)	Status	Risks All risks are monitored with mitigations actively managed by delivery units.
Avon-Ōtākaro	Section 1 - Major Cycleway Ōtākaro-Avon Route (Section 1) Fitzgerald Avenue to Swanns Road Bridge (ORAC)	(Concept) Programme Planning	Jun-28	Green (<30 days)		Red (>5%)	\$8.0 M	\$8.3 M	\$0.1 M	Forecasts are based on high level estimates only.	Green	
	Section 2 - Major Cycleway Ōtākaro-Avon Route (Section 2) Swanns Road Bridge to ANZAC Drive Bridge (ORAC)	(Concept) Programme Planning	Jun-28	Green (<30 days)		Red (>5%)	\$11.1 M	\$17.0 M	\$0.0 M	Costs to be monitored during scheme design development and balanced within the route.	Green	
	Section 3 - Major Cycleway Ōtākaro-Avon Route (Section 3) ANZAC Drive Bridge to New Brighton (OARC)	(Concept) Programme Planning	Jun-28	Green (<30 days)		Green - On Track	\$11.1 M	\$6.6 M	\$0.0 M		Green	
Totals							\$30.3 M	\$31.8 M	\$0.1 M			
Little River Link	Section 1 - Major Cycleway - Little River Link Route (Section 1) Moorhouse Avenue to Edinburgh Street	Handover	Sep-18	Green (<30 days)		Green - On Track	\$6.9 M	\$6.9 M	\$6.6 M		Amber	Project is primarily complete, however there is potential for some work to be required at the rail crossing. This is yet to be agreed with Kiwirail - scope and costs to be determined.
Totals							\$6.9 M	\$6.9 M	\$6.6 M			
Ōpāwaho River Route	Section 1 - Major Cycleway - Ōpāwaho River Route (Section 1) Princess Margaret Hospital to Corson Avenue	Investigation and Scheme Design	Jun-27	Green (<30 days)		Green - On Track	\$11.7 M	\$10.0 M	\$0.0 M	Budgets are subject to the approval of the draft LTP funding.	Green	
	Section 2 - Major Cycleway - Ōpāwaho River Route (Section 2) Corson Avenue to Waltham Road	Concept	Jun-28	Green (<30 days)		Green - On Track	\$6.1 M	\$4.0 M	\$0.0 M		Green	
	Section 3 - Major Cycleway - Ōpāwaho River Route (Section 3) Waltham Road To Ferrymead Bridge	Concept	Jun-28	Green (<30 days)		Green - On Track	\$38.1 M	\$18.7 M	\$0.0 M		Green	
Totals							\$55.9 M	\$32.7 M	\$0.0 M			
Southern Lights	Section 1 - Major Cycleway - Southern Lights Route (Section 1) Strickland Street to Tennyson St	Investigation and Scheme Design	Dec-22	Green (<30 days)		Green - On Track	\$4.4 M	\$4.4 M	\$0.4 M		Green	
Totals							\$4.4 M	\$4.4 M	\$0.4 M			
Wheels to Wings	Section 1 - Major Cycleway - Wheels to Wings Route (Section 1) Harewood Road to Greers Road	Investigation and Scheme Design	Mar-25	Green (<30 days)	-	Green - On Track	\$7.7 M	\$7.7 M	\$1.3 M		Green	
	Section 2 - Major Cycleway - Wheels to Wings Route (Section 2) Greers Road to Wooldridge Road	Investigation and Scheme Design	Jun-27	Green (<30 days)	-	Green - On Track	\$10.0 M	\$10.0 M	\$0.0 M		Green	
	Section 3 - Major Cycleway - Wheels to Wings Route (Section 3) Wooldridge Road to Johns Rd Underpass	Investigation and Scheme Design	Jun-28	Green (<30 days)	-	Green - On Track	\$5.0 M	\$5.0 M	\$0.0 M		Green	
Totals							\$22.6 M	\$22.6 M	\$1.3 M			

MAJOR CYCLEWAYS - SECTIONS COMPLETE

	Project Title	TIME					Budget					Risk	
		Current Phase	Current Approved Delivery Date	Current Forecast Delivery Date	Time Status	Time Comment	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Budget Comments	Status	Risk Commentary
Papanui Parallel	MCR Papanui Parallel - Section 1 - Grassmere to Tomes	Closed	Oct-15	Oct-15	Green (<30 days)		Green - On Track	\$1.7 M	\$1.7 M	\$1.7 M		Green	
	MCR Papanui Parallel - Section 2 - Bealey Ave to Trafalgar	Closed	Aug-17	Aug-17	Green (<30 days)		Green - On Track	\$11.1 M	\$11.1 M	\$11.1 M		Green	
	MCR Papanui Parallel - Section 3 - Trafalgar to Tomes	Closed	May-17	May-17	Green (<30 days)		Green - On Track	\$0.0 M	\$0.0 M	\$0.0 M		Green	
	MCR Papanui Parallel - Section 4 - Grassmere to Sawyers Arms Road	Closed	Aug-17	Aug-17	Green (<30 days)		Green - On Track	\$3.4 M	\$3.4 M	\$3.4 M		Green	
Totals								\$16.2 M	\$16.2 M	\$16.2 M			
Quarrymans Trail	MCR Quarryman's Trail - Section 1a - Hoon Hay Road to Roker/Strickland Street	Closed	Jun-18	Jun-18	Green (<30 days)		Green - On Track	\$17.5 M	\$17.5 M	\$17.5 M		Green	
	MCR Quarryman's Trail - Section 1b - Victors Rd to Hoon Hay Road	Closed			Green (<30 days)		Green - On Track	\$0.0 M	\$0.0 M	\$0.0 M		Green	
	MCR Quarryman's Trail - Section 2 - Halswell to Victors Road	Closed	Jun-19	Oct-19	Green (<30 days)		Green - On Track	\$6.2 M	\$6.2 M	\$6.2 M		Green	
Totals								\$23.7 M	\$23.7 M	\$23.7 M			
Uni-Cycle	MCR Uni-Cycle - Section 1 - Matai St East	Closed	Jan-16	Jan-16	Green (<30 days)		Green - On Track	\$3.1 M	\$3.1 M	\$3.1 M		Green	
	MCR Uni-Cycle - Section 2 - Hagley Park to Riccarton Bush	Closed	Nov-17	Nov-17	Green (<30 days)		Green - On Track	\$3.3 M	\$3.3 M	\$3.3 M		Green	
	MCR Uni-Cycle - Section 3 - Ngahere St to Dovedale Ave	Closed	Sep-17	Sep-17	Green (<30 days)		Green - On Track	\$4.2 M	\$4.2 M	\$4.2 M		Green	
	MCR Uni-Cycle - Section 4 - Railway Line Crossing	Closed	Sep-17	Sep-17	Green (<30 days)		Green - On Track	\$0.3 M	\$0.3 M	\$0.3 M		Green	
Totals								\$10.8 M	\$10.8 M	\$10.8 M			
Heathcote Express	MCR Heathcote Expressway - Section 1 A- Ferry Rd	Closed	Oct-19	Oct-19	Green (<30 days)		Green - On Track	\$6.4 M	\$6.4 M	\$6.2 M		Green	
	MCR Heathcote Expressway - Section 1 B- Charles St to Tannery	Defects Liability	Oct-19	Oct-19	Green (<30 days)		Green - On Track	\$11.2 M	\$11.2 M	\$11.1 M		Green	
Totals								\$17.6 M	\$17.6 M	\$17.3 M			
Little River	MCR Little River Link - Section 2 - Wigram Magdela Link	Closed	Jan-17	Jan-17	Green (<30 days)		Green - On Track	\$0.2 M	\$0.2 M	\$0.2 M		Green	
	MCR Little River Link - Section 3 - Little River Township	Closed	Oct-16	Nov-16	Green (<30 days)		Green - On Track	\$0.8 M	\$0.8 M	\$0.8 M		Green	
Totals								\$0.9 M	\$0.9 M	\$0.9 M			
Northern Line	MCR Northern Line Cycleway - Section 1b- South Hagley Park Connection	Closed	Sep-14	Sep-14	Green (<30 days)		Green - On Track	\$0.0 M	\$0.0 M	\$0.0 M		Green	
Totals								\$0.0 M	\$0.0 M	\$0.0 M			
Rapanui Shag Rock	MCR Rapanui - Shag Rock Cycleway - Section 1 - Worcester Street to Linwood Ave	Closed	Oct-18	Jan-18	Green (<30 days)		Green - On Track	\$9.3 M	\$9.2 M	\$9.2 M		Green	
	MCR Rapanui - Shag Rock Cycleway - Section 2 - Aldwins Road to Dyers Road	Closed	Jul-18	Jul-18	Green (<30 days)		Green - On Track	\$7.1 M	\$7.1 M	\$7.1 M		Green	
Totals								\$16.5 M	\$16.3 M	\$16.3 M			
TOTAL MCR PROGRAMME (EXCLUDING EXTERNAL FUNDED SHOVEL READY)								\$205.9 M	\$183.9 M	\$93.7 M			

Projects Delivered - Financial Year 2021

Capital Delivery Community

Project ID	Project Title	Project Manager	Project Delivery Complete	No. of Working Days
55917	Okains Bay Campground Pavilion Earthquake Renewals	Michael Sheffield	30-Mar-21	513
21131	St Albans Community Centre	Richie Moyle	25-Mar-21	1399
57163	Brooklands Lagoon Planned Viewing Platform Renewals	Steve Gray	22-Jan-21	353
41939	Cemetery Buildings Reactive Renewals	Dave Weedon	19-Dec-20	N/A
52118	London Street Paving - Lyttelton (M4)	Jo Grigg	3-Dec-20	120
43709	Hagley Park Planned Hard Surface Renewals	Ian Davidson	1-Dec-20	327
3363	Kapuatohe Dwelling	Richard Herdman	28-Oct-20	1391
27419	Kapuatohe Cottage	Tania Rohleder	28-Oct-20	1391
2241	St Albans Park Sport Turf Renewal	Kevin Williams	2-Oct-20	1134
22522	Manuka Cottage	Steve Gray	22-Sep-20	1451
52319	Delivery Package - Spencer Beach Holiday Park Renewals	Michael Sheffield	16-Sep-20	190
354	Halswell Domain Car Park	Kevin Williams	15-Sep-20	1816
51446	Halswell Quarry - Findlays Swale	Paul Rowe	31-Aug-20	69
57029	Ngā Puna Wai Sports Hub - Athletics Indoor Training Facility	Selena Robertson	21-Aug-20	314
51764	Harrington Park Play Space Renewal	Marcy McCallum	7-Aug-20	398
34866	Opawa Public Library Rebuild	Youssef Ekladious	4-Aug-20	1002
43668	Upper Heathcote Esplanade Reserve Development	Jo Grigg	31-Jul-20	493
53781	Gloucester & Worcester Street Park Development	Marcy McCallum	31-Jul-20	307
55656	Pioneer Recreation & Sport Centre Roof Replacement	Selena Robertson	30-Jul-20	360
50720	Donnell Sports Park Planned Renewals	Ian Davidson	21-Jul-20	483
9436	Delivery Package - Heritage Monuments & Structures	Richard Herdman	15-Jul-20	1020
51778	Paddington Playground & Basketball Hoop Planned Renewals	Marcy McCallum	7-Jul-20	375
24335	Norwich Quay Signal Box	Richie Moyle	3-Jul-20	1308

Capital Delivery Major Facilities

Project ID	Project Title	Project Manager	Project Delivery Complete	No. of Working Days
43706	Hagley Park Buildings & Toilet Development	Christopher Brown	19-Apr-21	406

Information Technology

Project ID	Project Title	Project Manager	Project Delivery Complete	No. of Working Days
56672	Programme - Advancing Asset Management IT 2020	Andi Cossar	30-Apr-21	466
62222	Spatial Programme - User Empowerment (R&R funded)	Andi Cossar	19-Apr-21	157
63619	Environment Refresh	Penny Trousselot	9-Apr-21	61
56723	Contract Management Roadway Landscapes & Facilities	Andi Cossar	31-Mar-21	219
59730	Business Systems Platform Information Enhancement (C4HANA)	Andi Cossar	19-Mar-21	232
44247	Trade Waste Management System Replacement	John Buckler	5-Feb-21	817
59731	Corporate Performance Reporting	Kim Farrar	27-Jan-21	195
57216	Digital Library Service Public Facing Enhancement Upgrade	Nick Rayner	15-Dec-20	108

Projects Delivered - Financial Year 2021

Information Technology Continued.

Project ID	Project Title	Project Manager	Project Delivery Complete	No. of Working Days
35126	Business Intelligence & Data Analytics Strategy Implementation	Kashvinderjit Kaur	30-Nov-20	343
45735	Consenting & Compliance Bundle 2020	Kim Farrar	20-Nov-20	345
51009	3 Waters Contract Management (IT)	Andi Cossar	17-Nov-20	428
47846	SAP Cloud Platform Transformation	Deborah Murfin	16-Nov-20	524
58784	Customer Experience Platform Enhancement Bundle 2020	Kim Farrar	23-Oct-20	136
45940	Citizens & Community Enhancement Bundle 2020	John Buckler	30-Sep-20	110
34945	Windows 10 Deployment	John Buckler	28-Aug-20	587
45939	Business Systems Platform Enhancement (S4HANA)	Deborah Murfin	31-Jul-20	102
57045	Integration & Interoperability Data Enhancement Bundle 2020	Andi Cossar	30-Jul-20	247
57057	My Council Business Improvement & GIS Enhancement Bundle 2020	Deborah Murfin	22-Jul-20	209
57046	ControlPoint 2020	Nick Rayner	7-Jul-20	113

Three Waters & Waste

Project ID	Project Title	Project Manager	Project Delivery Complete	No. of Working Days
49964	SW Sissons Drain Timber Lining Renewal (Hoani Street to Langdons Road) (105m)	Midhun Joseph	23-Apr-21	670
44410	WW Mains Renewal Tuam St Reticulation Renewal (Brick Barrel) (Livingstone to Mathesons)	Kylie Hills	16-Apr-21	926
31878	SW Flood Intervention (LDRP 517)	Matt Jackson	14-Apr-21	1249
37306	SW Jacksons Creek Reticulation Renewal (Brick Barrel) (Near Selwyn St - Brougham St Intersection)	Midhun Joseph	7-Apr-21	982
56129	WS Highsted Road Water Supply Main	Muhammad Amjad	5-Mar-21	164
50340	WS Grassmere Well Renewal (1)	Grant Deeney	28-Feb-21	637
52095	WS Prestons - Additional Well Development & Well Head Construction	Grant Deeney	28-Feb-21	603
2717	CWTP Earthquake Repair Occupied Buildings	Patrick Cantillon	26-Feb-21	1391
50579	WW Neville, Domain, Edinburgh, Cooke, McCombs, Selwyn & Stennes Mains Renewal	Peter McConnell	19-Feb-21	603
48156	WW Tilford, Bute, Linwood, Ferry, & McGregors Mains Renewal	Peter McConnell	19-Feb-21	690
49231	WW Aylesford, Speight & Thornton Mains Renewal	Peter McConnell	19-Feb-21	646
48893	WS Westmont, Bartlett, Peacock & Bridle Path Road Mains Renewals	Peter McConnell	19-Feb-21	603
18639	WS Rāwhiti Rezoning	Peter McConnell	19-Feb-21	1473
48895	WS Balgay, Karamu & Minebank Mains Renewal	Peter McConnell	19-Feb-21	603
48892	WS Halswell Road Stream Crossing Mains Renewal	Peter McConnell	19-Feb-21	603
50583	WW Springfield, Berry, Clare & Onslow Mains Renewal	Peter McConnell	18-Feb-21	620
51494	WS Sydenham Well Head Conversion (Package 5)	Rohan Meissenheimer	11-Jan-21	606
49481	CWTP Wastewater Earth Bar Renewals (on MLC's & 11kV)	Patrick Cantillon	11-Dec-20	640
49030	SW Jacksons Creek Upper Reticulation Renewal (Brick Barrel) (Ward Street)	Midhun Joseph	20-Nov-20	625
30219	CWTP Earthquake Channels Restoration	Patrick Cantillon	19-Nov-20	1265
53168	WS Parklands Well Head Conversion (Package 5)	Grant Deeney	18-Nov-20	532
52524	WS Woolston Well Head Conversion (Package 5)	Grant Deeney	18-Nov-20	490

Projects Delivered - Financial Year 2021

Three Waters & Waste Continued

Project ID	Project Title	Project Manager	Project Delivery Complete	No. of Working Days
53163	WS Aston Well Head Conversion (Package 5)	Grant Deeney	18-Nov-20	488
51154	WS Sparks Roding & Cycleway Mains Renewal	Peter McConnell	29-Oct-20	484
26598	SW City Wide Modelling (LDRP 44)	Tom Parsons	15-Oct-20	1471
51479	WS Denton Well Head Conversion (Package 1)	Grant Deeney	14-Oct-20	533
51489	WS Trafalgar Street Well Head Conversion (Package 1)	Grant Deeney	14-Oct-20	553
51478	WS Dunbars Well Head Conversion (Package 1)	Grant Deeney	14-Oct-20	533
51485	WS Lake Terrace Road Well Head Conversion (Package 1)	Grant Deeney	14-Oct-20	533
60546	WS Backflow Reduced Pressure Zone Valve Installation at Christchurch Wastewater Treatment Plant (RPZ)	Patrick Cantillon	30-Sep-20	108
37904	SW Summerset at Highsted Infrastructure Provision Agreement (IPA)	Brian Norton	20-Sep-20	N/A
50842	WS PKG-0 Burnside - Well Head Conversion	Grant Deeney	16-Sep-20	559
50846	WS Kainga Well Head Conversion (Package 0)	Grant Deeney	16-Sep-20	574
48850	WW Cavendish Road Biofilter	Kylie Hills	28-Aug-20	498
53167	WS Averill Well Head Conversion	Grant Deeney	19-Aug-20	423
53169	WS Kerrs Well Head Conversion	Grant Deeney	19-Aug-20	423
33796	WS Lake Terrace Road Water Supply Pump Station Generator (PS1023)	Kylie Hills	14-Aug-20	1033
30176	WW Belfast Pump Station Capacity Renewal (PS62)	Kylie Hills	31-Jul-20	1044
50358	SW Remuera Ave Drain Improvements & Flood Relief	Olga Naumova	17-Jul-20	450
50843	WS PKG-0 Hills - Well Head Conversion	Grant Deeney	16-Jul-20	512
50845	WS PKG-0 Farrington - Well Head Conversion	Grant Deeney	16-Jul-20	476
50840	WS Grampian Well Head Conversion (Package 0)	Grant Deeney	16-Jul-20	476
58848	SW Taimana Lane Renewal	Olga Naumova	16-Jul-20	107
52520	WS Sockburn Well Head Conversion (Package 4)	Rohan Meissenheimer	14-Jul-20	422
57448	WS Warden Street Intersections Mains Renewal	Peter McConnell	10-Jul-20	169

Transport

Project ID	Project Title	Project Manager	Project Delivery Complete	No. of Working Days
12474	Street Lighting	Mo Kachfi	15-Apr-21	1436
47027	Major Cycleway Nor'West Arc Route (Section 1b) Sparks to Lincoln & Halswell Intersection	Jannie Greef	31-Mar-21	1283
45042	Barrington Mall Pedestrian Access	Andrew Cameron	25-Mar-21	939
64579	Innovating Streets - Ferry Road	Kirsty Mahoney	25-Mar-21	162
24014	Griffiths Avenue Renewal	Sandra Novais	19-Feb-21	1448
42024	Awatea & Carrs Intersection Improvement	Jenny Rankin	30-Jan-21	520
56185	Warden Street Renewals (Hills to Chancellor)	Georgina Sandilands	22-Jan-21	411
1364	Cycle Parking Facilities	Richard Wesley	1-Jan-21	546
19847	Central City Projects - Hereford Street (Manchester to Cambridge)	Neil Gillon	24-Dec-20	1162

Projects Delivered - Financial Year 2021

Transport Continued

Project ID	Project Title	Project Manager	Project Delivery Complete	No. of Working Days
54020	Hereford Street Bridge Surface Replacement	Neil Gillon	24-Dec-20	407
17214	Local Cycleway - Northern Arterial Link Cranford to Rutland Reserve	Georgina Sandilands	18-Dec-20	491
232	Northern Arterial Extension including Cranford Street Upgrade	Ross Herrett	17-Dec-20	1732
23102	Major Cycleway - Nor'West Arc Route (Section 1a) Cashmere to Sparks	Jannie Greef	16-Dec-20	1056
47028	Major Cycleway Nor'West Arc Route (Section 1c) Lincoln & Halswell Road Intersection to Annex & Southern Motorway Underpass	Jannie Greef	16-Dec-20	1208
37672	Stonehaven Retaining Wall (ex SCIRT 11260)	Dave King	31-Oct-20	541
58161	Downstream of Christchurch Northern Corridor (Project 2)	Georgina Sandilands	30-Oct-20	261
58160	Downstream of Christchurch Northern Corridor (Project 1)	Georgina Sandilands	30-Oct-20	261
36704	Core Public Transport Route & Facilities - Northwest Orbiter	Luke Thomas	30-Oct-20	1087
18324	Central City Projects - Victoria Street	Adrian Thein	23-Oct-20	1267
28802	Burwood & North Shirley Road Repairs & Renewals (ex SCIRT 11091)	Richard Humm	16-Oct-20	522
17152	Main North Road Bus Lane Modifications	Luke Thomas	11-Sep-20	1096
2274	Core Public Transport Route & Facilities - North (Papanui & Belfast)	Luke Thomas	11-Sep-20	575
37225	Shelter Installation 2018	Mo Kachfi	7-Sep-20	820
56184	Warden Street Renewals (Petrie to Chancellor)	Georgina Sandilands	31-Aug-20	331
50181	Godley Quay & Voelas Road Pedestrian Improvements	Andrew Cameron	20-Jul-20	765

9. Close Out Report - Wastewater Colombo Street Trunk and Beckenham Cross Connection

Reference / Te Tohutoro: 21/306584

Report of / Te Pou
Matua: Rohan Meissenheimer, Project Manager,
rohan.meissenheimer@ccc.govt.nz

General Manager /
Pouwhakarae: Dawn Baxendale, Chief Executive Officer,
dawn.baxendale@ccc.govt.nz

1. Brief Summary

- 1.1 The purpose of this report is to present to the Finance and Performance Committee the Close Out report for the Colombo Street Trunk and Beckenham Cross Connection wastewater project for information.
- 1.2 The action from Finance and Performance Committee in February 2021 to enable feedback from Community Boards as part of Lessons Learned is currently in progress. This process will be incorporated in development of future close out reports.

2. Officer Recommendations / Ngā Tūtohu

That the Finance and Performance Committee:

1. Receive the information in the Close Out report for the Colombo Street Trunk and Beckenham Cross Connection wastewater project

Attachments / Ngā Tāpirihanga

No.	Title	Page
A ↓	WW Colombo and Beckenham - Close Out Report	85

In addition to the attached documents, the following background information is available:

Document Name	Location / File Link
Nil	Nil

Confirmation of Statutory Compliance / Te Whakatūtutanga ā-Ture

Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).

(a) This report contains:

- (i) sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages; and
- (ii) adequate consideration of the views and preferences of affected and interested persons bearing in mind any proposed or previous community engagement.

(b) The information reflects the level of significance of the matters covered by the report, as determined in accordance with the Council's significance and engagement policy.

Signatories / Ngā Kaiwaitohu

Author	Ruth Cable - Head of Project Management Office
Approved By	Helen Beaumont - Head of Three Waters & Waste

Three Waters and Waste

Capital Project Closeout Report

Date: 26 August 2020

Author: Rohan Meissenheimer, Project Manager, CSWW

Status: Final

The purpose of this document is to summarise the relevant project information relating to the performance and close out of this project.

Capital Project Details	
Project Title	WW Colombo St Trunk and Beckenham Cross Connection
Project Location	Christchurch South
CPMS Number	25805
TRIM Number	20/1509192
WBS Number	522/1619
Project Sponsor	John Moore
Project Manager	Rohan Meissenheimer

Report Details	Name	Position	Date
Prepared By	Rohan Meissenheimer	Project Manager	26/08/20
Reviewed By	Mark Johnson	Asset Owner	02/03/21
Approved By	John Moore	Project Sponsor	02/03/21

Project Purpose and Background

This project combines two projects which were initiated separately; Colombo St Trunk Main and Beckenham Street Cross Connection. In April 2017 the decision to combine the projects was made during preliminary discussions between the Project Manager and Christchurch City Council (CCC) Resource Manager which identified the similarities in project scope and physical proximity.

CCC had previously engaged WCS Engineering to evaluate and optimise wastewater network improvement alternatives for the Heathcote Pump Station 20 (PS20) catchment and produce a preferred servicing strategy.

The study utilised a calibrated InfoWorks computer model to assess the existing catchment during the 3 year Average Recurrence Interval (ARI) design storm. The catchment was predicted to overflows at 78 manholes and 6 overflow structures with a cumulative overflow of approximately 30,000 m³, during a 3 year ARI storm event.

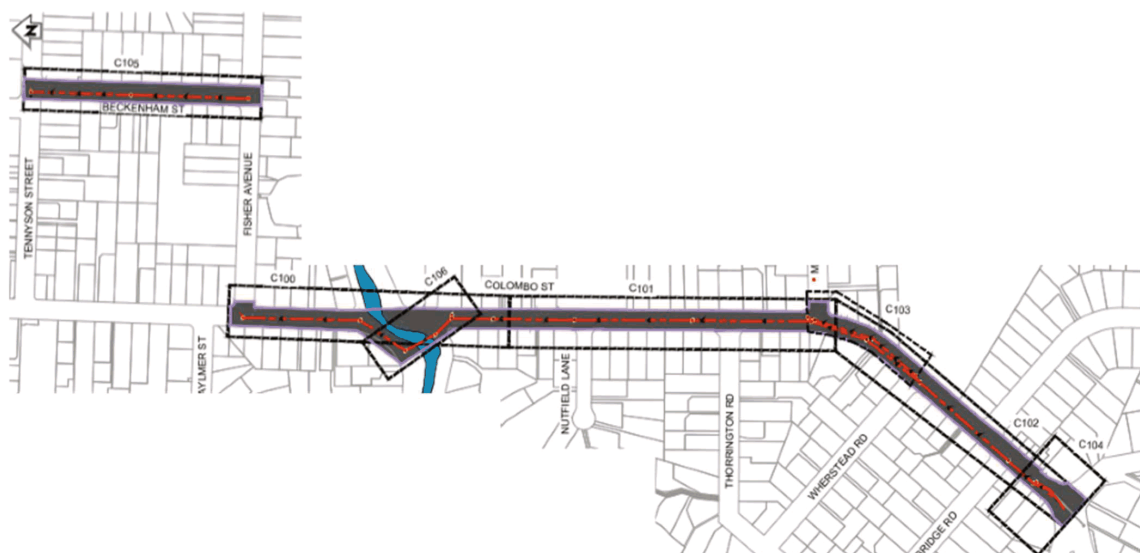


Fig.1: Extent of the Colombo St Trunk Main and Beckenham Street Cross Connection



Pictures 1&2: Construction activity

Project Benefits

Objective	Achieved	Comments
Complete designs to CCC requirements	Yes	
Deliver priority improvement alternatives to the PS20 catchment so that there are no overflows during 6-month and 12-month ARI storms	Yes	Design and constructed as per WSP's Wastewater optimization report
To complete the project in the safest manner possible including zero lost time injuries (LTI)	Yes	Zero LTI on project
To deliver the project on time and to budget	Yes	Project completed within budget

Community Outcomes

Combining these two projects became apparent after looking at the similarity of the projects, their geographic proximity and timeframes.

Efficiencies and minimised disruption to the Community was a consequence of combining the two projects.

The project was designed and constructed to alleviate wastewater overflows from the PS20 catchment during storm events into the Heathcote River, to comply with Wastewater Overflow Resource Consent, whilst allowing for future developments upstream of the catchment. This was achieved.

Minimal complaints from public is allied sentiment to project being delivered successfully. Improved reassurance to residents who live in the vicinity that there is now decreased risk of flooding or overflows.

Project Financial Summary

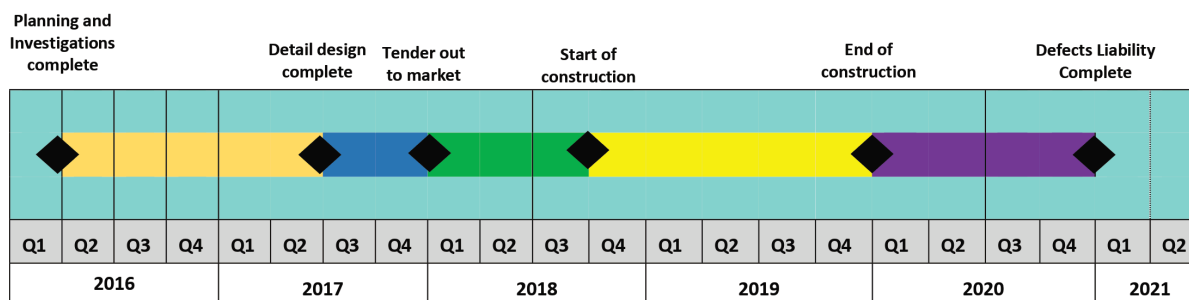
Year	Budget	Actuals	Variance	Comments
FY16	41,748	41,748	0	Planning and design
FY17	86,091	86,091	0	Planning and design
FY18	293,016	293,016	1	Planning and design
FY19	4,407,496	4,407,496	0	Construction
FY20	98,741	98,741	0	Construction and Defects Liability
FY21	582,884	26,671	512,213	Defects Liability project closeout
Total	5,509,976	4,997,762	512,214	To be reallocated within programme

Change Request Summary

Project	Original Budget
WW Colombo St Trunk Main	\$2,463,204
Beckenham Street Cross Connection	\$314,745
TOTAL	\$2,777,949

Change Request	Comments	Baseline	Approved Change
Combine two projects into one	Change Request combined two projects into one, creating time and cost efficiencies, minimising impact to the community. No net increase to budget.	\$2,777,949	\$0
Align budget to design estimate	Increased project budget to align with design estimate prior to tender.	\$2,777,949	\$949,890
Align budget to proposal	Increased construction budget to align with proposal	\$3,727,839	\$1,900,000
Release unneeded contingency	Transfer of budget to WW Smart Overflow Reduction	\$5,627,839	-\$130,000
	Final Approved Budget With Changes		\$5,497,839
	Annual Plan adjustment (FY18)		\$12,137
	Final Budget Position		\$5,509,976

Project Timeline Summary



20 1509192 25805 Colombo and Beckenham WW - Closeout Report.DOCX

Phase	Baseline Completion	Actual Completion	Comments
Project Initiation	13/Nov/2015	13/Nov/2015	
Investigation	12/Dec/2017	11/Dec/2017	
Design	12/Dec/2017	11/Dec/2017	
Procurement	13/Dec/2017	13/Dec/2017	In considering construction opportunities and risks during the tender process additional design was sought. This resulted in the investigate, design and procure milestones finishing simultaneously.
Construction Start	21/Feb/2018	24/May/2018	
Project Delivery Complete	28/Jun/2019	05/Jul/2019	

Procurement

Contract Documentation

Contract Number	Name	Value
CN4600002434	Colombo Street and Beckenham Street Wastewater Scheme Project	4,273,478.60

Sustainability

n/a to this project, as this project predates the sustainability guidance provided to suppliers re compulsory questions in tenders

Lessons Learned

The early estimates for the project, and then the pre-tender estimate were significantly below the final project costs.

- The rates used for the pre-tender estimate were based on 2015/16 price data and using median values of previously tendered prices (SCIRT rates).

The New Zealand Transport Agency Construction Indices have since been used to calculate an average price escalation of 2.24% per annum (average of December 2015 to December 2017 year on year indices) over two years, to take into account current day pricing.

- The percentages of the contract sum used to calculate Preliminary & General (10%), Traffic Management (6%) and Contingency (15%), have an effect of additional escalation given the abovementioned additions to the estimate. These percentages are consistent with those used in the pre-tender estimate.

Given the nature of the works, consisting of a significant wastewater upgrade in a busy location, we further considered the remaining price difference between the revised estimate and the lowest tendered price. The difference can likely be attributed to the higher prices submitted for either Preliminaries & General (P&G), traffic management or pipe laying unit rates. The higher pricing may be as a result of differences in perception and/or construction methodology chosen by the tenderer, i.e. level of resources, plant and equipment. The tenderer may have taken a conservative stance to pricing and scheduling/timeframes. This was well reflected in the contractors construction programme and indicates that the contractor(s) may have a reduced appetite to take on risk in the pricing of these works. We therefore conclude the complex nature of the works, busy location, and possibly (to a degree) the availability of resources i.e. market conditions at the time, would have affected the tenderer's pricing, leading to the higher than expected cost for the works.

Project Final Status Summary

Title	Status Flag	Comments
Overall Status	Green	
Finance	Green	
Risks	Green	
Issues	Green	
Resources	Green	
Time	Green	
Scope	Green	

No significant issues or risks at project close.

Key: Green = delivered to plan, Amber = partially off plan, Red = off plan

Project Documentation

General Project Documentation

Document	Date Completed	Comments
Project Brief or Charter	13/08/2015	CPMS Brief
Project Plan	24/11/2015	
Concept Design	October 2016	Prelim Design
Detailed Design	December 2017	
Procurement Plan	1/12/2016	
Handover Data	28/01/2020	IDS CAT data

Practical Completion Certification

Contract, Work Package or Deliverable	Practical Completion Date	Final Completion Date
PC Certificate	28/07/2019	28/07/2020

10. Civic Financial Services - Annual Report and Proxy for Annual General Meeting

Reference / Te Tohutoro: 20/1611911

Report of / Te Pou
Matua: Linda Gibb, Performance Advisor, External Reporting and Governance, Resources. linda.gibb@ccc.govt.nz

General Manager /
Pouwhakarae: Miles McConway, General Manager, Resources. Miles.McConway@ccc.govt.nz

1. Brief Summary

- 1.1 The purpose of this report is to request the Finance and Performance Committee to appoint a proxy to vote at the Civic Financial Services (Civic) Annual General Meeting (AGM) on 18 June 2021, and to voting instructions. The AGM Notice of Meeting and Proxy Form are at **Attachment A**.
- 1.2 The report has been written as a result of receiving the AGM documents from Civic on 5 May 2021 which require notices of proxy and voting decisions to be received from shareholders by 17 June 2021.
- 1.3 Civic's Annual Report for the year ending 31 December 2020 was received on 6 May 2021 and is at **Attachment B**.

2. Officer Recommendations / Ngā Tūtohu

That the Finance and Performance Committee:

1. Appoints the Chair of the Civic Financial Services Annual General Meeting as proxy to vote on behalf of the Christchurch City Council at the Civic Financial Services Annual General Meeting in Wellington on 18 June 2021;
2. Agrees that the Proxy votes in favour of approving the minutes of the 2020 Annual General Meeting and the minutes of the Special General Meeting held in August 2020, receiving and considering the Annual Report for the year ending 31 December 2020 and recording the appointment and remuneration of the Auditor-General as auditor;
3. Agrees that the Proxy votes in favour of the Christchurch City Council-nominated candidates Ms Louise Edwards and Mr Bevan Killick for election to the Board of Civic Financial Services; and
4. Notes the Annual Report for the year ending 31 December 2020.

3. Details

- 3.1 Civic's Notice of Meeting includes standard ordinary AGM business – approving the minutes of the 2020 AGM and the minutes of the special general meeting held in August 2020, receiving and considering the annual report for the year ending 31 December 2020, recording the appointment and remuneration of the Auditor-General as auditor and approving the appointment of directors.

Appointment of Proxy

- 3.2 Council normally appoints one of either a councillor or staff member who is attending the AGM, as proxy to cast the Council's votes. The Chair of the Civic Financial Services' board is usually appointed as alternate. However this year staff feel that the agenda items do not warrant a Council presence and recommend that the Chair of the Civic Financial Services' board be appointed as proxy to act on Council's behalf.

Election of directors

- 3.2 In the ordinary course, two current directors retire by rotation each year. Both are standing for re-election. They are the Chair of the board, Mr Tony Marryatt (first appointed 2008; has now served 13 years) and Mr John Melville (first appointed 2013; has now served eight years).
- 3.3 During the year, Mr Michael Hannan retired from the board after 14 years' service. The board co-opted a new member, Ms Jo Miller who is the Chief Executive of Hutt City Council. The Civic constitution requires a co-opted member to step down at the AGM and to stand for election if he or she wishes to remain on the board. Ms Miller is standing for election at the AGM.
- 3.4 This Council has nominated two candidates for election to the board at the AGM, in accordance with the Finance and Performance Committee's resolution from its meeting on 25 March 2021 (FPCO/2021/00010 refers). The nominees are Ms Louise Edwards and Mr Bevan Killick.

Annual Report

- 3.5 Civic's performance for the year against its Statement of Intent (SOI) forecasts and the prior year is shown in the following table:

	Actual 2020 \$000	SOI Forecast 2020 \$000	Last year \$000
Total revenue	3,115	2,283	5,059
Total Expenditure	2,635	2,024	2,808
Net profit before tax	480	259	2,251
Superannuation funds under management	470,000		420,000

- 3.6 Civic is not a Council-controlled organisation (CCO) and is therefore not required to have a SOI or report its performance against its performance indicators. Civic has voluntarily chosen to issue a short SOI to shareholders which includes its summary financial forecasts and two non-financial performance targets. The SOI is not published on Civic's website (which it would be required to do it if it was a CCO).
- 3.7 Annual and half year reports issued by Civic do not include its performance against its SOI targets. Neither does it provide a narrative of variances in its actual performance against its prior year performance despite including the financial performance in both years in its Annual Report (as it is required to do under the Companies Act 1993).

3.8 Review of financial performance against its 2020 SOI:

- profit before tax is \$221,000 higher than the SOI target, from increased administration fees from providing services to its insurance and superannuation schemes of \$842,000 offset by higher costs of \$611,000.
- Please note that the SOI provides forecasts of total revenue and total expenditure forecasts, neither are broken down sufficiently to provide visibility on the components that form the variance between forecast and actual. Therefore it is not possible to identify what costs were foreseen in the SOI forecasts, where the key variances are across all expense items or the reasons for the expenditure variances.

3.9 The annual report explicitly records each revenue and expenditure item for both the current year and the prior year, as required under the Companies Act 1993, therefore the variances of each item can be readily seen, but not the reasons for any material differences. The comparison of actual with last year's outturn is largely due to:

- the large negative variance in revenue of \$1.9 million reflects the sale of Civic Assurance House including a \$1.2 million gain on sale and rental income prior to disposal of \$572,000. In addition interest income was higher in 2019 by \$188,000; and
- expenses were lower by \$174,000 which is a combination of significant increases and decreases across almost all expenditure categories. Increases include audit fees of \$26,000, compliance costs of \$37,000, legal fees of \$142,000, consultants' costs of \$37,000 and other expenses of \$137,000. Substantive decreases in expenditure include depreciation of \$19,000, interest expense of \$130,000 and property operating expenses of \$396,000.

3.10 Staff have sought explanation from Civic as to the reasons for the variances between its actual, budget and prior year's financial performance, without response at this stage. An update will be given to councillors at the Finance and Performance Committee meeting should the information be received.

Non-financial performance targets

3.11 The SOI records two performance targets as follows:

- To provide superannuation services to at least 90% of local authorities; and
- To continue to be an efficient and effective administration manager for LAPP, Riskpool, CLP and CPP.

3.12 As noted above, Civic does not report its performance against these targets. In addition, the most important measure of success is the returns it is achieving on its superannuation fund investments compared with its market peers. This matter has been raised with Civic, without response to date.

Attachments / Ngā Tāpirihanga

No.	Title	Page
A ↓	Civic Financial Services - Notice of Meeting for 2021 AGM	97
B ↓	Civic Financial Services - Annual Report for year ending 31 December 2020	108

In addition to the attached documents, the following background information is available:

Document Name	Location / File Link
Nil	Nil

Confirmation of Statutory Compliance / Te Whakatūtutanga ā-Ture

Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).

(a) This report contains:

- (i) sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages; and
- (ii) adequate consideration of the views and preferences of affected and interested persons bearing in mind any proposed or previous community engagement.

(b) The information reflects the level of significance of the matters covered by the report, as determined in accordance with the Council's significance and engagement policy.

Signatories / Ngā Kaiwaitohu

Author	Linda Gibb - Performance Monitoring Advisor CCO
Approved By	Len Van Hout - Head of Business Partnership Diane Brandish - Head of Financial Management Miles McConway - General Manager Resources



NOTICE OF MEETING

Notice is hereby given that the Annual General Meeting of Civic Financial Services Limited will be held in The Boardroom, Level 3, Civic Assurance House, 116 Lambton Quay, Wellington on Friday 18 June 2021 commencing at 11.30am for the purpose of transacting the following business:

ORDINARY BUSINESS

1. **Apologies**
To receive apologies.
2. **Minutes of 2020 Annual General Meeting and Special General Meeting**
To approve Minutes of the AGM held 19th June 2020.
To approve Minutes of the SGM held 13th August 2020.
3. **Annual Report and Financial Statements**
To receive and consider the Annual Report which includes financial statements for the year ended 31 December 2020 and the report of the auditor therein.
4. **Directorate**
To approve the appointment of three Directors in accordance with the Constitution.

Messrs Anthony Marryatt and John Melville retire from office by rotation in accordance with the Constitution of the Company. Both Directors have offered themselves for re-election.

Jo Miller, Chief Executive, Hutt City Council has been co-opted by the Civic Board to fill the casual vacancy created by Mike Hannan's resignation as a Director on 4 December 2020 and took up her appointment as a Director of Civic Financial Services Ltd with effect from 18 December 2020. In accordance with the Constitution Jo is required to step down at Civic's AGM on 18 June 2021 and is able to be nominated for election. Jo has been nominated by Hutt City Council and offers herself for election.

Louise Edwards and Bevan Killick have been nominated by Christchurch City Council as Directors and offer themselves for election.

Resumes received from each of the candidates are attached.
5. **Appointment and Remuneration of Auditor**
To record the appointment of the Auditor-General as auditor (pursuant to Section 207 of the Companies Act 1993 and Section 15 of the Public Audit Act 2001) to hold office until the conclusion of the next Annual General Meeting and to authorise the Directors to determine the remuneration for the auditor for the year.
Note: The Auditor-General has appointed Mr Silvio Bruinsma of Deloitte to undertake the audit.
6. **To transact any other business** that may be properly brought before the meeting.

PROXIES/APPOINTED REPRESENTATIVES

A shareholder entitled to attend and vote but unable to do so may appoint a proxy for this meeting. Alternatively, the shareholder may appoint a representative to exercise its right at the meeting, pursuant to Clause 14.3 of the Constitution of the Company. A completed proxy form/notice in writing of appointment of a representative signed by the shareholder must be lodged at the registered office of the Company by 11.30am one business day before the start of the meeting i.e. 17th June 2021.

By Order of the Board
Glenn Watkin
Chief Financial Officer
5 May 2021



Civic Financial Services Limited Proxy Form

_____ of
(Shareholder Name)

_____ being a shareholder of Civic Financial Services Limited, hereby appoints
(Location)

_____ of _____ or, failing him/her
(Name) (Employer)

_____ of _____ as its proxy to vote for
(Name) (Employer)

and on its behalf at the Annual General Meeting of Shareholders of Civic Financial Services Limited, to be held in the Company's Boardroom, Level 3, Civic Assurance House, 116 Lambton Quay, Wellington on 18th June 2021 and at any adjournment of that meeting.

Unless otherwise directed as below, the proxy will vote or abstain from voting as he or she thinks fit.

Should the shareholder wish to instruct its Proxy or representative how to vote the following should be completed:

Agenda Item

In Favour (✓)	Against (✓)
------------------	----------------

1. Receive apologies.
2. Approve the Minutes of the AGM held 21 June 2020 and SGM held on 13 August 2020

3. To receive the Annual Report

To receive the Annual Report which includes the financial statements for the year ended 31 December 2020 and the report of the auditor therein.

--	--

4. To elect three Directors *Please only vote for three candidates*

Anthony Marryatt who retires in terms of the Constitution and being eligible, offers himself for re-election.

--

John Melville who retires in terms of the Constitution and being eligible, offers himself for re-election.

--

Jo Miller who has been nominated by Hutt City Council and offers herself for election.

--

Louise Edwards who has been nominated by Christchurch City Council and offers herself for election.

--

Bevan Killick who has been nominated by Christchurch City Council and offers himself for election.

--

5. Appointment and Remuneration of Auditor

To record the appointment of the Auditor-General as auditor (pursuant to Section 207 of the Companies Act 1993 and Section 15 of the Public Audit Act 2001) to hold office until the conclusion of the next Annual General Meeting and to authorise the Directors to determine the remuneration for the auditor for the year.

--	--

EXECUTED this _____ day of _____ 2021.

Signature(s) of Shareholder

Position(s) Held

Please return to: Chief Financial Officer, Civic Financial Services Ltd, PO Box 5521, Wellington 6140, or fax (04) 978 1260 or email to admin@civicfs.co.nz to be received prior to 11.30am 17 June 2021.

ATTENDANCE AT MEETINGS OF THE COMPANY

The Constitution provides for members to be represented at meetings of the Company only by proxies or appointed representatives.

Clause 14.3 (as amended in May 2004) provides:

“A shareholder may exercise the right to vote by being present by a representative or by proxy.

The representative or proxy for a shareholder is entitled to attend and be heard and vote at a meeting of shareholders as if the representative or proxy were a shareholder.

A proxy must be appointed in writing signed by the shareholder and the notice must state whether the appointment is for a particular meeting or a specified term not exceeding twelve months.

No proxy is effective in relation to a meeting unless a copy of the notice of appointment is produced to the registered office of the company not later than twenty-four hours before the start of the meeting.

A shareholder may appoint a representative to attend a meeting of shareholders on its behalf in the same manner as that in which it could appoint a proxy”.

Accordingly, proxies/notification of appointed representatives must be in my hands by 11.30am on 17 June 2021.

It would be appreciated if shareholders, when considering who to appoint as their representative/proxy holder, would contact Glenn Watkin thereby facilitating a quorum for the AGM.

Glenn Watkin
Chief Financial Officer
Phone: (04) 978 1252
Email: glenn.watkin@civicfs.co.nz
Fax: (04) 978 1260

Anthony (Tony) Marryatt, Chairman of Civic Financial Services Ltd

Whilst I have been Chairman of Civic, Civic has achieved the following:

1. Successfully managed the company through the process of assessing and settling all claims relating to the Canterbury earthquakes.
2. Overseeing the subsequent post-earthquake restructure and rebranding of Civic Financial Services.
3. Attending to the required earthquake strengthening of Civic Assurance House.
4. Successfully concluding the subsequent sale of Civic Assurance House and distributing the resulting net proceeds to Civic's shareholders by way of a special dividend.
5. Lead the development of Civic being able to reduce the management fees charged to the members of its KiwiSaver and Superannuation Schemes.

During my career I spent over 30 years employed in Local Government. I spent 24 of those years as a CEO for the following Councils, Wairoa District, Southland District, Hamilton City and Christchurch City.

I have extensive governance experience, having been either a Chairman or Director in companies involved in contracting, hospitality, tourism, facilities management, aviation, and publishing.

I request your support so that I can be involved in continuing to grow the SuperEasy Superannuation Schemes and also engage in the transition and appointment of a new CEO, as the incumbent is retiring in early 2022.

John Melville

Qualifications:

- Bachelor of Science (Mathematics)
- Fellow of the New Zealand Society of Actuaries
- Fellow of the Institute of Actuaries, Australia.

Currently Appointments:

- Director of Civic Financial Services Ltd
- Chair of Risk and Audit Committee of Civic Financial Services

John has advised on the establishment, management, amendment, amalgamation and termination of public and private sector superannuation schemes and insurance arrangements. At various times his advice has been to individuals, trustees, managers, corporations and crown entities. He has been employed as a business analyst and as an independent actuary by superannuation trustees, insurance executives and to Government Departments and Crown Agencies.

John retired as the senior principal of Melville Jessup Weaver Limited, an actuarial consulting firm that is privately owned and directed by seven experienced actuaries. John commenced his business career with a New Zealand life insurance company, then joined an actuarial consulting partnership, gaining extensive experience in the actuarial management and servicing of superannuation schemes. With more than a decade of experience in consulting to individuals and companies in the financial services sector, he established the actuarial consulting practice which eventually led to the formation of Melville Jessup Weaver.

John served two terms as the Government Actuary, in 1997/1998 and in 2001/2003, while the Government was determining its future internal actuarial requirements. During those times his duties included oversight of New Zealand superannuation arrangements under the Superannuation Schemes Act, the statutory actuarial valuations of the Government Superannuation Fund and the statutory reviews of the National Provident Fund.

John was involved in significant superannuation work for the Government, including the provision of services to the Government Actuary and assisting Government Departments as they determined their response to the closure of the Government Superannuation Fund and their attitude towards the State Services Retirement Superannuation Scheme (SSRSS). He provided consulting advice to the Retirement Commission on the development of the Sorted website and its various calculators. He was a member of the panel that selected the KiwiSaver Default providers for Government and subsequently was on the committee that developed the KiwiSaver guidance note on Responsible Investment Disclosures.

On the professional front, John has been active in the New Zealand Society of Actuaries, having served as a committee member, convenor of committees, and President of the Society. He has authored papers and developed professional standards for the Society. His long-standing association with Workplace Savings New Zealand has led to committee membership and to two terms as Chairman.

His services as an expert witness have included the provision of advice in respect of the taxation of capital gains on superannuation investments, advice in respect of the taxation of life insurance premiums and loan interest payments, advice in respect of the distribution of surplus arising from the investments of a superannuation scheme, advice in respect of the valuation of retirement gratuity and loyalty recognition payments, advice in respect of administrator responsibilities in relation to payment of contractual superannuation contributions and advice in respect of taxation of the interest on the settlement of a trust.

John is offering himself for re-election to support the operation of Civic's business and to support the continuing growth of its superannuation business.

JO MILLER'S PROFILE

I am an experienced, tenacious, passionate leader with a track record of successful organisational achievement, doing the undoable and driving/inspiring teams to succeed. I have experience of working locally, regionally and nationally and in public, private and voluntary sectors. Hard working, energetic, resilient and politically savvy, I am well versed in negotiating, brokering, collaborating and influencing to get the job done, no matter what.

Work History, Responsibilities and Achievements:

Present Position – Chief Executive, Hutt City Council

- Leading the operations in New Zealand's seventh largest council with 500 staff - Opex \$188M and an annual operations budget of \$150 million
- Capital procurement \$80.7M with major projects for growth
- Led through COVID including supporting national work via SOLGM
- Chamber of Commerce Board member
- Taituarā Executive Board member

Jan 2012 – July 2020 – Chief Executive, Doncaster MBC – Largest geographic metropolitan borough, U.K, population 305K

Major Achievements with Doncaster

- Led turnaround from a failing council to one that is performing well, exiting intervention early.
- Economic laggard, now high performance outstripping Yorkshire and Humber. In UK top ten for growth. Housebuilding, Investment and Jobs growth at 12 year high with skills gaps closing.
- Strong partnership with Elected Mayor Jones to forge Council's new strategic direction and close £110Million budget gap – a 50% shift in resources by 2018.
- Budget gap managed whilst 86% performance measures and outcomes at or exceeding target.
- Pioneered shift in economic focus to rail and skills, resulting in major investment including, National High Speed Rail College, new Hitachi Depot, etc.
- Successful delivery in challenging timescales of the country's first Children's Social Care Trust.
- Facilitated delivery of landmark projects with investment of £2Billion, best council in Yorkshire for Growth.
- From failing leadership and toxic partner to system leader and partner of choice, convening the whole of the borough's resources across all sectors to enable Doncaster to thrive.

Apr 2009 – Dec 2011 – Deputy Chief Executive, Local Government Association

Major Achievements with LGA

- Devised Sector Led Improvement Programme.
- Led Communications and Public Affairs, and Policy Teams.
- Highly trusted by all three political leaders to work with national parties.
- Lead for LGA group, total place and transaction to new government work.

Previous Work History, Responsibilities

Deputy Chief Executive Jan 2007 – Mar 2009
City of Bradford Metropolitan Council & Lead Officer for West Yorkshire Pension Fund, Partnerships Communications and Policy

Executive Director of Corporate Resources Dec 2005 – Dec 2006
Knowsley Metropolitan Borough Council

Director of Corporate and Customer Services 2004 - 2005
Knowsley Metropolitan Borough Council

Borough Solicitor and Secretary 2001 - 2004
Wirral Metropolitan Borough Council & Solicitor to Merseyside Pension Fund

Deputy Borough Solicitor and Secretary 1999 - 2001
Wirral Metropolitan Borough Council

Public Sector Partner 1998 - 1999
Devonshires Solicitors

Principal Solicitor 1994 - 1997
Liverpool City Council

Trainee Solicitor, Assistant Solicitor, Senior Solicitor 1990 - 1994
Nottingham City Council

Qualifications and Education:

Solace Ignite Leadership Programme
Solicitors Final Exam 1990
LLB Law Hons 1986 - 1989
5 A/S Levels
14 O'Levels including English and Mathematics

External Professional Roles Previously Held:

- Regional Skills Lead – Sheffield City Region
- Finance Lead – Yorkshire and Humber Chief Executives
- Lead officer – Further Education Area Based Review, Sheffield City Region
- President of Society of Local Authority Chief Executives (SOLACE) 2016-2018
- Board Member of National College of High Speed Rail (NCHSR)
- Co-founder of The Peoples Powerhouse
- Judge LGC Council of the Year
- Judge The Guardian Public Service Awards
- Columnist for LGC Magazine & The MJ Magazine

Previously

- Board Member for Bradford & Cohesion – Joseph Rowntree Foundation
- Governor, including lead for whole school review – Prenton High School Governing Body
- Board member and Chair of what was Collingwood Housing Association, led to merger to form Contour Group, of which I was also Chair – moving from 2,700 properties to 18,000 homes and a Key Regional Partner for the Housing Corporation
- Co-opted Board Member – Liverpool Women's Hospital Trust Foundation
- AMA, then LGA Housing Special Advisors – Local Government Association
- Member of Review Group (Representing England and Wales Councils) – Lord Woolf's Access to Justice Review
- Board Member (joint venture company to deliver design, architectural and technical services) – 2020 Knowsley
- Company Director on behalf of Wirral Council – Leasowe Community Homes Ltd, Wirral CAE Services Ltd
- Judge: External Awards LGC (Local Government Chronicle)
- Elections Lead Chief Executive – Solace UK

Louise Edwards

B.Com (major in accountancy), FCA



Louise is an experienced independent director who brings unique perspectives and commercial insights into governance decision making. She currently serves as a director on four commercial boards and many not for profit boards. She has extensive experience as a Chair, both at board level and chairing Audit and Risk Committees. She is currently Chair of the Credit Union Baywide board and also the Independent Chair of the ChristchurchNZ Audit and Risk Committee.

She has built up excellent skills in the governance of investment portfolios having been involved in the financial services industry for many years with investments of millions of dollars under management and as a director on trustee superannuation boards. In particular she has:

- A good understanding of the superannuation and insurance regulatory and compliance regime that Civic Assurance operates under through experience as a director on the boards of National Provident Fund, Superannuation Investment Limited, MFL Mutual Funds Ltd, Credit Union Baywide and Co-op Money.
- In-depth understanding of investment management and capital projects built up from many years working in the financial services sector, in particular latterly as Chief Executive of Rata Foundation managing and monitoring an investment portfolio of over \$620 million and on the boards of National Provident Fund (superannuation funds of \$1.9 billion/62,000 members and pensioners), Superannuation Investments Limited (superannuation funds of \$183 million/3,500 members) and MFL Mutual Funds Limited (superannuation funds of \$463 million/16,900 members).
- Strong financial acumen and understanding of risk-working as an accountant for many years - excellent financial and analytical skills and extensive experience chairing Audit and Risk Committees at a board level.
- Roles at chief executive level have built up good strategic thinking skills and the ability to look beyond operation detail to ensure investment returns are optimised within the appropriate risk parameters.

Current Directorships

Company	Entity Information
MFL Mutual Fund Ltd/ Superannuation Investments Ltd	Appointed as a director of the boards of Superannuation Investments Ltd and MFL Mutual Fund Ltd, which are the trustee companies of the SIL and MFL Mutual Funds. The superannuation schemes have aggregate assets of \$600 million and over 20,000 retail members.
National Provident Fund	National Provident Fund is trustee of nine defined contribution and defined benefit superannuation schemes with total assets of over \$1.9 billion and 62,000 members/pensioners. The Board administers the schemes and manages the schemes' investments in the best interests of members taking into account the interests of the employer and the Crown, as guarantor of the benefits.
NZCU Baywide	NZCU Baywide is the largest credit union in NZ with 60,000 members and assets of over \$530 million. Appointed as Chair in October 2020.
ChristchurchNZ Ltd	Appointed as Independent Chair of Audit and Risk Committee of the board of the tourism, events and economic development agency for Christchurch.

Senior Executive Experience

Company	Position	Period
Rata Foundation	Chief Executive	2012 to 2017
Perpetual Trust Ltd (now Perpetual Guardian)	Chief Executive	2006 to 2010
Perpetual Trust Ltd	Head of Customer Care	2004 to 2006
Assure NZ Ltd (subsidiary of AXA)	Chief Operating Officer	2001 to 2004
Jacques Martin	Accounting Manager	1998 to 2001

Community Governance

Louise strongly believes in supporting community organisations and has done extensive work in the not for profit sector. She currently serves as Chair of the Christchurch Earthquake Children's Trust, Trustee on the Canterbury Business Recovery Trust, Marlborough Kaikoura Trail Trust (developing the new cycle trail from Picton to Christchurch), director on the boards of Good Shepherd NZ/Mariposa Ltd (investment portfolios of over \$55 million providing support for vulnerable women and children through micro finance and various other programmes) and a trustee on the board of philanthropic funder, JR McKenzie Trust.

Awards/Professional Achievements

- Institute of Directors (IoD) Aspiring Directors Award Winner 2008 (award recognizes most promising director, candidates need be able to clearly demonstrate leadership, integrity and enterprise)
- IoD Mentoring for Diversity Programme 2014 - professional programme aimed at increasing board diversity and performance by promoting senior and capable women to listed company boards
- Awarded a Fellowship from Chartered Accountants Australia NZ (CA ANZ) in 2015 - recognizes contribution to the accounting profession and community

Bevan Killick

BCom, ACII, CM InstD, CA, FCUINZ, Honorary Capitulation (navy)

Bevan is a full time professional director based in Canterbury. He held senior roles in the Lloyd's of London insurance market for 12 years. Bevan has experience with a number of financial services entities in run off, such as Equitas (the world's largest insurance run off), Southern Response (New Zealand's largest insurance run off), ICRA (a Dutch insurance pooling arrangement in run off), Deutsche Ruck and various Japanese run off entities. Bevan has reviewed insurance underwriting and claims management functions in several jurisdictions including New Zealand, the



United Kingdom, Ireland, Sweden, Denmark, Cyprus, Germany and the Netherlands. Bevan implemented Enterprise Risk Management at Torus Insurance, a startup insurance company insuring and reinsuring large international industrial risks. The NZ Ministers of Finance, Justice, Defence and Foreign Affairs, from three political parties, have appointed him to various Crown boards on 11 occasions,

Current Directorships

- Director - Southern Response Earthquake Services Limited (Member - Audit & Risk Committee, Chair-People & Safety Committee, former Chair-Capital Committee)
- Chair - Defence Employer Support Council
- Member - Defence Industry Advisory Council
- Director and Executive Council Member - Australian Association of the Order of Malta Limited (An Australian Company with oversight of humanitarian activities throughout Asia Pacific including a clinic in Timor-Leste)
- Member- Health Safety & Wellbeing Committee, Christchurch City Council
- Chair - Killick Group Limited, Administers consultancy, governance and expert witness activities. Bevan has been instructed as an expert witness in 11 High Court Cases regarding directors' duties and corporate solvency. Two cases were particularly high profile; being Property Ventures Ltd (property developer David Henderson), and Debut Homes Limited (which went to the Supreme Court).

Previous Directorships & Senior Executive Experience

- Board Member - Public Trust (Member Audit & Risk and Investment Committee)
- Trustee - Teachers' Retirement Savings Scheme
- Advisory Trustee - Pacific Development and Conservation Trust
- Member- Chartered Insurance Institute Audit Committee (UK)
- Member - Governance Group that over saw the legislative review of EQC

- Chair - Credit Union South (t/a NZCU South, now merged into NZCU Baywide)
- Director - Taxcheck.co.nz Limited
- Business Recovery Coordinator Recover Canterbury
- Risk Manager - Torus Insurance
- Assistant Director - Chilton International
- Principal Regulatory Officer, Lloyd's of London
- Manager Reinsurance Ledgers, Equitas
- Audit Consultant, Equitas
- Auditor, Audit New Zealand

Community Governance

- Chair - St John of God Hauora Trust, Healthcare organisation with residential facilities caring for 130 people with severe health challenges
- Past President and Inaugural Honorary Patron - Canterbury Club Inc.
- Deputy Chair- InterChurch Council for Hospital Chaplaincy
- Chair - Christchurch, UK and Europe Sister City Committee
- Patron Limited Service Volunteer "Killick Class", Burnham Military Camp

Awards & Professional Achievements

- Bachelor of Commerce, University of Canterbury
- Honorary Captain - Royal New Zealand Navy
- Chartered Accountant (Chartered Accountants Australia New Zealand)
- Chartered Insurance Practitioner (UK)
- Chartered Member of the Institute of Directors
- Associate of the Chartered Insurance Institute
- Advanced Diploma in Insurance (UK)
- Member of the Insurance Institute of London
- Lloyd's Market Certificate
- Fellow, Credit Union Institute of New Zealand (subsequently disbanded)
- Honorary Member - Burnham Military Camp Officers' Mess
- Liveryman -Worship Company of World Traders
- Freeman - City of London
- International Region Winner Chartered Accountant of the Year Awards 2007
- World Class New Zealander- KEA (Kiwi Expat Association)

The cover features a large, stylized circular graphic composed of four overlapping segments. The top segment is light blue, the bottom is a darker blue, and the left and right segments are dark purple. In the center of this graphic is a photograph of a modern building's glass and steel facade, viewed from a low angle looking up. The text 'ANNUAL REPORT 2020' is printed in white, sans-serif capital letters on the right-hand dark purple segment.

ANNUAL REPORT 2020

Attachment B **Item 10**

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ANNUAL REPORT AND STATEMENT OF ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2020

Your Directors have pleasure in submitting the 60th Annual Report of the affairs of the Company (formerly New Zealand Local Government Insurance Corporation Ltd trading as Civic Assurance) for the year ended 31 December 2020, which is to be presented at the Annual General Meeting of Members in June 2021.

1. PERFORMANCE

Civic's before-tax profit in 2020 was \$480,458.

This compares favourably to the forecasted before-tax surplus of \$258,772 as set out in the 2020 Statement of Intent.

This increased profit is due to receiving higher than anticipated administration fees combined with reduced marketing and operating expenses.

2. OPERATIONS

Administration Services

Fees in 2020 from providing services to LAPP, Riskpool and the SuperEasy and SuperEasy KiwiSaver Superannuation Schemes were \$2,973,440 (2019: \$2,947,683).

Investment Revenue

Income from investments was \$141,233 (2019: \$329,517).

Sponsorship and Support for the Sector

The Company continues as a sponsor of Taituarā – Local Government Professionals Aotearoa (previously known as SOLGM – Society of Local Government Managers) events both at a regional and national level.

3. ASSOCIATED ENTITIES

Local Government Superannuation Trustee Limited

Local Government Superannuation Trustee Limited (LGST) is a 100% subsidiary of Civic and is the trustee to the SuperEasy and SuperEasy KiwiSaver Superannuation Schemes. Both are administered by Civic and from 1 April 2016 both have been registered with the FMA (Financial Markets Authority). Director appointments to LGST are made by LGNZ (two), Civic (one), CTU (one), Taituarā (one) and one, who must be a Licensed Independent Trustee, by the LGST Board.

The SuperEasy schemes feature low member charges and simple administration for councils. Both make use of passive fund managers, which as well as allowing lower member fees removes the possibility of a fund manager making a bad call, which is something that can happen at any time.

The SuperEasy schemes also offer an 'Automatic Fund', in which each member's risk exposure is gradually and automatically switched from growth assets to income assets as the member gets older.

Superannuation funds under management as at December 2020 were \$470 million (December 2019 \$420 Million) and the combined membership of over 11,000. SuperEasy's fund managers are AMP Capital Investors (New Zealand) Ltd and ANZ New Zealand Investments Ltd. Of the councils that have a preferred provider for KiwiSaver, 70 out of 74 (94%) have appointed Civic.

The SuperEasy website is www.supereasy.co.nz.

LAPP Disaster Fund

LAPP is a charitable trust that was set up by LGNZ and Civic in 1993 to assist with the reinstatement of lost or damaged local government underground infrastructure. LAPP's membership is 23. It could be said that LAPP is New Zealand's original LASS (Local Authority Shared Services).

LAPP extended its cover arrangement from two events to three events from July 2017.

LAPP settled its Kaikoura-Hurunui earthquake claims with the settlement of the Hurunui District Council's claim in April 2019 having previously settled with Kaikoura and Marlborough District Councils in 2018, for a combined settlement of \$4.66 million.

Civic is the administration and fund manager for LAPP. LAPP's website is: www.lappfund.co.nz.

Civic Financial Services Limited

DIRECTORS' REPORT

Riskpool/Civic Liability Pool (CLP)

Riskpool provides public liability and professional indemnity cover for councils and has done so since 1997. It is not a company, but a mutual liability fund governed by a trust deed. CLP is similar to Riskpool, but has no facility for calls. For the fund year ending 30 June 2017 Riskpool/CLP had 31 members.

As support had dropped off in recent years to this low level Riskpool could no longer offer the competitively priced cover and risk management services that it had provided over the previous 20 years.

As a result Riskpool/CLP decided to no longer provide cover after 30 June 2017 and is now in run-off mode.

Local Government Mutual Funds Trustee Limited (LGMFT) is the trustee of Riskpool and CLP. Civic is the Fund Manager and Scheme Manager for Riskpool and Administration Manager for CLP.

Civic has entered into two arm's length, secured loan facility agreements on commercial terms with Local Government Mutual Funds Trustee Limited to enable Riskpool to manage its cashflows.

Riskpool members were advised in October 2018 that due to deteriorating claims experience in 2017–18 that Riskpool needed to make one interim call before a final call is made on wind up. The call which has been paid was for an amount of \$6 million payable on 1 July 2019, split \$3 million each to fund years 7 and 10.

A final call from Riskpool is likely in 2025 or 2026. It is expected that the amount of that call will be less than this previous call.

4. DIRECTORS

As at 31 December 2020 there were five directors: A.T. Gray, J.E. Miller, A.J. Marryatt, J.B. Melville and B.J. Morrison. M.C. Hannan retired as a director with effect from 4 December 2020.

Director attendances at Board meetings held in 2020:

Tony Gray	4 / 5
Mike Hannan	5 / 5
Tony Marryatt	5 / 5
John Melville	5 / 5
Basil Morrison	4 / 5

Jo Miller was appointed a Director on 18 December 2020, as such did not attend any Board meetings held in 2020.

The Chairmen of each of the Board and the Risk and Audit Committee are elected at the first meeting held after each year's AGM.

Section 139 of the Companies Act 1993

All Civic directors are directors of LGMFT except Basil Morrison who resigned from LGMFT in March 2019 to ensure that one Civic director was independent of LGMFT. Subsequently there are two secured loan facility agreements that have been entered into between the Company and LGMFT whereby Civic loans LGMFT up to \$2,250,000 under each of two separate loans.

There are no other notices required under section 139 of the Companies Act 1993 except for Directors' remuneration. Changes to the Directors' fee pool are approved by shareholders at an AGM. The Board determines the allocation per Director based on the duties of the individual Director. The Director fees for subsidiary companies are set by the Parent Company Board.

For the year ended 31 December 2020, Directors' remuneration was:

Tony Gray	\$15,569
Mike Hannan	\$14,418
Tony Marryatt	\$31,139
John Melville	\$23,354
Jo Miller	\$597
Basil Morrison	\$15,569
	\$100,646

In addition, the following Directors received director fees in relation to their directorships of Riskpool or LGST:

Tony Gray	(Riskpool)	\$8,310
Mike Hannan	(Riskpool)	\$7,700
Tony Marryatt	(Riskpool)	\$16,620
John Melville	(Riskpool)	\$8,310
Jo Miller	(Riskpool)	\$316
Basil Morrison	(LGST)	\$12,571
		\$53,827

DIRECTORS' REPORT

Interests Register

Directors' interests are tabled at the beginning of each Board meeting. Directorship and other disclosures as at 31 December 2020 were:

A.T. Gray	Chair of Ngati Pukenga Investments Ltd; Chair of Tatau Tatau o Te Wairoa Commercial Limited; Artemis Nominees Ltd; Quality Roding and Services (Wairoa) Limited; Local Government Mutual Funds Trustee Ltd; Chair of Establishment Board, Hawke's Bay Food Innovation Hub; Nga Hua o Ngati Pukenga Limited; Chair of Te Turapa Wai Ariki Limited; Centralines Limited; EA Networks Limited; Executive Project Advisor to Hastings District Council; Trustee of Civic Property Pool; a party to an agreement for finance with the LGMFT.
A.J. Marryatt	Chair of Local Government Mutual Funds Trustee Ltd; AJM Holdings Ltd; Trustee of Civic Property Pool; Member of SuperEasy KiwiSaver Superannuation Scheme; a party to an agreement for finance with the LGMFT.
J.B. Melville	Trustee of Civic Property Pool; Director of Local Government Mutual Funds Trustee Ltd; a party to an agreement for finance with the LGMFT.
J. E. Miller	Trustee of Civic Property Pool; Member of SuperEasy KiwiSaver Superannuation Scheme; Chief Executive of Hutt City Council; Taituarā (previously known as SOLGM) Executive Council Member; Board Member Hutt Valley Chamber of Commerce; Director of Local Government Mutual Funds Trustee Ltd; a party to an agreement for finance the LGMFT.
B.J. Morrison	Chairman of Local Government Superannuation Trustee Ltd; Basil J Morrison & Associates Ltd; Member of SuperEasy KiwiSaver Superannuation Scheme; Trustee of Civic Property Pool; Trustee of the Martha Trust; Trustee of Hauraki Railtrail Charitable Trust; Waitangi Tribunal Member; Independent Hearings Commissioner for Auckland Council; Thames-Coromandel District Council Hearings Panel, Waikato Regional Council Hearings Commissioner; NZ Freshwater Commissioner; Accredited Commissioner – RMA.

The Company provides Directors and officers with, and pays the premiums for, Directors' and Officers' liability insurance to the full extent allowed for, and in accordance with the requirements of the Companies Act 1993. The renewal of the Company's Directors' and Officers' liability insurance was entered in the Interests Register pursuant to sections 162 and 163 of the Companies Act 1993. This insurance does not cover liabilities arising from criminal actions or deliberate and reckless acts or omissions by the Directors. The cover includes indemnity of costs and expenses incurred in defending an action that falls within the scope of the indemnity.

Conduct of the Board and Board Committee

The Board has put in place and regularly reviews a number of good governance policies including Charters for the Board and the Risk and Audit Committee, Fit and Proper Policy, Code of Conduct, and a Risk Management Plan.

Use of Information

Directors, individually or collectively, may obtain independent professional advice relating to any matters concerning the Company's business or in relation to the discharge of the Director's responsibilities. Subject to approval of the Chairman the Company will reimburse the Director(s) some or all of the reasonable costs of the advice. During the reporting period, no Director has sought leave to obtain such advice.

Loans to Directors

No loans or advances have been made to Directors, their spouses or dependants, or to related parties during the year.

5. EMPLOYEE REMUNERATION

Detailed below is the number of employees who received remuneration in their capacity as employees of \$100,000 or more during the year ended 31 December 2020.

Remuneration	Number of Employees
\$150,000 – \$160,000	1
\$190,000 – \$200,000	1

The above remunerations include Company contributions to employees' superannuation (KiwiSaver and other), medical insurances and discretionary bonus payments.

Civic Financial Services Limited

DIRECTORS' REPORT

6. AUDIT AND RISK MANAGEMENT

Pursuant to Section 15 of the Public Audit Act 2001 the Company's auditor is the Auditor General who has appointed Silvio Bruinsma using the staff and resources of Deloitte Limited to carry out the audit on his behalf.

The Risk and Audit Committee (RAC) comprises the full Board. John Melville is the Chairman of this committee. RAC met five times in 2020: the Auditor attended two of those meetings and a part of one of those meetings was held without management present.

7. DONATIONS

No donations have been made during the year by any Company in the Group (2019: \$0).

8. STAFF

We sincerely thank the staff for their work during the year. They are: Ian Brown, Sylvia Jackson, Chathuri Mendis, Lisa Norris, Tim Sole, Sue Tong and Glenn Watkin.



Tony Marryatt **Chairman**
March 2021

Civic Financial Services Limited

DIRECTORY

DIRECTORS

Anthony (Tony) J. Marryatt (Chairman)
Anthony (Tony) T. Gray
John B. Melville
Johanna (Jo) E. Miller
Basil J. Morrison CNZM JP

EXECUTIVE OFFICERS

Chief Executive : Ian Brown
Chief Financial Officer : Glenn Watkin

COMPANY REGISTRATION NO: 13271

AUDITORS

The Auditor General, who has appointed Silvio Bruinsma, Deloitte Limited to carry out the audit on his behalf

BANKERS

ANZ Banking Group (New Zealand) Limited
Bank of New Zealand

LEGAL ADVISERS

Dentons Kensington Swan

REGISTERED OFFICE

Level 7, Civic Assurance House, 116 Lambton Quay, Wellington 6011

POSTAL ADDRESS

Civic Financial Services Ltd, PO Box 5521, Wellington 6140

OTHER CONTACT DETAILS

Telephone (04) 978 1250
Facsimile (04) 978 1260
Email admin@civicfs.co.nz
Website www.civicfs.co.nz

The Company is a participant in the Insurance & Financial Services Ombudsman Scheme (Inc)
Participant Number 2000427

The cover image features a large, abstract design with overlapping teal and grey curved shapes. In the center, there is a rectangular inset showing a close-up, high-angle view of a modern building's glass and steel facade.

Statement of Accounts

Attachment B Item 10

Civic Financial Services Limited

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2020

	NOTE	2020 \$	2019 \$
REVENUE			
Administration Fees		2,973,440	2,947,683
Interest Income	4	141,233	329,517
Property Income		-	571,970
Gain on sale of Building	7	-	1,209,909
Other Income		608	129
Total Revenue		3,115,281	5,059,208
EXPENDITURE			
Audit Fee	14		
Statutory Audit of the Financial Statements		127,639	116,462
Other Fees Paid to Auditors Re Assurance Services		26,784	30,500
Other Fees Paid to Auditors Re Tax Compliance		37,388	19,077
Compliance Costs		140,179	103,122
Consultants		82,075	44,852
Depreciation	6	16,107	35,053
Amortisation	6	65	-
Directors' Remuneration	3	100,646	103,511
Interest Expense		-	130,249
Legal Fees		180,747	38,273
Property Operating Expenses		119	396,332
Other Expenses		1,176,616	1,039,624
Employee Remuneration	3	725,518	729,533
Superannuation Subsidies		20,940	21,261
Total Expenditure		2,634,823	2,807,849
Surplus Before Taxation		480,458	2,251,359
Taxation Expense	10	135,635	300,881
TOTAL COMPREHENSIVE SURPLUS AFTER TAX ATTRIBUTABLE TO OWNERS OF THE COMPANY	15	344,823	1,950,478

This statement is to be read in conjunction with the notes on pages 11 to 29.

Annual Report 2020

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Civic Financial Services Limited

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2020

	NOTE	2020 \$	2019 \$
SHAREHOLDERS' EQUITY			
Issued and Paid-Up Ordinary Shares			
Ordinary Shares fully paid up	15	10,763,506	10,763,506
Retained Earnings	15	58,366	(286,457)
TOTAL EQUITY		10,821,872	10,477,049
Represented By:			
CURRENT ASSETS			
Cash & Cash Equivalents		897,157	274,428
Term Deposits		4,735,000	5,290,045
Sundry Debtors and Prepayments	12	526,169	554,609
Loan Receivable	13	2,588,354	1,996,527
Total Current Assets		8,746,680	8,115,609
NON CURRENT ASSETS			
Property, Plant and Equipment	6	28,728	34,447
Intangible Assets (Software)	6	170,885	89,000
Deferred Tax Asset	10	2,350,445	2,486,080
Total Non Current Assets		2,550,058	2,609,527
TOTAL ASSETS		11,296,738	10,725,136
CURRENT LIABILITIES			
Sundry Creditors and Accrued Charges	12	328,375	112,990
Accrued Holiday Pay		68,312	37,662
CLP/ Riskpool Admin Fee Reserve		52,530	52,530
Total Current Liabilities		449,217	203,182
NON-CURRENT LIABILITIES			
CLP/ Riskpool Admin Fee Reserve		25,649	44,905
Total Non Current Liabilities		25,649	44,905
TOTAL LIABILITIES		474,866	248,087
EXCESS OF ASSETS OVER LIABILITIES		10,821,872	10,477,049

For and on behalf of the Directors:


TONY MARRYATT Chairman 12 March 2021


JOHN MELVILLE Director 12 March 2021

This statement is to be read in conjunction with the notes on pages 11 to 29.

Civic Financial Services Limited

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2020

	NOTE	2020 \$	2019 \$
OPENING EQUITY		10,477,049	17,945,051
Total Comprehensive Surplus Net of Tax		344,823	1,950,478
Dividend Payment		-	(9,418,480)
Ordinary Shares issued during the year	15	-	-
CLOSING EQUITY		10,821,872	10,477,049

This statement is to be read in conjunction with the notes on pages 11 to 29.

Civic Financial Services Limited

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2020

	NOTE	2020 \$	2019 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash was provided from:			
Rent Received		-	561,561
Administration Fees Received		2,970,690	2,849,062
Other Income		608	129
Taxation (Paid)/Refunded		-	(5,133)
		2,971,298	3,405,619
Cash was applied to:			
Payments to Suppliers and Employees		2,360,681	2,605,883
		2,360,681	2,605,883
Net Cash Flow from Operating Activities	11	610,617	799,736
CASH FLOWS FROM INVESTING ACTIVITIES			
Cash was provided from:			
Investment Income		90,268	115,061
Term Deposits		555,045	-
Investment Property		-	9,116,888
Loans Repaid from Related Parties		3,422,432	5,300,000
		4,067,745	14,531,949
Cash was applied to:			
Term Deposits		-	4,090,045
Purchase of Property, Plant and Equipment		92,338	30,721
Loans Issued to Related Parties		3,963,376	985,550
		4,055,714	5,106,316
Net Cash Flow from Investing Activities		12,031	9,425,633
CASH FLOWS FROM FINANCING ACTIVITIES			
Cash was provided from:			
Loan Interest Received		81	183,763
Borrowings		-	(4,000,000)
		81	(3,816,237)
Cash was applied to:			
Interest Paid		-	130,249
Dividend Paid		-	9,418,480
		-	9,548,729
Net Cash Flow from Financing Activities		81	(13,364,966)
Net (Decrease)/Increase in Cash Held		622,729	(3,139,597)
Opening Cash Balance as at 1 January		274,428	3,414,025
Closing Cash Balance as at 31 December		897,157	274,428
Being:			
Cash & Cash Equivalents		897,157	274,428

This statement is to be read in conjunction with the notes on pages 11 to 29.

Civic Financial Services Limited

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2020

NOTE 1 REPORTING ENTITY

The reporting entity is Civic Financial Services Ltd (the "Company"). The Group comprises the Company and its subsidiaries listed in Note 2 (b). The Group provides financial services principally for New Zealand local government.

Statement of Compliance

The Group is a Tier 2 Public Sector Public Benefit Entity and the financial statements have been prepared in accordance with and comply with Tier 2 Public Sector Public Benefit Entity (PBE) Standards.

NOTE 2 STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

The measurement and reporting of profits on a historical cost basis have been followed by the Group, except for specific policies as described below. The reporting currency is New Zealand dollars.

Critical Judgements and Estimates in Applying the Accounting Policies

In the application of the PBE Standards the Directors are required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. These are based on historical experience and other various factors and are reviewed on an ongoing basis.

The Directors believe that, as at the date of these financial statements, there are no significant sources of estimation uncertainty that have not been disclosed in these notes. The most significant judgements, estimates and assumptions made in the preparation of these financial statements are in respect of the recognition of the deferred tax asset (Note 10).

Particular Accounting Policies

The following particular accounting policies which materially affect the measurement of surplus and financial position have been applied. Further particular accounting policies are contained in the relevant notes to the financial statements.

(a) Consolidation of Subsidiaries

The Group financial statements incorporate the financial statements of the Company and its subsidiaries. All inter-company transactions, balances and unrealised profits are eliminated on consolidation.

(b) Investment in Subsidiaries

At 31 December 2020 the Company had three wholly owned subsidiaries which are all incorporated in New Zealand.

Two of these, Local Government Superannuation Trustee Limited and SuperEasy Limited with balance dates of 31 December and Local Government Mutual Funds Trustee Limited (LGMFTL) with its balance date of 30 June did not have any significant assets, liabilities, revenue or expenses during the years ended 31 December 2019 and 31 December 2020.

LGMFTL is the trustee of New Zealand Mutual Liability Riskpool ("Riskpool") and Civic Liability Pool ("CLP"). The Company provides administrative services to Riskpool and CLP.

Civic Financial Services Limited

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2020

NOTE 2 STATEMENT OF ACCOUNTING POLICIES CONTINUED

(c) Administration Fees

Administration fees are recognised at the agreed amounts based on time and expenses incurred. Administration fees collected during the year that will be utilised in future periods are held within the administration fee reserve on the Statement of Financial Position, until the point in time where administration services have been provided.

(d) Employee Benefits

Provision is made for benefits accruing to employees in respect of wages and salaries and annual leave when it is probable that settlement will be required and they are capable of being measured reliably.

Provisions made in respect of employee benefits are measured at their nominal values using the remuneration rate expected to apply at the time of settlement.

(e) Basis of Measuring Other Income and Expenses

Income and expenses are accounted for on an accruals basis. All revenue is exchange revenue.

(f) Changes in Accounting Policies

There have been no material changes in the accounting policies during the year. All policies have been applied on bases consistent with those used in the prior year.

NOTE 3 KEY MANAGEMENT PERSONNEL AND RELATED PARTIES

The compensation of the Directors and executives, being the key management personnel of the Group, is set out below.

	2020	2019	2020	2019
	Number		\$	\$
Short term employee benefits				
Executive Management Personnel	3	3	427,434	409,204
Directors	5	6	100,646	103,511
			528,080	512,715

As at 31 December 2020 the Company had a loan receivable from New Zealand Mutual Liability Riskpool ("Riskpool") of \$2,074,371 (2019: \$973,927) and from Civic Liability Pool ("CLP") of \$513,983 (2019: \$1,022,600). Refer to Note 13 for the terms and information relating to loans with subsidiaries.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

NOTE 4 FINANCIAL INSTRUMENTS

Accounting Policies:

i) **Classification and Measurement**

Financial instruments are transacted on a commercial basis to derive an interest yield / cost with the terms and conditions having due regard to the nature of the transaction and the risks involved. Financial instruments are recognised and accounted for on a settlement date basis.

Loans and Receivables

Other receivables are measured at initial recognition at fair value, and are subsequently measured at amortised cost using the effective interest rate.

Bank and Cash Equivalents

Bank and cash equivalents are measured at amortised cost using the effective interest rate.

Financial Liabilities

Financial liabilities include Sundry Creditors, Accrued Charges and Subordinated Debt. Financial liabilities are recorded initially at fair value, net of transaction costs. Subsequent to initial recognition, liabilities are measured at amortised cost.

ii) **Offsetting Financial Instruments**

Financial assets and liabilities are not offset as there is no legally enforceable right to set-off.

iii) **Asset Quality**

Impairment of Financial Assets

Financial assets measured at amortised cost are reviewed at each balance date to determine whether there is any objective evidence of impairment. If any such condition exists, the asset's recoverable amount is estimated and provision is made for the difference between the carrying amount and the recoverable amount.

As at the date of these Financial Statements, no such evidence of impairment exists.

iv) **Fair Value of Financial Instruments**

Fair value measurements recognised in the Statement of Financial Position

Financial instruments are categorised into 3 levels:

- **Level 1** fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities;
- **Level 2** fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- **Level 3** fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

v) **Derivatives**

The Group do not use any derivative financial instruments.

Civic Financial Services Limited

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

NOTE 4 FINANCIAL INSTRUMENTS CONTINUED

Accounting Policies: continued

(1) Income Relating to Financial Assets

	2020 \$	2019 \$
Loans		
Interest Received – Loans	50,965	214,456
Cash & Cash Equivalents		
Interest Received – Short Term Deposits	90,268	115,061
Total Interest Income	141,233	329,517

(2) Financial Assets and Liabilities

The carrying amounts of all financial assets and liabilities are considered to be equivalent to their market value, which for these assets and liabilities is also considered to be fair value.

The Subordinated Debt is measured at amortised cost which is considered to be fair value.

All fixed interest investments were managed around a 90 day duration and carry a minimum Standard and Poors credit rating of "A" or equivalent.

Loans are secured against Riskpool's future contributions and repayable with six months notice (refer to Note 13).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

NOTE 4 FINANCIAL INSTRUMENTS CONTINUED

(2) Financial Assets and Liabilities continued

Carrying value of Financial Assets and Financial Liabilities

	2020 \$	2019 \$
Financial Asset: Loans and Receivables		
Sundry Debtors	484,840	501,440
Loans	2,588,354	1,996,527
Total Loans and Receivables	3,073,194	2,497,967
Financial Asset: Amortised Cost		
Cash & Cash Equivalents	897,157	274,428
Financial Liability: Amortised Cost		
Sundry Creditors & Accrued Charges	328,375	112,990
Total Amortised Cost	328,375	112,990

(3) Financial Risk – Structure and Management

The Group manages its capital to ensure that the entities in the Group will be able to continue as a going concern. The Group's overall strategy is reviewed annually and remains unchanged.

Financial instruments which potentially subject the Group to a concentration of credit risk consist principally of cash and interest bearing deposits. The Group has no debt liability instruments.

The Group does not require collateral or other security to support financial instruments with credit risk and as such, no collateral exists for any of the investments held by the Group. The maximum credit risk exposure is the carrying amount of the individual debtor and investment balances.

The Group has placed interest bearing deposits and funds to be managed with financial institutions and limits its amount of credit exposure to any one such institution.

(a) Market Risk

All financial assets and liabilities are New Zealand Dollar based and are recorded at amortised cost, therefore changes in interest rates and foreign currency values do not impact on their carrying value.

(b) Carrying Amount and Fair Value

The carrying amounts of all financial assets and liabilities are considered to be equivalent to their fair value.

Civic Financial Services Limited

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

NOTE 4 FINANCIAL INSTRUMENTS CONTINUED

(3) Financial Risk – Structure and Management continued

(c) Liquidity Risk

Liquidity Risk is the risk that the Group will encounter difficulties in raising funds at short notice to meet commitments associated with financial instruments. Management of liquidity risk is designed to ensure that the Group has the ability to meet financial obligations as they fall due.

The following tables include an analysis of the contractual undiscounted cash flows relating to the Group's financial assets and liabilities categorised by the maturity dates.

Maturity Analysis as at 31 December 2020						
	Interest Rate Spread %	Within 6 months \$	6 to 12 months \$	1 to 2 years \$	2 to 5 years \$	Total \$
Assets						
Cash & Cash Equivalents	0 to 0.48%	897,157	-	-	-	897,157
Term Deposits	0.7% to 1.78%	2,735,000	2,000,000	-	-	4,735,000
Other Receivables	n/a	484,840	-	-	-	484,840
Loans	2.96% to 3.96%	2,588,354	-	-	-	2,588,354
Total Financial Assets		6,705,351	2,000,000	-	-	8,705,351
Liabilities						
Sundry Creditors & Accrued Expenses	n/a	328,375	-	-	-	328,375
Total Financial Liabilities		328,375	-	-	-	328,375
Maturity Analysis as at 31 December 2019						
	Interest Rate Spread %	Within 6 months \$	6 to 12 months \$	1 to 2 years \$	2 to 5 years \$	Total \$
Assets						
Cash & Cash Equivalents	0 to 0.35%	274,428	-	-	-	274,428
Term Deposits	1.75% to 2.75%	5,290,045	-	-	-	5,290,045
Other Receivables	n/a	501,440	-	-	-	501,440
Loans	3.79% to 4.52%	1,996,527	-	-	-	1,996,527
Total Financial Assets		8,062,440	-	-	-	8,062,440
Liabilities						
Sundry Creditors & Accrued Expenses	n/a	112,990	-	-	-	112,990
Total Financial Liabilities		112,990	-	-	-	112,990

Civic Financial Services Limited

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

NOTE 4 FINANCIAL INSTRUMENTS CONTINUED

(3) Financial Risk – Structure and Management continued

(d) Credit Risk

All investments are in the form of cash held at registered banks and loans. The registered banks have a credit rating of "A" or better. Loans are with Riskpool (refer to Note 13).

(i) Exposure to Credit Risk

	2020 \$	2019 \$
Cash & Cash Equivalents	897,157	274,428
Term Deposits	4,735,000	5,290,045
Other Receivables	484,840	501,440
Loans	2,588,354	1,996,527
Total	8,705,351	8,062,440

(ii) Concentration of Credit Exposure

94% of the Company's credit exposure is in the form of cash and term deposits held with registered banks and loans to Riskpool.

NOTE 5 OPERATING LEASE COMMITMENTS

	2020 \$	2019 \$
Operating Lease Expense Commitments:		
not later than one year	69,807	74,208
later than one year but not later than five years	251,888	256,832
later than five years	-	37,400
	321,695	368,440

Civic Financial Services Limited

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

NOTE 6 PROPERTY, PLANT & EQUIPMENT AND INTANGIBLE ASSETS

Accounting Policy:

Assets are depreciated on a straight line basis at rates calculated to allocate the assets' cost, in equal instalments over their estimated useful lives which are assessed and regularly reviewed.

Depreciation Rates	
Office Furniture and Equipment	up to 17 years
Intangibles – Software	5 years

	2020 \$	2019 \$
(a) Property, Plant and Equipment		
Office Furniture and Equipment – cost	129,384	690,697
Plus Additions	10,388	33,776
Less Disposals	-	(595,089)
Closing Value – cost	139,772	129,384
Office Furniture and Equipment – Accumulated Depreciation	(94,937)	(525,577)
Less Depreciation Charge	(16,107)	(35,053)
Less Disposals	-	465,693
Closing Accumulated Depreciation	(111,044)	(94,937)
Net Book Value	28,728	34,447

The Total Comprehensive Surplus After Tax in the Statement of Comprehensive Income includes no gains or losses on disposal of fixed assets (2019: \$3,055 loss).

	2020 \$	2019 \$
(b) Intangible Assets		
Software - cost	519,453	519,453
Plus Additions	81,950	-
Less Disposals	-	-
Closing Value – cost	601,403	519,453
Software – Accumulated Amortisation	(430,453)	(430,453)
Less Amortisation Charge	(65)	-
Less Disposals	-	-
Closing Accumulated Amortisation	(430,518)	(430,453)
Net Book Value	170,885	89,000

Civic Financial Services Limited

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2020

NOTE 7 INVESTMENT PROPERTY

Accounting Policy:

Investment property is measured at fair value, by reference to an external market valuation (performed annually), with any resulting unrealised gain or loss recognised in the Statement of Comprehensive Income.

The investment property was sold during in 2019 for \$10,115,000 following the completion of earthquake strengthening and asbestos works. Settlement for the sale of Civic Assurance House was 15 August 2019. Following settlement, on 19 August 2019 the Company paid a special dividend to shareholders of \$9,418,480 plus accompanying imputation credits to offset any tax liability for shareholders.

NOTE 8 ANALYSIS OF FINANCIAL ASSETS NOT IMPAIRED

There are no financial assets that are impaired or past due at balance date (2019: \$nil).

NOTE 9 CONTINGENT LIABILITIES

There are no contingent liabilities (2019: \$nil).

Civic Financial Services Limited

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2020

NOTE 10 TAXATION

Accounting Policies:

i) Current Tax

The current income tax expense charged against the profit for the year is the estimated liability in respect of the taxable profit. It is calculated using tax rates and tax laws that have been enacted or substantively enacted by reporting date. Current tax for the current and prior periods is recognised as a liability (or asset) to the extent that it is unpaid (or refundable). Tax assets are offset only when there is a legally enforceable right to set off the recognised amounts, and an intention to settle on a net basis.

ii) Deferred Tax

The liability method of accounting for deferred taxation is applied on a comprehensive balance sheet basis in respect of temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax base of those items.

Deferred tax liabilities are recognised for all temporary differences. Deferred tax assets are reviewed at each balance date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is charged or credited in the Statement of Comprehensive Income.

Significant judgements, estimates and assumptions are made in respect of the recognition of the deferred tax asset. It is recognised that the deferred tax asset will be utilised over a relatively long time period. The Entity expects to remain profitable and have a steady income stream over the medium to long term, matching its low margin long dated products.

iii) Goods and Services Tax (GST)

Revenue, expenses, assets and liabilities are recognised net of the amount of GST except:

- When the GST incurred on a purchase of goods and services is not recoverable from the taxation authority the GST is recognised as part of the cost of the acquisition of the assets or as part of the expense item as applicable.
- Receivables and payables, which are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the Statement of Financial Position.

Civic Financial Services Limited

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

NOTE 10 TAXATION CONTINUED

(a) Income tax recognised in the Statement of Comprehensive Income

	2020 \$	2019 \$
Tax expense comprises:		
Current tax expense	-	-
Adjustments recognised in the current year in relation to the current tax of prior years	-	-
Deferred tax relating to temporary differences	135,635	300,881
Total tax expense	135,635	300,881
Attributable to:		
Continuing operations	135,635	300,881
	135,635	300,881

The prima facie income tax expense on pre-tax accounting profit from operations reconciles to the income tax expense in the financial statements as follows:

	2020 \$	2019 \$
Surplus before tax	480,458	2,251,359
Income tax calculated at 28%	134,528	630,382
Tax effect of permanent differences	830	(337,412)
Prior Period Adjustment	277	7,912
Income Tax Expense	135,635	300,881

Civic Financial Services Limited

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

NOTE 10 TAXATION CONTINUED

(b) Current tax assets and liabilities

	2020 \$	2019 \$
Tax refund receivable	-	-
	-	-

(c) Deferred tax balances

	2020 \$	2019 \$
Deferred tax assets comprise:		
Temporary differences	2,349,610	2,484,665
	2,349,610	2,484,665
Deferred tax liabilities comprise:		
Temporary differences	835	1,416
	835	1,416
Net Deferred Tax balance	2,350,445	2,486,080

Civic Financial Services Limited

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

NOTE 10 TAXATION CONTINUED

(c) **Deferred tax balances** continued

Gross taxable and deductible temporary differences for the Group arise from the following:

	Opening Balance \$	Charged to Income \$	Charged to Equity \$	Prior Period Adjustment \$	Closing Balance \$
2020					
Investment gains	-	-	-	-	-
Building, property and equipment	5,057	(1,081)	-	(989)	2,987
	5,057	(1,081)	-	(989)	2,987
Employee entitlements	26,540	35,496	-	-	62,036
Losses carried forward	8,847,264	(517,836)	-	-	8,329,428
	8,873,804	(482,340)	-	-	8,391,464
Attributable to:					
Continuing operations	8,878,861	(483,421)	-	(989)	8,394,451
Total	8,878,861	(483,421)	-	(989)	8,394,451
Tax effect at 28%	2,486,080	(135,358)	-	(277)	2,350,445
2019					
Investment gains	-	-	-	-	-
Building, property and equipment	(1,872,109)	1,905,422	-	(28,256)	5,057
	(1,872,109)	1,905,422	-	(28,256)	5,057
Employee entitlements	41,132	11,033	-	(25,625)	26,540
Losses carried forward	11,784,413	(2,962,774)	-	25,625	8,847,264
	11,825,545	(2,951,741)	-	-	8,873,804
Attributable to:					
Continuing operations	9,953,436	(1,046,319)	-	(28,256)	8,878,861
Total	9,953,436	(1,046,319)	-	(28,256)	8,878,861
Tax effect at 28%	2,786,963	(292,970)	-	(7,913)	2,486,080

No liability has been recognised in respect of the undistributed earnings of subsidiaries because the Group is in a position to control the timing of the reversal of the temporary differences and it is probable that such differences will not reverse in the foreseeable future.

The deferred tax asset relating to tax losses carried forward has been recognised as the financial forecasts anticipate the Group maintaining sufficient profitability in future financial years (refer Note 20).

Civic Financial Services Limited

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

NOTE 10 TAXATION CONTINUED

(d) Imputation Credit Account

	2020 \$	2019 \$
Closing Balance	1,593,490	1,593,490

NOTE 11 RECONCILIATION OF COMPREHENSIVE INCOME AFTER TAX WITH CASH FLOW FROM OPERATING ACTIVITIES

Accounting Policy:

The Statement of Cash Flows is prepared exclusive of GST, which is consistent with the method used in the Statement of Comprehensive Income. The GST component of cash flows arising from investing and financing activities, which is recoverable from or payable to, the taxation authority is classified as operating cash flow.

The following are definitions of the terms used in the Statement of Cash Flows:

- Bank comprises cash on hand and demand deposits.
- Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of Cash and which are subject to insignificant risk of changes in value.
- Cash flows are inflows and outflows of cash and cash equivalents.
- Operating activities are the principal revenue producing activities of the entity and other activities that are not investing or financing activities.
- Investing activities are the acquisition and disposal of long-term assets.
- Financing activities are activities that result in changes in the size and composition of the contributed equity and borrowings of the entity.

Civic Financial Services Limited

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

NOTE 11 RECONCILIATION OF COMPREHENSIVE INCOME AFTER TAX WITH CASH FLOW
FROM OPERATING ACTIVITIES CONTINUED

	2020 \$	2019 \$
Total Comprehensive Surplus	344,823	1,950,478
Add/(less) non cash items		
Loan Interest	(50,883)	(30,693)
Depreciation	16,107	35,053
Amortisation	65	-
Movement in CLP/ Riskpool Admin Fee Reserve	(19,256)	(19,256)
Movement in Deferred Tax Asset	135,635	300,881
Net change in fair value of investment property	-	-
	81,668	285,985
Add/(less) movements in other working capital items		
Sundry Debtors and Prepayments and Reinsurance Recoveries	28,440	39,835
Sundry Creditors and Accrued Charges	246,035	(98,603)
Tax Refund Due	-	3,580
	274,475	(55,188)
Add/(Less) Items Classified as Investing Activity	(90,349)	(1,511,787)
Add/(Less) Items Classified as Financing Activity	-	130,249
Net Cash Flow from Operating Activities	610,617	799,736

Civic Financial Services Limited

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

NOTE 12 SUNDRY DEBTORS AND CREDITORS

(a) Sundry Debtors and Prepayments

	2020 \$	2019 \$
Sundry Debtors	484,840	501,440
Prepayments	41,329	43,296
GST Receivable	-	9,873
Sundry Debtors and Prepayments	526,169	554,609

(b) Sundry Creditors and Accrued Charges

	2020 \$	2019 \$
Sundry Creditors and Accrued Charges	165,435	112,990
GST Payable	162,940	-
Sundry Creditors and Accrued Charges	328,375	112,990

NOTE 13 LOANS

Loan Receivable

Local Government Mutual Funds Trustee Limited is the trustee of Riskpool and CLP. The Company provides administrative services to Riskpool and CLP.

Secured loan agreements between the Company and Local Government Mutual Funds Trustee Limited on behalf of Riskpool were entered into in February 2017, August 2017 and again in November 2018 to assist with Riskpool's cashflow. The amounts made available under the 2017 agreements were reduced in 2018 to provide facilities of \$2,250,000 each (2017: \$3,000,000) and under the terms of the loans the interest rate is set as BKBM plus a margin. The November 2018 agreement provides a loan facility of \$4,000,000. Under the terms of the loan agreement the interest rate is set at the ANZ Bank lending rate plus a margin. Riskpool may repay the loans and any interest at any time without penalty. The Company may at any time withdraw the facilities by notice in writing to Riskpool to that effect, from which time no further funds will be provided but without giving rise to a requirement for Riskpool to repay the outstanding balance of the loan. The Company may require repayment of the loans (including all interest) in full or in part at any time with six months' notice. Either party may terminate the agreements on six months' notice or any other such period that both parties agree to. On termination, the loan outstanding and any interest due to the date of repayment must be paid within the period of notice. The loan outstanding at 31 December 2020 is \$2,074,371 (2019: \$973,927).

The Company and Local Government Mutual Funds Trustee Limited on behalf of CLP have an agreement whereby the Company funds any claims payable for CLP under the Trust Deed, without charge to the Trust, which will be reimbursed by CLP in respect of any such claim payments when CLP receives the applicable reinsurance payments on the claims. The loan outstanding at 31 December 2020 is \$513,983 (2019: \$1,022,600).

Civic Financial Services Limited

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

NOTE 14 AUDIT FEES

A breakdown of the fees paid to the auditors is below:

	2020 \$	2019 \$
Statutory Audit of the Financial Statements		
Civic Financial Services	49,566	57,975
Civic Liability Pool	17,640	15,000
Local Government Superannuation Trustee	60,433	43,487
Total Statutory Audit of the Financial Statements	127,639	116,462
Other Fees Paid to Auditors for Assurance Services	26,784	30,500
Other Fees Paid to Auditors for Tax Compliance	37,388	19,077
Total Fees Paid to the Auditors	191,811	166,039

NOTE 15 SHAREHOLDERS' EQUITY

The Share Capital of the Group comprises solely authorised and issued ordinary shares with each share ranking equally in votes, dividends and surpluses. In 2019 there were no shares issued. There were no shares issued during 2020.

	2020 \$	2019 \$
Retained Earnings		
Opening Balance	(286,457)	7,181,545
Net Surplus After Taxation	344,823	1,950,478
Dividend Payment	-	(9,418,480)
Closing balance	58,366	(286,457)
Shareholders Capital		
Opening Balance	10,763,506	10,763,506
Ordinary Shares issued during the year	-	-
Closing balance	10,763,506	10,763,506
Number of Ordinary Shares Fully Paid	11,249,364	11,249,364
Par Value per Share	\$0.96	\$0.93
Dividend Payment per Share	\$0.00	\$0.84

Civic Financial Services Limited

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2020

NOTE 16 EQUITY RETAINED FOR FINANCIAL SOUNDNESS

All shareholder equity is retained to ensure the financial soundness of the Group with cash being retained for cash flow purposes. A special dividend of \$9,418,480 was paid to shareholders on 19 August 2019 following the sale of Civic Assurance House.

NOTE 17 STANDARDS APPROVED BUT NOT YET EFFECTIVE

Standards and Interpretations in issue not yet adopted

At the date of authorisation of the financial report, one Standard and Interpretation was in issue that was relevant to the Group, but not yet effective.

Initial application of the following Standard is not expected to affect any of the amounts recognised in the financial report or change the presentation and disclosures presently made in or relation to the Group's financial report:

	<i>Effective for annual reporting periods beginning on or after</i>	<i>Expected to be initially applied in the financial year ending</i>
Revised NZ IFRS 9 'Financial Instruments'	1 January 2021	31 December 2021

Civic Financial Services Limited

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2020

NOTE 18 SUBSEQUENT EVENTS

There have been no material events subsequent to 31 December 2020 that require adjustment to or disclosure in the financial statements.

NOTE 19 CAPITAL COMMITMENTS

The Company has no capital commitments at balance date (2019: \$nil).

NOTE 20 GOING CONCERN

The financial statements have been prepared on a going concern basis.

The profitability of financial services supports the going concern assumption for Civic Financial Services Ltd as a whole. The deferred tax asset is reviewed regularly and at balance date against forecast profits and future business opportunities. The Directors believe that it is probable that sufficient taxable profits will be available in the future against which the unused tax losses can be utilised.



INDEPENDENT AUDITOR'S REPORT

TO THE READERS OF CIVIC FINANCIAL SERVICES LIMITED'S FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

The Auditor-General is the auditor of Civic Financial Services Limited and its subsidiaries (the 'Group'). The Auditor-General has appointed me, Silvio Bruinsma, using the staff and resources of Deloitte Limited, to carry out the audit of the consolidated financial statements of the Group on his behalf.

OPINION

We have audited the consolidated financial statements of the Group on pages 7 to 29, that comprise the consolidated statement of financial position as at 31 December 2020, the consolidated statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the consolidated financial statements that include accounting policies and other explanatory information.

In our opinion, the consolidated financial statements of the Group:

- present fairly, in all material respects:
 - its financial position as at 31 December 2020; and
 - its financial performance and cash flows for the year then ended; and
- comply with generally accepted accounting practice in New Zealand in accordance with Public Sector Public Benefit Entity Standards.

Our audit was completed on 12 March 2021. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Board of Directors and our responsibilities relating to the consolidated financial statements, we comment on other information and we explain our independence.

BASIS FOR OUR OPINION

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

RESPONSIBILITIES OF THE BOARD OF DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The Board of Directors is responsible on behalf of the Group for preparing consolidated financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand. The Board of Directors is responsible for such internal control as it determines is necessary to enable it to prepare financial statements that are free from material misstatement, whether due to fraud or error.



INDEPENDENT AUDITOR'S REPORT *CONTINUED*

In preparing the consolidated financial statements, the Board of Directors is responsible, on behalf of the Group, for assessing the Group's ability to continue as a going concern. The Board of Directors is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Board of Directors intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The Board of Directors' responsibilities arise from the Companies Act 1993.

RESPONSIBILITIES OF THE AUDITOR FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers taken on the basis of these consolidated financial statements.

We did not evaluate the security and controls over the electronic publication of the consolidated financial statements.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risk of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board of Directors and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements, or if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.



INDEPENDENT AUDITOR'S REPORT *CONTINUED*

OTHER INFORMATION

The Board of Directors is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the consolidated financial statements, and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

INDEPENDENCE

We are independent of the Group in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners* issued by the New Zealand Auditing and Assurance Standards Board.

Other than in our capacity as the auditor, we have no relationship with, or interests in, the Group.



Silvio Bruinsma
Deloitte Limited
On behalf of the Auditor-General
Wellington, New Zealand

Attachment B

Attachment B

11. Christchurch Foundation - Quarter 3 (1 January - 31 March) 2020/21 Performance Report

Reference / Te Tohutoro: 20/1612010

Report of / Te Pou
Matua: Linda Gibb, Performance Advisor, External Reporting and
Governance, Resources. linda.gibb@ccc.govt.nz

General Manager /
Pouwhakarae: Miles McConway General Manager, Resources.
miles.mcconway@ccc.govt.nz

1. Brief Summary

- 1.1 The purpose of this report is to advise the Committee of the Christchurch Foundation's Quarter 3 operating performance (for the period 1 January to 31 March). The Foundation's performance report is at **Attachment A**, and its covering letter providing a comprehensive update on its activities is at **Attachment B**.

Background

- 1.2 The Foundation is not a Council-controlled organisation. Its trust board is charged with the governance of the entity.
- 1.3 The Council's interests in the Foundation are twofold:
- value for money regarding the funding provided for the first six years of the Foundation's life (ending in 2022/23); and
 - the economic, social, cultural and environmental benefits that accrue to Christchurch city and its residents from the Foundation's work (which underpins the reason for the Council's financial support to the Foundation).
- 1.4 A fundamental premise for the Foundation's operating model is that the costs of establishment (which include setting up its office and infrastructure to support its activities and creating recognition of its purpose and activities in the market) occur well in advance of the inflow of philanthropic gifting. Establishment is now largely complete, including getting its United Kingdom (UK) sister entity operational.
- 1.5 The Foundation has a wide mandate with respect to its philanthropic endeavours – in particular its objectives envisage both financial and non-financial support for community organisations and community facilities, and for any charitable purpose.
- 1.6 It is donor-focussed, and tests the philanthropic requests of its donors against its prioritisation framework to identify whether a proposed gift is consistent with the Foundation's objectives and its prioritisation framework. The prioritisation framework is underpinned by the Vital Signs research that was undertaken in 2020 (and funded for the most part from external funding specifically provided for that purpose).

Reporting

- 1.7 The Council has provided a \$540,000 grant to the Foundation in the current year to fund its operating expenses, in accordance with its Support Agreement with the Foundation. (Note that the Support Agreement provides for \$600,000 but the Foundation offered a reduction in light of Council budget pressures following COVID-19 restrictions in 2020).
- 1.8 The Support Agreement requires the Foundation to submit its proposed annual budget, cash flow statements and any other relevant documents the Council reasonably asks to review. Under the Support Agreement the Foundation is required to provide quarterly reporting of its activities, budgets, forecasts and financial position.

- 1.9 After considering the Deloitte review report in February this year, the Council requested that the Foundation provides the following information in its quarterly reports:
- advice on its progress on achieving third party funding of its operating and administration costs - this is reported in the report on the Foundation's budget, and
 - more detailed information in reporting, including variance analysis, performance commentary and comparison of actual outturn with budget and the same period in the prior year (this request has been met).

2. Officer Recommendations / Ngā Tūtohu

That the Finance and Performance Committee:

1. Notes the Christchurch Foundation's Quarter 3 Performance Report.

Nature of benefits year to date

- 2.1 The Foundation's letter at **Attachment B** provides a catalogue of achievements during the quarter including the following:
- progressing the Rod Donald Banks Peninsula Trust's Te Ahu Pātiki project;
 - securing, and in discussions for, additional operational funding from a new fee-for-service partner and from corporate interest following the #colourfulcashel event held during the quarter; and
 - bringing its UK sister charity to a fully functional state with pledges of significant funding received; and
 - reaching the final stages of planning for a Tui Corridor at Living Springs.

Financial performance year to date (9 months to 31 March 2021)

	Actual \$000	Budget \$000	9 months to 31 March 2020 \$000
Revenue	3,681	998	5,842
Expenditure	528	620	602

- 2.2 Revenue includes donations of \$2.6 million, (of which \$2.2 million is for the victims of the 2019 Mosque attacks, and their families), Council funding \$400,000, sponsorship of \$600,000 (including \$350,000 for Tūranga) and the balance made up of interest income and event revenue. The prior year's revenue included \$4.4 million of Mosque donations. The budget for this year reflects known donations only.
- 2.3 Expenditure in excess of the Council's funding contribution year to date is approximately \$100,000. This has been funded partly from the Foundation's Balance Sheet and partly from third party donations for administration costs.
- 2.4 Expenses are set out in the following summary table categorised as either largely fixed (including those costs arising from projects underway and staff remuneration) and discretionary (incurred in pursuit of fulfilling the Foundation's objectives, such as marketing, travel, events):

Costs	Actual \$000	Budget \$000	Q3 Last year \$000
Fixed	432	440	471

Discretionary	96	180	131
Total expenditure	528	620	602

2.5 The above expenses include:

- Staff salaries of \$293,000 - on budget; lower than the prior year by \$15,000;
- Key discretionary expenditure of marketing, advertising, events, entertainment and travel \$73,000 - on budget; higher than the prior year by \$14,000, reflected a strong focus on digital marketing as a result of COVID-19 restrictions;
- An unbudgeted cost of \$12,000 in the current year for settling the UK sister charity. In the prior year costs of setting up the legal entity were included in other expense categories, which are under budget by \$6,000 and lower than the previous year to date expense of \$14,000; and
- Depreciation is on budget at \$9,000; reduced against last year's charge of \$18,000.

2.6 The budget for 2020/21 was put together amid the uncertainty of ongoing COVID-19 restrictions. As a result some budgeted costs have not crystallised, or have been considerably lower due to less activity. Last year's actual outturn included some one-off establishment costs. The key operational change is the cancelling of all international travel, with greater emphasis placed on marketing, advertising, entertainment and events (noting that the need for these activities is also lower reflecting the Foundation's creation of its place and purpose).

2.7 The Foundation expects its expenditure for the full year to be \$678,000, against a full year budget of \$660,000. These are costs that have arisen for projects that were not known when the budget was prepared and for which the donors offsetting revenue to meet the costs is reflected in the accounts.

2.8 In the staff report that accompanied the independent review of the Foundation in February this year, it was noted that the average cost of raising \$1 of revenue since the Foundation's inception was 56 cents (this calculation excluded the donations for the Mosque attacks). On this same basis for the current year to date, the calculation is 49 cents.

2.9 This is a very crude measure, noting that while the Mosque attack donations were removed for the purposes of the calculation, the costs incurred by the Foundation were not similarly removed as they could not be separately identified. It is also noted that the costs of achieving philanthropy are front loaded and include one-off establishment costs.

2.10 However, the change in the indicator over time is one potentially useful metric. The reduction of seven cents per dollar of revenue received reflects the establishment costs dropping off.

Balance Sheet

2.11 The key balance sheet movements are cash and philanthropic distributions. Year to date, the Foundation has paid out \$3.048 million, around half of which was to the victims of the 2019 Mosque attacks and \$350,000 was to Tūranga.

2.12 The Foundation has around \$2.5 million of net assets represented mostly by cash. The largest cash holding is donations received for the education of the children of the victims of the 2019 Mosque attacks, of \$1.67 million. A further \$500,000 is held pending pass through to beneficiaries. The Foundation has \$352,000 in funding set aside for administrative purposes, of which \$249,000 is unallocated.

2.13 The Foundation advises that the final distribution from the Our People Our City fund will be made in the current financial year (excluding the funds that are being held for the education of

the children of the victims of the Mosque attacks). Interest earned on the balances held in this fund are reinvested back into it.

Attachments / Ngā Tāpirihanga

No.	Title	Page
A ↓	Christchurch Foundation - Quarter 3 2020/21 Performance Report	149
B ↓	Christchurch Foundation - Letter accompanying Quarter 3 Performance Report	167

In addition to the attached documents, the following background information is available:

Document Name	Location / File Link
Nil	Nil

Confirmation of Statutory Compliance / Te Whakatūtutanga ā-Ture

Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).

(a) This report contains:

- (i) sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages; and
- (ii) adequate consideration of the views and preferences of affected and interested persons bearing in mind any proposed or previous community engagement.

(b) The information reflects the level of significance of the matters covered by the report, as determined in accordance with the Council's significance and engagement policy.

Signatories / Ngā Kaiwaitohu

Author	Linda Gibb - Performance Monitoring Advisor CCO
Approved By	Len Van Hout - Head of Business Partnership Diane Brandish - Head of Financial Management Miles McConway - General Manager Resources



The Christchurch Foundation

Quarterly Report
Q3 - Ending 31 March 2021

Produced: April 2021



FUELLING PROSPERITY



We passionately believe that the flow-on effect from focusing on helping **fuel the prosperity** of our clients significantly contributes to ensuring that our communities, and ultimately our country and all New Zealanders, will enjoy a more prosperous future.

Compilation Report

Report to the CEO & Trustees of The Christchurch Foundation ("the Foundation")

Scope

We have prepared the Quarterly report for the period ended 31 March 2021 based on information provided by you, and in accordance with our engagement letter dated 13 September 2017.

Responsibilities

The management report has been prepared based on information provided by the CEO and the Foundation. The CEO and the Foundation are solely responsible for the information upon which the monthly management report is based.

Disclaimer of liability

We have compiled the Quarterly report in accordance with the limited procedures agreed in our letter of engagement dated 13 September 2017.

As part of our engagement, the CEO and the Foundation has provided records, information, documents and explanations on which we have relied. Our procedures do not involve verification or validation procedures. No audit or review has been performed and accordingly no assurance is expressed. We do not accept any responsibility for the accuracy and completeness of the accounting records and other information the CEO and the Foundation has supplied to us or for the reliability, accuracy and completeness of the financial information compiled on the basis of those records and information. We also do not accept any responsibility for the maintenance of adequate accounting records, an adequate internal control structure and the selection and application of appropriate accounting policies within your organisation. In addition, the CEO and the Foundation are solely responsible to users of the financial information we compile.

KPMG – Christchurch
Dated: 20 April 2021



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Financial Performance – Consolidated



Statement of Financial Performance - Consolidated

Christchurch Foundation
For the 3 months ended 31 March 2021

	FY2020 YTD	JUL-SEP 2020	OCT-DEC 2020	JAN-MAR 2021	YTD	BUDGET	VARIANCE
Revenue							
Donations	4,587,277	144,738	2,306,837	181,387	2,632,962	50,000	2,582,962
Grants	550,000	144,760	135,000	135,000	414,760	405,000	9,760
Sponsorship	549,658	86,158	450,000	42,424	578,582	522,500	56,082
Endowments	5,842	1,000	-	-	1,000	-	1,000
Endowment Establishment Gift	2,000	1,000	-	-	1,000	10,000	(9,000)
Te Ahu Patiki Administration Fees	-	-	1,037	763	1,800	-	1,800
Events							
Alexandra Shackleton / Tim Jarvis	(55)	-	12,065	312	12,377	-	12,377
Women's Fund High Tea	3,600	5,217	-	-	5,217	-	5,217
Total Events	3,545	5,217	12,065	312	17,594	-	17,594
Total Revenue	5,698,322	382,874	2,904,939	359,886	3,647,698	987,500	2,660,198
Less Distributions							
Distributions	10,025,437	178,650	2,667,429	202,164	3,048,243	354,779	2,693,464
Total Distributions	10,025,437	178,650	2,667,429	202,164	3,048,243	354,779	2,693,464
Gross Surplus (Deficit)	(4,327,115)	204,224	237,509	157,722	599,455	632,721	(33,266)
Expenses							
Accounting / Finance	30,010	10,002	11,252	10,002	31,256	30,000	1,256
Administration Expenses - Earthquake Memorial	-	-	-	3	3	-	3
Administration Expenses - Our People, Our City	54,596	23,840	14,347	28	38,215	54,000	(15,785)
Administration Expenses - Sports Inclusivity	-	7	1,396	-	1,403	-	1,403
Administration Expenses - Te Ahu Patiki	-	-	695	69	764	-	764
Conferences	580	-	325	-	325	1,875	(1,550)
Consultant Support	(458)	760	60	-	820	7,500	(6,680)
Contractors	563	-	-	-	-	50,000	(50,000)
Depreciation / Amortisation	18,205	3,007	3,007	3,007	9,022	9,710	(688)
Diaspora Programme	10,223	-	-	-	-	-	-

These financial statements have been prepared without conducting an audit or review engagement and should be read in conjunction with the attached Compilation Report on page 3.

Quarterly Report | Christchurch Foundation

Statement of Financial Performance - Consolidated



	FY2020 YTD	JUL-SEP 2020	OCT-DEC 2020	JAN-MAR 2021	YTD	BUDGET	VARIANCE
Entertainment	7,133	3,131	881	1,804	5,817	3,750	2,067
Events	-	5,171	11,271	30,355	46,797	16,125	30,672
Fund Manager	-	-	-	-	-	3,750	(3,750)
General	5,359	933	2,244	694	3,870	4,568	(698)
Insurance	2,449	883	888	908	2,680	2,625	55
Interest Expense	108	-	-	7	7	-	7
Legal Expenses	21,248	8,820	470	-	9,290	15,000	(5,710)
Marketing / Advertising	35,671	8,470	4,600	4,133	17,203	45,000	(27,797)
Motor Vehicle	4,625	50	-	42	92	-	92
Phone / Computer / Software	19,408	5,008	9,300	4,372	18,680	19,050	(370)
Rent	17,716	5,410	5,410	5,410	16,230	16,227	3
Salaries	307,685	107,202	89,712	95,364	292,278	292,995	(717)
Stronger Greener Christchurch Expenses	-	-	-	8,334	8,334	37,500	(29,166)
Travel	16,580	1,015	1,909	456	3,380	10,300	(6,920)
UK Establishment Costs	-	-	11,660	-	11,660	-	11,660
US Establishment Costs	-	-	577	-	577	-	577
Vital Signs Research Project Expenses	49,909	9,079	-	-	9,079	-	9,079
Total Expenses	601,610	192,788	170,002	164,988	527,779	619,975	(92,196)
Other Income							
Interest Income	73,277	4,090	5,393	4,068	13,551	10,680	2,871
Thinker In Residence	168	-	20,000	-	20,000	-	20,000
Vital Signs Research Project	70,236	-	-	-	-	-	-
Total Other Income	143,682	4,090	25,393	4,068	33,551	10,680	22,871
Net Surplus (Deficit)	(4,785,043)	15,525	92,900	(3,198)	105,226	23,426	81,800

These financial statements have been prepared without conducting an audit or review engagement and should be read in conjunction with the attached Compilation Report on page 3.



Statement of Financial Position - Consolidated

Christchurch Foundation
As at 31 March 2021

	30 JUN 2020	30 SEP 2020	31 DEC 2020	31 MAR 2021
Assets				
Current Assets				
Cash and Bank	2,678,005	4,568,458	2,292,683	2,473,129
Accounts Receivable	2,588	2,150	294,400	133,400
Accrued Revenue	11	27	45	-
Prepayments	5,357	13,443	11,062	7,281
GST Receivable	10,435	-	-	-
Other Current Assets	4,032	4,032	4,032	4,032
Total Current Assets	2,700,429	4,588,111	2,602,222	2,617,842
Non-Current Assets				
Fixed Assets	1,962	1,703	1,445	1,186
Website	21,989	19,241	16,492	13,743
Total Non-Current Assets	23,951	20,944	17,937	14,930
Total Assets	2,724,380	4,609,055	2,620,159	2,632,772
Liabilities				
Current Liabilities				
Accounts Payable	55,287	44,610	47,789	57,171
Accrued Expenditure	96,004	34,144	26,351	8,703
GST Payable	-	7,824	5,470	29,504
Income in Advance	9,083	9,083	-	-
Wages Payable	6,672	-	-	-
Provisions	30,750	2,065,702	-	-
Total Current Liabilities	197,795	2,161,363	79,609	95,378
Non-Current Liabilities				
Other Non-Current Liabilities	94,418	-	(41)	-
Total Non-Current Liabilities	94,418	-	(41)	-
Total Liabilities	292,213	2,161,363	79,568	95,378
Net Assets	2,432,167	2,447,692	2,540,591	2,537,393
Equity				
Administration Funds				
Administration Funds - Allocated	-	-	120,000	103,333
Administration Funds - Unallocated	234,538	249,497	224,845	248,548
Total Administration Funds	234,538	249,497	344,845	351,880
Endowment Funds				
Endowment Funds	23,038	-	-	-
Pride Fund	-	16,158	16,183	17,214

These financial statements have been prepared without conducting an audit or review engagement and should be read in conjunction with the attached Compilation Report on page 3.

Statement of Financial Position - Consolidated



	30 JUN 2020	30 SEP 2020	31 DEC 2020	31 MAR 2021
Women's Fund	-	3,313	3,200	2,080
Total Endowment Funds	23,038	19,471	19,383	19,294
Pass Through Funds				
Alexandra Shackleton	-	-	795	795
CBD Activations	-	-	-	7,706
Earthquake Memorial	-	77,073	77,073	73,216
General	-	-	3,500	16,607
OPOC Education Fund	-	1,668,391	1,676,180	1,671,155
OPOC Victims Fund	-	183,828	131,852	107,039
Pass Through Funds	2,174,591	-	-	-
Sports Inclusivity Fund	-	218,318	213,706	192,378
Te Ahu Patiki	-	-	42,145	66,210
Turanga	-	31,113	31,113	31,113
Total Pass Through Funds	2,174,591	2,178,723	2,176,363	2,166,219
Total Equity	2,432,167	2,447,692	2,540,591	2,537,393

These financial statements have been prepared without conducting an audit or review engagement and should be read in conjunction with the attached Compilation Report on page 3.

Quarterly Report | Christchurch Foundation



Statement of Cash Flows - Consolidated

Christchurch Foundation
For the 3 months ended 31 March 2021

	FY2020 YTD	JUL-SEP 2020	OCT-DEC 2020	JAN-MAR 2021	YTD
Cash Flows from Operations					
Cash receipts	4,479,416	2,351,877	642,225	547,406	3,541,508
Payments to suppliers and employees	(665,509)	(299,246)	(174,895)	(175,614)	(649,755)
GST Refund / (Payment)	(52,326)	16,985	(29,097)	9,963	(2,149)
Distributions	(9,309,229)	(183,237)	(2,719,383)	(205,422)	(3,108,042)
Total Cash Flows from Operations	(5,547,648)	1,886,379	(2,281,150)	176,332	(218,438)
Investing Activities					
Other cash items from investing activities	73,436	4,073	5,375	4,113	13,562
Christchurch Foundation (UK)	(10,261)	-	-	-	-
Receivables Adjustment	(51,359)	-	-	-	-
Total Investing Activities	11,816	4,073	5,375	4,113	13,562
Net Increase/(Decrease) in Cash	(5,535,832)	1,890,453	(2,275,775)	180,446	(204,876)
Bank Accounts and Cash					
Opening cash	9,389,061	2,678,005	4,568,458	2,292,683	2,678,005
Closing cash	3,853,228	4,568,458	2,292,683	2,473,129	2,473,129
Net change in cash for period	(5,535,832)	1,890,453	(2,275,775)	180,446	(204,876)

These financial statements have been prepared without conducting an audit or review engagement and should be read in conjunction with the attached Compilation Report on page 3.

Quarterly Report | Christchurch Foundation



Financial Performance – Operations



Statement of Financial Performance - Operations

Christchurch Foundation

For the 3 months ended 31 March 2021

	FY2020 YTD	JUL-SEP 2020	OCT-DEC 2020	JAN-MAR 2021	YTD	BUDGET	VARIANCE
Revenues							
Donations	5,130	-	4,674	-	4,674	-	4,674
Endowment Establishment Gift	2,000	1,000	-	-	1,000	10,000	(9,000)
Grants	550,000	144,760	135,000	135,000	414,760	405,000	9,760
Sponsorship	115,000	55,045	100,000	2,750	157,795	522,500	(364,705)
Te Ahu Patiki Administration Fees	-	-	1,037	763	1,800	-	1,800
Events							
Alexandra Shackleton Event	(55)	-	12,065	312	12,377	-	12,377
Women's Fund High Tea	2,092	5,217	(635)	-	4,582	-	4,582
Total Events	2,037	5,217	11,429	312	16,959	-	16,959
Total Revenues	674,167	206,022	252,141	138,825	596,988	937,500	(340,512)
Less Distributions							
Distributions	5,130	1,500	7,896	1,500	10,896	-	10,896
Total Distributions	5,130	1,500	7,896	1,500	10,896	-	10,896
Gross Surplus	669,037	204,522	244,245	137,325	586,092	937,500	(351,408)
Expenses							
Accounting / Finance	30,010	10,002	11,252	10,002	31,256	30,002	1,254
Administration Expenses - Earthquake Memorial	-	-	-	3	3	-	3
Administration Expenses - Our People, Our City	54,596	23,840	14,347	28	38,215	54,000	(15,785)
Administration Expenses - Sports Inclusivity	-	7	1,396	-	1,403	-	1,403
Administration Expenses - Te Ahu Patiki	-	-	211	(211)	-	-	-
Conferences	580	-	325	-	325	1,875	(1,550)
Consultant Support	(458)	760	60	-	820	7,500	(6,680)
Contractors	563	-	-	-	-	100,000	(100,000)
Depreciation / Amortisation	18,205	3,007	3,007	3,007	9,022	9,710	(688)
Diaspora Programme	10,223	-	-	-	-	-	-
Entertainment	7,133	3,131	881	336	4,348	3,750	598
Events	-	5,171	11,271	-	16,442	16,125	317
Fund Manager	-	-	-	-	-	3,750	(3,750)

These financial statements have been prepared without conducting an audit or review engagement and should be read in conjunction with the attached Compilation Report on page 3.

Quarterly Report | Christchurch Foundation

Statement of Financial Performance - Operations



	FY2020 YTD	JUL-SEP 2020	OCT-DEC 2020	JAN-MAR 2021	YTD	BUDGET	VARIANCE
General	5,359	933	2,244	633	3,809	4,568	(759)
Insurance	2,449	883	888	908	2,680	2,625	55
Interest Expense	108	-	-	7	7	-	7
Legal Expenses	21,248	8,820	470	-	9,290	15,000	(5,710)
Marketing / Advertising	35,671	8,470	4,600	1,950	15,020	45,000	(29,980)
Motor Vehicle	4,625	50	-	42	92	-	92
Phone / Computer / Software	19,408	5,008	9,300	4,372	18,680	19,050	(370)
Rent	17,716	5,410	5,410	5,410	16,230	16,227	3
Salaries	307,685	107,202	89,712	95,364	292,278	292,995	(717)
Stronger Greener Christchurch Expenses	-	-	-	8,334	8,334	-	8,334
Travel	16,580	1,015	1,909	456	3,380	10,300	(6,920)
UK Establishment Costs	-	-	11,660	-	11,660	-	11,660
US Establishment Costs	-	-	577	-	577	-	577
Vital Signs Research Project Expenses	49,909	9,079	-	-	9,079	-	9,079
Total Expenses	601,610	192,788	169,518	130,640	492,947	632,477	(139,530)
Other Income							
Interest Income	18,743	397	1,357	351	2,105	389	1,716
Thinker In Residence	20,000	-	20,000	-	20,000	-	20,000
Vital Signs Research Project	70,236	-	-	-	-	-	-
Total Other Income	108,980	397	21,357	351	22,105	389	21,716
Net Surplus (Deficit)	176,407	12,131	96,084	7,036	115,250	305,412	(190,162)

These financial statements have been prepared without conducting an audit or review engagement and should be read in conjunction with the attached Compilation Report on page 3.



Financial Performance – Commentary

Commentary

This commentary will focus on material variances reported in the Consolidated Statement of Financial Performance as well as any other notable transactions in the Consolidated Statement of Financial Position and Consolidated Statement of Cash Flows (pages 5 – 7).

Analysis of Financial Performance

Donations

Donation revenue YTD as at 31 March 2021 is \$2.583m above budget. This is due to an end of year accounting adjustment of \$31k to move an anonymous conditional donation received from FY20 to FY21 when it will be distributed, and the receipt of \$2.552m in unbudgeted donations. Other than pledged amounts, no provision has been made in the 2021 budget for donations.

Grants

Grant revenue contains operational funding received from the Christchurch City Council (currently \$540k p.a.).

Sponsorship

Sponsorship received YTD shows a favourable variance of \$56k against budget. This is due to an end of year accounting adjustment of \$31k to defer Turanga sponsorship received from FY20 to FY21 when it will be spent, \$41k of sponsorship received in relation to ColourfulCashel and \$16k in budgeted partnership income not yet materialising.

Endowment Establishment Gifts

The budget projects that the Christchurch Foundation will receive two \$5k gifts from the establishment of two new Endowment funds. To date \$1k has been received which is the third of five \$1k annual installments making up a \$5k gift.

Te Ahu Patiki Administration Fees

This contains the Administration Fees collected from the Rod Donald Banks Peninsula Trust to cover the cost of managing the Te Ahu Patiki Fund on their behalf. The Administration fee is calculated as 0.5% of the donations received.

Events

Events have now been split out to show a dedicated income line for each event run by the Foundation. At the conclusion of an event, any profit is attributed to the relevant fund of the event. The event lines consist of unbudgeted ticket revenue received for the Women's Fund 2020 High Tea and the Alexandra Shackleton/Tim Jarvis events in Akaroa and Christchurch.

Distributions

The \$2.693m variance in Distributions is predominantly due to the distribution of \$2.343m of unbudgeted donations and the distribution of \$350k of Turanga Funds.

Commentary

Analysis of Financial Performance (Continued)

Accounting / Finance

The \$1,250 variance is due to the preparation of the 2020 Annual Accounts costing \$1,250 more than the \$5k that was budgeted (after a significant discount from KPMG).

Administration Expenses – Our People, Our City

This expense line tracks all the expenses incurred in relation to the Our People, Our City Fund (including the Education Fund).

Administration Expenses – Sports Inclusivity

This expense line tracks all the expenses incurred in relation to the Sports Inclusivity Fund.

Administration Expenses – Te Ahu Patiki

This expense line contains bank and transaction fees incurred from ANZ and Blackbaud on transactions relating to the Te Ahu Patiki Fund. These expenses are disbursed to the Rod Donald Banks Peninsula Trust.

Consultant Support

Consultant support expenditure reports a \$7k favourable variance as a result of actual costs being lower than budgeted.

Entertainment & Events

Entertainment shows an un-favourable variance of \$2k. This is predominantly due to \$2.5k of event catering for: two private events in Christchurch and Wellington in August 2020 and \$1.5k for a Pride week event in March 2021. The negative entertainment expenditure in Jan 2021 is as a result of the Christmas morning tea expenses being reimbursed by the Chair of the Board.

Marketing/Advertising

\$28k favourable variance is as a result of actual costs being lower than budgeted.

Travel

\$7k favourable variance is as a result of actual costs to date being lower than budgeted, however, this is likely to be a timing variance.

UK/US Establishment Costs

These expense lines are to track the expenses incurred in the establishment of the UK and US entities.

Commentary

Analysis of Financial Position

Accounts Receivable

Of the \$133k outstanding receivables, \$115k relates to operations, \$17k relates to CBD Activations (ColourfulCashel) and \$1k relates to the Alexandra Shackleton project.

Prepayments

Included in the prepaid expenditure amount of \$7k is prepaid insurance, subscriptions, computer software licensing and travel. These expenses are transferred to the Statement of Financial Performance in the month the expense is realised.

Other Current Assets

The line item 'Other Current Assets' consists of a \$4k customs duty charge for the import of the Heritage Boat that the Foundation is the custodian of. This amount is treated by NZ Customs as a bond while the boat is temporarily in NZ. When the boat departs NZ, TNL (the shipping company) will file a "Duty Drawback" to have the Duty refunded. For this reason, it is being recorded as a current asset on the Foundations balance sheet.

Accrued Expenditure

Accrued expenditure includes a provision for holiday pay and an accrued Spark invoice.

Equity

The way Equity is reported on the Statement of Financial Position has been adjusted to provide a more granular breakdown of the balances of each of the funds that make up the Foundation's total Equity balance.

Commentary

Distributions

Since inception, the Christchurch Foundation has made the following distributions totaling \$13,334,798 as of 31 March 2021, these are broken down as follows:

- \$15,000 To the Town Hall.
- \$2,050,000 From the Qatar Charity Fund (FIANZ) to the victims of the March 15th attacks.
- \$1,533,834 From the gift received from HRH Prince Al Waleed Bin Talal to the victims of the March 15th attacks.
- \$293,450 From the Al Taqwa donation to the victims of the March 15th attacks.
- \$94,325 From an anonymous donation to several victims of the March 15th attacks.
- \$2,280 From an anonymous donation to a victim of the March 15th attacks.
- \$45,000 In Countdown grocery gift cards for the victims of the March 15th attacks.
- \$460,000 To St John for two ambulance vehicles.
- \$12,804 To various charities and organisations through business partnerships.
- \$12,000 To the Women's Fund grant recipients.
- \$1,068,887 To Tūranga.
- \$291,191 To the Rod Donald Banks Peninsula Trust.
- \$31,705 Towards Sports Inclusivity projects.
- \$3,222 In other general distributions.
- \$7,421,102 To the victims of the March 15th attacks, broken down as follows:
 - Victims Fund \$7,135,400
 - Shaheed Fund \$3,570,000
 - Bullet Injured Fund \$1,000,000
 - Children & Widow Support Fund \$1,352,664
 - Medical Support Fund \$425,658
 - Hardship Fund \$787,078
 - Education Fund \$73,500
 - Community Support Fund \$212,202

Thank you

Geordie Hooft

Partner, Tax

James Hickmott

Director, Private Enterprise

Thomas Mills

Supervisor, Private Enterprise

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

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21 April 2021

Briefing for Council on Quarter 3 2021 Financial Year.

Dear Diane and Linda

Firstly, I would like to thank Linda for taking the time to meet with us yesterday. It was highly productive to be able to walk her through our work to date on our budgets and planning for the next few years.

Attached you will find the new Quarterly Report in the format that we discussed at that meeting. Each time we provide this, we will provide some commentary to add further depth to what has been provided by our finance team at KPMG, and a section that is looking forward rather than retrospective. Additionally, we will provide updates to the headings below which we believe will grow Council's understanding of how the establishment funding is invested.

Additional Commentary on the Financial Reports

We continue to collect and distribute gifted funds in greater volumes than we had budgeted for. Corporate giving is the largest area of success.

We have been pleased to support the Rod Donald Banks Peninsula Trust with the Te Ahu Patiki project. We provided advice and the gifting platform for them, as well direct pitching to our aligned donors. We are collectively very close to hitting the target for this campaign, just \$163k to go.

We will be using the marketing/advertising budget fully this year. Covid has required us to prioritise video and digital content which we cannot deliver in house.

It is not planned to do anymore travel this FY. All international travel is on hold until I have been vaccinated, and the board are happy with the level of risk.

As policy, we are progressing towards our target of having 3 months operational reserves as cash on hand. This has been built up by delivering operational surpluses over the last 3 ¾ years and some small gifts. We have spilt this into its own line to make this easier to see in our reporting. There is also some tagged cash sitting in our accounts.

Areas of Priority

In January 2020, the New Zealand Establishment Trustees set the following priorities:

- Become independent of Council Establishment Funding as soon as possible.
- Secure alternative operational funding via multiple revenue streams and or cost reduction through smart partnerships.
- Work on 1-2 flagship programmes (bold and of scale) at a time to show case what we can do. These are to be uniquely "Christchurch".
- Leverage the reputation and database built by response to March 15 as a priority (timing is critical).

The Christchurch Foundation

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PO Box 17, Christchurch 8140

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christchurchfoundation.org.nz



- Go global. Drive activities in the UK, and Australia. Leverage Thinker's and their contacts and that of the offshore trustees and donors we now have. Get the ambassador programme up and running.
- Develop or find existing fundraising "products" aligned to the priorities identified in Vital Signs (Kaitiakitanga, Opportunities for All and Vibrant Ōtautahi) which can be used to guide donor's generosity when they ask.

Despite the global pandemic our priorities have not changed. We are pleased to report progress on all fronts.

- Becoming independent of CCC Establishment Funding
 - Our budgeting process has reached a conclusion with trustees approving a draft budget to be presented to council before the end of April. I am thrilled to share that building on last year, we are again seeking a further reduction to the funding currently built into the draft LTP. The budgets for the next four FY's reflect a change in focus as we transition from establishment to focusing on supporting donors to make Christchurch better. Most of the large establishment costs have been incurred.
- Secure Alternative Operational Revenue
 - The fee for service programme was launched last financial year when we secured one large partner. We are pleased to share that we are now drafting legal agreements with another. Both parties are working to 1 July for our collaboration and operational funding contribution to begin, and it is envisioned at that time the partnership will be made public.
 - We have now completed prep work on two other programmes which will secure operational funding (from smaller donors) which will be launched in the new FY. Our due diligence on these programmes with prospective donors has given us confidence that this will succeed. We have set achievable targets for the first few years as we transition out of CCC support.
 - We have secured a creative agency partner with a significant annual pro bono contribution. This has further enabled us to cut back on our budgets.
- Flagship Programmes (bold and of scale)
 - Work continues with the flagship programmes that we have shared with you. We have secured global and local expertise (voluntarily) that are actively assisting us with programme design and providing critique of our thinking. We are now beginning to socialise some of these ideas with key stakeholders are getting closer to being able to begin approaching our aligned donors. We are happy to provide updates in commercial confidence to Councillors at any stage, we continue to work with the operational staff on those projects that have CCC involvement/alignment.
- Leverage of March 15 contacts and donors
 - We have successfully secured additional gifts from several of our OPOC donors for the delivery of #colourfulcashel. This has led to two large corporates now being in active conversations with us around further collaboration and potential partnership. Additionally, we have over 10 corporates who have requested briefings about what else we so. We are very excited about how this has successfully transitioned us in their minds from being a disaster charity to something much broader.

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- Go Global
 - Our sister charity in the UK is now fully functional, with charitable status and will shortly be able to facilitate Gift Aid. Gift Aid is where the UK government provides an additional payment to the charity (a percentage of the gift) to grow philanthropic impact. This is the primary reason we have spent the last two years and countless hours getting our registration.
 - Establishment of the US and AUS entities is on hold due to costs and capacity. We are actively seeking a donor to assist with this and are continuing to build our databases there. We are also conscious of spreading ourselves too thin.
 - Our first ambassador has been announced and the framework for supporting our ambassadors is in place. Mike McRoberts will front our new evolved “story” and “ask” which begins roll out in the new FY.

Current work of note

Reflecting that we are now no longer a new entity, our approach to branding will evolve significantly in the next few months and will be led by high profile Cantabrians.

We are currently reviewing the skills matrix of the trustees and seeking an additional trustee. This is to ensure that we do not lose everyone at once as there is a maximum tenure policy of two terms of three years now in place.

A large Tui Corridor Planting is in the final stages of planning at Living Springs. Members of the public can take part. Progress on planting 1100ha of Greater Christchurch into bush is also moving forward with ecological assessments underway on multiple sites.

We have launched several new funds since last speaking to Council so recommend checking out the website. A UK specific page should be live within the month, and there is much more going on that we are happy to share if there is interest.

Attached is a progress table against our establishment projects for your reference. The biggest area of progress here is that we are now looking at grant making software and adding a grant application portal, this has been triggered as a key deliverable of our ongoing negotiations with the new partner that we hope to announce in July. They will cover the costs of setting this up, and the ongoing licence fees of the software as a part of their contributions to our overheads.

Any questions please do not hesitate to ask.

Regards

The Christchurch Foundation

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Progress against Establishment Projects. 21/04/2021

This table is an extract from our Operations plan 2020-2025, within the administration and establishment section, which underpins our Strategy. It is a living document and is reviewed by the staff monthly, and the trustees at least annually.

Objectives	Strategies & Tactics	Measurements of Success	Owner/s	Deadline	Status 19/04/21
The Christchurch Foundation Office runs smoothly. Policies and Procedures are in place. Office facilities are maintained.	Annually review: Health & Safety Manual Onboarding Procedures Ongoing: Represent CF at the office sub-tenants Group Contracts are managed/renewed	Staff are easily able to join the team and are clear of their responsibilities. No issues raised in one on ones. H&S incidents are immediately and properly reported. Policies are in place and reviewed annually, or as required.	Staff	Ongoing	All established and recorded as actions in Raiser's Edge. Assigned to relevant staff.
Ensure Foundation accounts are transparent, and records are current for all legal entities.	Systems in place for lodging, approving, and making payments, including Trustee approval of any payments. Outsourced expertise appointed to act as finance team to build capacity.	Minimal fees incurred due to late fees. Complete annual audits without any major issues. Auditor annually appointed for all entities.	Staff	Ongoing	All established. Payment approval process was reviewed by PWC in 2018 audit. Refer annual report for changes which were implemented immediately.
Governance obligations are fulfilled across the legal entities.	Trustee meetings are held on a regular basis and properly recorded for all legal entities.	Meetings conducted regularly. Meeting Minutes produced and passed	Trustees, Staff	Ongoing	All established for UK and NZ entities. Frequency of meetings dropped from 6 weeks to bimonthly in 2020 for NZ entity. All DIA and UK charities office obligations are up to date. UK end of year accounts due to be lodged in May.
Complete NZ entity set up.		Charter Created Trustee Position Descriptions created Trustee appointment process and tenure defined.	Staff, Trustees	End of 2021FY	Role descriptions for Trustees need to be refreshed now that UK entity is established. Appointment process and tenure defined of future Trustees. Appointment process is in trust deed. Work underway on securing new additional trustee with skills for upcoming work programme. This is to manage too

					many trustees leaving with institutional knowledge at once. Charter in place.
Complete UK entity set up.		UK charity status secured. UK Gift Aid process created and implemented	Trustees, Staff	End of 2021FY	Charitable status completed. Gift Aid application launched, expected any day. Charter in place. SLA with NZ in place. Accounting and Legal advisors secured. Now actively receiving gifts and working on programmes for 2022FY.
Complete US entity set up.		501(c)3 incorporation US Board meetings commenced	Trustees, Staff	End of 2021FY	On hold until UK no longer requires NZ support and or funds secured for the establishment costs (Est 50kNZD).
Database Management - Maintain and continuously improve the Foundation database.	Ensure data is regularly checked and maintained. Training provided to staff and trustees so that they can use RE appropriately. One team member has primary responsibility for the management of the database.	Bulk communications are sent out via RE. Communications tracked and insights delivered on our engagement success. 50% of records have relationships. Gifts are entered into the system by KPMG.	Staff	End of 2021FY	Relationships (in depth detail on whom each person knows) for constituents is an ongoing block of work. It is conducted as we learn more on each constituent. A review of our Standard Operating Procedures undertaken in early 2021 has seen an adjustment to this our systems. This means that gifts are now to be entered by CF staff in RE – not KPMG. KPMG then reconciles in XERO against our CRM.
Legal and stakeholder reporting is conducted annually with transparency across all entities.	Annual timeline developed for completion of these tasks.	AGM's completed annually for all legal entities. Annual reports completed and shared with stakeholders annually for all legal entities. - Annual legal requirements for all legal entities are filed on time each FY.	Staff, Trustees	Annually	All legal requirements are met for 2019FY. Still in 2020FY. Will have first UK AGM this year. Working on impact reporting framework to add into the annual report for 2020FY to increase understanding of the value we deliver.

Granting Platform and software established.	<p>Ensure seamless integration with Raiser's Edge and our website. Tool must also enable digital reporting back to the Foundation on project delivery.</p> <p>Must be able to apply different criteria for each fund.</p> <p>Training provided to staff and trustees so that they can use appropriately.</p> <p>One team member has primary responsibility for the management of the database.</p>	Software in place and working, grant applications successfully lodged.	Staff	End of Q1 2022FY (subject to funding)	<p>Preferred supplier identified.</p> <p>Software will integrate with Raiser's Edge.</p> <p>Next steps detailed project briefing meeting with supplier.</p>
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12. Christchurch Foundation - Budget 2021/22

Reference / Te Tohutoro: 21/542603

Report of / Te Pou Linda Gibb, Performance Advisor, External Reporting and Governance, Resources. linda.gibb@ccc.govt.nz

General Manager / Miles McConway, General Manager, Resources.

Pouwhakarae: miles.mcconway@ccc.govt.nz

1. Purpose of the Report / Te Pūtake Pūrongo

- 1.1 The purpose of this report is to seek the Finance and Performance Committee's approval of the Christchurch Foundation's funding request for 2021/22, as shown in the following table:

	2021/22 \$000	2022/23 \$000	2023/24 \$000	Total (3 yrs) \$000
Proposed Council funding	350	200	100	650

- 1.2 This report has been written following the Foundation's submission of its budget (at **Attachment A**) and briefing paper (at **Attachment B**) as required by the Support Agreement between the Council and the Foundation. The briefing paper provides a comprehensive update on the Foundation's activities, its pipeline of secured funding and activities and future opportunities for which work is underway.
- 1.3 The decision in this report is of low significance in relation to the Christchurch City Council's Significance and Engagement Policy. The level of significance was determined by considering the impact the decision would have on the community.

2. Officer Recommendations / Ngā Tūtohu

That the Finance and Performance Committee notes that the staff recommendations for consideration in the Long Term Plan process will be to:

1. Reduce the funding provided for the Christchurch Foundation in the draft Long Term Plan 2021-31 for the 2021-22 year, by \$190,000 to \$350,000, to be considered as part of the sign off of the final Long Term Plan 2021-31;
2. Reduce the funding provided for the Christchurch Foundation in the draft Long Term Plan 2021-31 for the 2022-23 year, by \$340,000 to \$200,000, to be considered as part of the sign off of the final Long Term Plan 2021-31, noting this will be subject to confirmation in May 2022 following consideration of the Christchurch Foundation's budget for the 2022/23 financial year;
3. Decline provision in the final Long Term Plan 2021-31 for funding of \$100,000 in 2023/24 as it is outside the term of the Support Agreement between the Council and the Christchurch Foundation; and
4. Review the case for \$100,000 of additional funding in 2022/23 as part of the year 2 budget review process after receiving a report from the Christchurch Foundation that demonstrates need and why other funding sources are not available.

3. Reason for Report Recommendations / Ngā Take mō te Whakatau

- 3.1 The Council has a legal obligation under its Support Agreement with the Christchurch Foundation to pay up to \$600,000 per year until 30 June 2023, subject to the Foundation submitting its proposed annual budget, cashflows and any other relevant document the Council reasonably asks to review.
- 3.2 The Foundation's funding requirement for 2021/22 and 2022/23 is lower than the Council's maximum exposure of \$1.2 million over the two years by \$650,000, and is lower than the draft LTP funding allocations of \$1.08 million by \$530,000. The budgets are well supported by its briefing paper. Staff have engaged with the Foundation's Chief Executive to reach a sound understanding of its cost pressures, its budgeting methodology and its future opportunities.
- 3.3 The above calculations do not include the extra \$100,000 that the Foundation is seeking.

4. Alternative Options Considered / Ētahi atu Kōwhiringa

- 4.1 Other options have not been considered since it is clear that without the Council's financial support the Foundation's future would be at risk over what remains the early years of a long term undertaking.

5. Detail / Te Whakamahuki

- 5.1 In a letter to the Council accompanying the Quarter 3 performance results, the Foundation noted that one of its areas of priority is to become independent of Council funding as soon as possible. The Budget submitted by the Foundation shows a significant step in that direction over the next three years.
- 5.2 The Foundation has responded well to the review findings earlier this year, and in particular the Council's request for expanded reporting so as to give the Council comfort that its financial support represents value for money, with each party having a better understanding of the other's view.
- 5.3 The review, coupled with more informative reporting from the Foundation has provided comfort that the Foundation is:
 - operating at a conservative level of cost;
 - increasing momentum in achieving third party funding for operating and administration costs that the Foundation is confident is durable into the future;
 - engaging with third party donors, both corporate and individuals through event delivery to stimulate philanthropy; and
 - increasingly delivering and committing to deliver economic, social, environmental and cultural philanthropic benefits to Christchurch.
- 5.4 However, as noted in the review earlier this year, the net benefits of the Foundation to Christchurch is a long run proposition.

Funding request in accordance with Support Agreement

- 5.5 The budget and funding provided by the Council since the Foundation's inception, and its projected expenditure and funding requests are shown in the following table:

Support Agreement funding	Foundation expense budget \$000	Council support		
		Actual \$000	Proposed \$000	Saving from max. \$600,000 p.a. \$000
2020/21 Estimated Actual	678	540	-	60
2021/22 Forecast	684		350	250
2022/23 Forecast	625		200	400
Total per Support Agreement	1,987	540	550	710

- 5.6 The above table shows a declining call on the Council for funding support over the remainder of the Support Agreement's life. The Foundation has been successful in attracting third party funding for its operating costs for the future, allowing its reliance on Council funding to reduce in 2021/22 and 2022/23 by a total of \$710,000. It advises that it has further opportunities in the making that could lead to it further reducing the funding call on the Council.
- 5.7 The proposal is that the Council approves the funding in 2021/22 with the 2022/23 funding to be *in principle* only, subject to final approval in May 2022 with the support of a budget, as required by the Support Agreement. However, the funding call for both years would be included in the 2021-31 Long Term Plan.

Foundation Proposal for one year extension of Council funding support

- 5.8 The Foundation has requested an additional one year of funding of \$100,000 in 2023/24 as contingency in the event of unforeseen difficulties arising (for example, further COVID-19 restrictions leading to material changes in corporate giving).
- 5.9 Staff do not support the proposal as it is outside the term of the Support Agreement between the Council and the Foundation. It would be preferable for the \$100,000 to be added to the 2022/23 funding *in principle*, and be subject to the Council's consideration as part of next year's budget and funding approvals for the 2022/23 financial year. The Foundation's submission would be expected to demonstrate its capacity to absorb the projected costs or to increase its funding from third parties.

Budget analysis

- 5.10 The Foundation's operating and administrative cost budgets are little changed from the current financial year's expected full year costs of \$680,000. The budget reflects its steady state costs as it moves on from establishment and is a reduction on the average actual expenditure of \$768,000 in the past two years. The next phase of activity for the Foundation to embark upon is locking in public awareness of its brand, and deepening its donor pool.
- 5.11 The budgets are dominated by salary costs of \$338,000 for the Chief Executive and operational staff. This includes the salary reduction that the Chief Executive took in the current financial year to support the Foundation's 10% reduction in funding. The remainder of the budget is in approximate terms allocated to fixed and discretionary costs that it incurs in pursuit of meeting its objectives, as follows:

Costs	2021/22 \$000	2022/23 \$000	2023/24 \$000	Comparison with 2020/21 budget \$000
Fixed	466	466	466	515
Discretionary	218	159	159	145
Total expenditure	684	625	625	660

5.12 Other major cost categories are:

- as a set of discretionary costs aimed at securing philanthropy - marketing, advertising, events and travel are budgeted at \$72,000, which compares with \$75,000 expected expenditure for the year ending 30 June 2021; and
- one-off capital expenditure of \$75,000 in 2021/22 for information technology and brand refresh reflecting the UK entity.

Funding

5.13 The table below shows the Foundation's budgeted costs that are not funded by the Council:

Revenue sources	Forecast 2021/22 \$000	Forecast 2022/23 \$000	Forecast 2023/24 \$000	Comparison with expected 2020/21 outturn \$000
Request for Council funding	350	200	100	540
To be raised from 3 rd parties	340	443	560	138
Total funding	690	643	625	678

5.14 While the Foundation's expected operating costs are little changed from the current financial year, it is the expectation of additional funding that allows it to reduce its call on the Council's funding. In particular it projects its fee for service model to provide income of \$225,000 in 2021/22 rising to \$250,000 thereafter. Its work with potential partners and sponsorship is also expected to lead to increased revenue over this timeframe.

5.15 The key issue for the Council is the durability of the third party funding into the future. The Foundation discusses the level of confidence it has in its revenue forecasts and the reasons for that confidence in the section of its report 'Are we operationally sustainable?'.

Balance Sheet

5.16 The Foundation's board has a relatively conservative reserves' policy which is to retain cash on its Balance Sheet equivalent to three months' of operating costs, which equates to around \$160,000. Currently it has unallocated funds on hand of around \$250,000 which will be lower by around \$78,000 by the end of this financial year.

UK Foundation

5.17 The Foundation has recently issued a media statement advising that its UK sister charity has been successful in achieving its first major gift for the Christ Church Cathedral Reinstatement Trust. The statement also notes that NZD\$4 million is in the pipeline to facilitate from the UK over the coming years. The media releases is at the following link on the Foundation's website: <https://christchurchfoundation.org.nz/news/first-gift-received-by-uk-sister-entity>.

6. Policy Framework Implications / Ngā Hīraunga ā- Kaupapa here

Strategic Alignment / Te Rautaki Tīaroaro

- 6.1 This report reduces the Council's overall cost forecasts in the [Council's Long Term Plan \(2018 - 2028\)](#).

Policy Consistency / Te Whai Kaupapa here

- 6.2 The decision is consistent with the Council's Plans and Policies, insofar that value for money is tested.

Impact on Mana Whenua / Ngā Whai Take Mana Whenua

- 6.3 The decision does not involve a significant decision in relation to ancestral land or a body of water or other elements of intrinsic value, therefore this decision does specifically impact Mana Whenua, their culture and traditions.

- 6.4 The report deals exclusively with funding.

Climate Change Impact Considerations / Ngā Whai Whakaaro mā te Āhuarangi

- 6.5 Not relevant.

Accessibility Considerations / Ngā Whai Whakaaro mā te Hunga Hauā

- 6.6 Not relevant.

7. Resource Implications / Ngā Hīraunga Rauemi

Capex/Opex / Ngā Utu Whakahaere

- 7.1 Cost to Implement - nil
7.2 Maintenance/Ongoing costs – nil
7.3 Funding Source – not relevant

8. Legal Implications / Ngā Hīraunga ā-Ture

Statutory power to undertake proposals in the report / Te Manatū Whakahaere Kaupapa

- 8.1 Not relevant.

Other Legal Implications / Ētahi atu Hīraunga-ā-Ture

- 8.2 There is no legal context, issue or implication relevant to this decision.
8.3 This report has not been reviewed and approved by the Legal Services Unit

9. Risk Management Implications / Ngā Hīraunga Tūraru

- 9.1 Not relevant.

Attachments / Ngā Tāpirihanga

No.	Title	Page
A ↓	Christchurch Foundation - Budget 2021/22	179
B ↓	Christchurch Foundation Budget 2021/22 Briefing Report	182

Additional background information may be noted in the below table:

Document Name	Location / File Link
Nil	Nil

Confirmation of Statutory Compliance / Te Whakatūtutanga ā-Ture

Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).

(a) This report contains:

- (i) sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages; and
- (ii) adequate consideration of the views and preferences of affected and interested persons bearing in mind any proposed or previous community engagement.

(b) The information reflects the level of significance of the matters covered by the report, as determined in accordance with the Council's significance and engagement policy.

Signatories / Ngā Kaiwaitohu

Author	Linda Gibb - Performance Monitoring Advisor CCO
Approved By	Diane Brandish - Head of Financial Management Miles McConway - General Manager Resources

CONFIDENTIAL Budget for Operations Christchurch Foundation FY2022-FY2025						
	FY2020 Actual	FY2021 YTD (20 Apr 2021)	FY2022 Budget	FY2023 Budget	FY2024 Budget	FY2025 Budget
Income						
Operating Income						
CCC Establishment Grant	600,000	540,000	350,000	200,000	100,000	-
Other Grants	90,240	9,760	-	-	-	-
Fees for Service	-	1,800	250,000	225,000	250,000	250,000
Business Partners	-	-	-	75,000	125,000	175,000
Business Club	-	-	30,000	50,000	70,000	100,000
Patrons Programme	-	-	30,000	50,000	70,000	100,000
Establishment Gifts	2,000	1,000	5,000	10,000	10,000	10,000
Sponsorship	81,455	179,045	25,000	32,500	35,000	35,000
Total Operating Income	773,695	731,605	690,000	642,500	660,000	670,000
Expenditure						
Operating - staff						
CEO	221,192	162,054	203,940	203,940	203,940	203,940
Administration support	92,700	71,308	51,500	51,500	51,500	51,500
Fundraiser	116,654	74,168	82,400	82,400	82,400	82,400
Total operating - staff	430,546	307,530	337,840	337,840	337,840	337,840

Operating - administration							
ACC Levies	571	729	800	800	800	800	800
Accounting & finance	45,556	31,256	45,000	45,000	45,000	45,000	45,000
Audit	7,500	-	7,500	7,500	7,500	7,500	7,500
Conferences	580	325	1,000	1,000	1,000	1,000	1,000
Entertainment	7,811	4,348	5,000	6,000	6,000	6,000	6,000
Fund Manager	-	-	5,000	5,000	5,000	5,000	5,000
General	3,486	3,917	4,300	4,300	4,300	4,300	4,300
Insurance	3,323	2,680	3,500	3,500	3,500	3,500	3,500
Legal Expenses	37,544	9,290	13,000	13,000	13,000	13,000	13,000
Motor Vehicle	6,125	92	-	-	-	-	-
Phone / Computer / Software	10,194	9,728	22,000	22,000	22,000	22,000	22,000
Rent	24,626	18,033	21,640	21,640	21,640	21,640	21,640
Subscriptions	13,245	9,909	2,000	2,000	2,000	2,000	2,000
Travel	16,595	3,446	10,550	25,550	25,550	25,550	25,550
Total operating - administration	177,157	93,753	141,290	157,290	157,290	157,290	157,290
Operating - marketing							
Advertising	19,981	5,865	15,000	15,000	15,000	15,000	15,000
Marketing	22,696	9,482	30,000	30,000	30,000	30,000	30,000
Events	-	16,442	16,500	16,500	16,500	16,500	16,500
Total operating - marketing	42,677	31,788	61,500	61,500	61,500	61,500	61,500
Operating - other							

UK Entity Support during establishment	10,261	11,660	15,000	15,000	15,000	-
US Entity set up	-	577	-	-	-	-
Diaspora Programme	10,223	-	-	-	-	-
Vital Signs	10,094	9,079	3,000	3,000	3,000	30,000
SGC Programme Manager	-	12,501	50,000	50,000	50,000	50,000
Total operating - other	30,577	33,817	68,000	68,000	68,000	80,000
Capital expenditure						
Website refresh	-	-	30,000	-	-	-
Grant Making software	-	-	15,000	-	-	-
Brand refresh to include UK and all its materials	-	-	30,000	-	-	-
Total capital expenditure	-	-	75,000	-	-	-
Total Expenditure	680,957	466,887	683,630	624,630	624,630	636,630
Net Surplus (Deficit)	92,738	264,718	6,370	17,870	35,370	33,370

Notes:

Depreciation and Amortisation are excluded

Interest income is excluded



22/04/2021

Briefing Paper for Christchurch City Council on The Christchurch Foundation 2022-2025

Cc Trustees of The Christchurch Foundation, NZ and UK

Please note that much of the information included in this document is confidential. Please seek guidance on what can be shared before doing so.

Introduction

The Christchurch City Council established the Christchurch Foundation, and committed to establishment funding of it as it was recognised that an entity purely focused on growing philanthropy (attracting new funds) for the benefit of the city and the causes within it was required.

The Foundation was purposely set up as an independent entity as due diligence conducted by the Council's Advisory Group indicated that this was important to many of the likely donors.

The new entity was asked to be a donor led organisation, rather than cause led, working with donors to help them make Ōtautahi Christchurch a better place to live, work and play.

The operational model was loosely based on the highly successful Community Foundations model of North America and Europe. Unlike most community foundations, who focus purely on endowments, it was also directed to build programmes to encourage passthrough or project giving, to support businesses and expats to give, and when disaster struck the city to lead the philanthropic response to support those most impacted.

The intention of the Establishment Funding was to ensure that the organisation could get up and running as quickly as possible, making a positive contribution sooner, and to ensure that best practice could be put in place from the beginning.

The Trustees and I have no doubt that this vision and generosity has contributed to the situation that we find ourselves in today.

We are pleased to share that we would once again like to request a reduction in operational funding from the Council, from what you have budgeted. More details about the figures and rationale for this are included later in this document.

As a part of informing your decision making, we thought that it was important to reflect on the following;

- How have the Council's establishment funds to date been spent, and what has this delivered?
- What has been achieved to date, as we come to the end of the 4th year of operation?
- Can you have confidence in The Foundation's ongoing sustainability?

- What will the Foundation be working to deliver until 2025 (the end of its current strategic plan)?

As some staff and councilors have not been at the Council since our inception, we wanted to provide some context of the operational milestones achieved using your funding over the last four years. This is the detail that sits behind the funds that have been raised and distributed, please find this in a table at the back of this paper.

What has the CCC funding delivered?

A Foundation with tested and secure systems, software and expertise that can assist donors, with small or large amounts of funds, to give towards making our city better.

We are an entity that can scale at the drop of the hat to respond to disasters and opportunities.

You have helped create an entity that is seen to be leading nationally and globally. Corporate partners programmes modeled of ours are now live in Queenstown, Taranaki, Auckland, and Hamilton, as well as in Niagara Falls and Vancouver. Tel Aviv has replicated our emergency response model to respond to Covid 19, and the Gates Foundation have spoken of us as best practice for victim led response to a crisis. There is a Winston Churchill Foundation project underway in the UK that points to us as best practice in philanthropic response to acts of terror. We are regularly asked to present in national and global forums and conferences about our work. This reflects well on the city.

The Foundation is an entity that is actively growing corporate gifting within the city. For example, entities such as Meridian, Kathmandu, Fletcher Building, ANZ, Westpac have traditionally concentrated most of their sponsorship budget on Auckland and Wellington. These entities are now building Christchurch into their planning and lifting their planned spend here. We know this as they have told us in our discussions with them. All these brands have requested proposals from us or want to talk about future collaboration.

We have systems that are actively supporting causes/ not for profits within the city to achieve and flourish. We have letters of support from local causes if you wish to see these.

For example;

- Ability to bring funds in from overseas, and in the UK with the added benefit Gift Aid (a UK government contribution which is added to UK donors' gifts), and not having to charging for this service. We currently are processing over \$4M NZD on behalf of the Christ Church Cathedral Reinstatement Trust.
- Raising funds through our website on a cost recovery basis (bank and credit card fees) so that they do not have to incur the costs of an expensive and secure website. A live example of this is the Te Ahu Pataki Project, our collaboration with the Rod Donald Banks Peninsula Trust.

We have also provided support to the city to pitch and win major events. Yet to be launched legacy projects run by The Christchurch Foundation, on behalf of the city, are now underway and have helped secure SailGP and the final of the ICC Women's World Cup. With the increasing emphasis on sustainability and social responsibility, having an entity that can provide a "city" offering in this space is a clear competitive advantage. Loren Heaphy (ChristchurchNZ) is happy to support this statement to council staff or elected members. The event leads for both events have personally spoken of their excitement of having us involved, and the value that it adds to their events. We have

also had discussions with Te Pae around offering a carbon offset tree planting programme for events held at their facility, something they see as a competitive advantage for attracting clients.

What has been achieved in four years?

June 30 will mark the end of our fourth full year of operation. We have helped donors give \$12.5M in funds and have distributed \$10.3M into our economy up until the end of last FY (June 30 2020). The 2021FY is looking strong again with over \$2.5M in gifts received, and more funds expected in the final quarter.

In addition to the money, we've achieved the following;

- Our systems, policies and procedures are largely all in place, and have well and truly been tested.
- The Foundation is a known and trusted entity in NZ and overseas, with excellent advocates.
- We know what is important to our residents (through our Vital Signs research) and are now guiding our growing database of donors towards projects aligned to resident aspirations to make Ōtautahi Christchurch better.
- Our team are working local causes to assist with their strategies, providing advice, making introductions, and where we can, matching our donors to their projects.
- We have been able to decrease our reliance on Council establishment funding.
- Other big things (still commercially confidential) are underway which we (and our donors) believe will assist with delivering some of our resident aspirations as well as aiding in profiling the city positively globally. We will happily share updates with you on these in confidence.

Are we operationally sustainable?

Operational funding is an ongoing issue that all charities face, however the trustees and I are confident in the ability of the Foundation to continue to grow its operational revenue as our programmes roll out.

We have the collective experience and expertise to make these decisions in an informed manner. Detailed planning and a comprehensive budgeting process sit behind our tabled budget. We have shown this in detail to our primary contact with Council, workshopped it with them, and they inform us that they are very comfortable with our thinking.

The generosity of the Council Establishment Funding to date has allowed us to invest early in the big-ticket items such as websites, brand, and software. Grant application and distribution systems, and the roll out of our refreshed global brand are the final areas of major investment and planning for this is already underway.

Over the last few months, as a part of our annual budgeting and review process, we have reflected on our progress to date against our establishment milestones. We also have looked at our future programme of work.

To this end we are proposing a reduction in establishment funding from you, as seen in the table below.

	Budget in Draft LTP	Proposed level of Funding (excl GST)
FY 2022	Up to \$540k	\$350k
FY 2023	Up to \$540k	\$200k
FY 2024	Nil	\$100k
FY 2025	Nil	Nil
Total	\$1.08M	\$650k

Please note that we have pulled some of the funding into a third financial year. If this is not acceptable, we propose receipt of \$300k in the 2023 FY. We will put 100k into a term deposit for its use in 2024. The pull through into another FY simply allows for a softer step change to self-sufficiency. Our work supporting the victims of March 15 has delivered us significant opportunity but did delay, for capacity reasons, some of our programmes to secure sustained income for our operations by a year.

There are several contributing factors to the proposed reduction in funding.

1. Our model is lean and is now built in a way (fee for service) that allows us to scale up and down as appropriate and hire the right expertise on a project basis which mitigates risk.
2. We are in the final stages of discussions with an additional fee for service "city partner" who is also willing to also contribute to the establishment costs of grant making software and alterations to our website to allow grants to applied for online. We are working to a 1 July 2022 commencement date.
3. We have secured a new major pro bono creative partner who is providing significant design and marketing services for us, including the evolution of our global brand. This removes significant costs from our planned activities for the next few years.
4. Since inception we have been studiously working to build our operational reserves. Our policy is to have three months of operational overhead costs on hand. We have made good progress towards this by continuously working to secure pro bono support of our activities, securing some small contributions (gifts) towards our operations, and applying a fee for service model that includes an element of profitability.
5. Our donors and prospects are significantly better than we thought that they would be so early in our development. Opportunity always comes after disaster. Our work supporting donors to make a positive difference to the victims of the terror attacks has built strong relationships with individuals, foundations, and corporates across the globe. Many of these are of a level that we could only have dreamt of when the Foundation began.

Looking to the future

The Christchurch Foundation has a clear Charter, Supporting Strategic Plan and Operational Plan (reviewed annually) that outlines our activities. This is linked to the aspiration's residents of Ōtautahi Christchurch have for our city.

We have developed a selection of philanthropic "products" for donors large and small to opt into. These are aligned to the city narrative and reinforce what is great about our city. They also provide us with profile and opportunities to engage.

We will continue to offer a bespoke service for donors with significant gifts.

The remainder of this year and into the 2022FY will see several new impactful programmes and projects become public, which will further grow profile and widen perceptions about what we do, and how we benefit the city. These include but are not limited to:

- Launch of a sports fund to support female athletes on the cusp of international representation which is a leverage programme of the ICC Women's World Cup.
- Launch of, and begin distributions from, a green philanthropy fund which will fund large scale ecological improvement projects. Minimum funding per project is planned to be 50k. We have a donor that has committed to providing significant cash to this fund from day one.
- Tui Corridor plantings at Living Springs and Ara.
- UK programming begins – led by the UK directors, with our support, using our new UKlovesCHC collateral.
- Launch of our new narrative. I'm backing Christchurch, are you? Fronted by Mike McRoberts.

On top of this we have a pipeline of "warm leads" to pursue to grow both our database and our existing donors' generosity. I have worked in the not-for-profit sector for some on New Zealand's largest charities. I have not had a pipeline of opportunities this strong to work with in any of those roles.

Thank you for your support and consideration. We look forward to answering any of your questions.



Amy Carter

Chief Executive

Summary of Key Deliverables and Timelines

Year	Activity	Key Deliverables Completed
2017FY	<p>Intent to launch the foundation announced by Mayor early 2017.</p> <p>Legal process of establishing the entity was the focus for the remainder of the year, led by CCC staff and voluntary trustees as they came on board.</p>	<p>Legal entity established.</p> <p>Charitable status gained.</p> <p>Founding donors secured for Tūranga (\$2.5M over ten years).</p> <p>Chief Executive employed (Oct 2017)</p>
2018 FY	<p>Establishment of systems and collateral.</p> <p>Focus was on building an entity whose systems would be still relevant in 100 yrs time.</p> <p>Financial year changed to match CCC's here.</p>	<p>Establishment workplan developed.</p> <p>Accounting systems in place and finance expertise secured.</p> <p>Website built (no gifting platform), and other social media.</p> <p>Collateral and legal templates developed for endowment and corporate gifting.</p> <p>Promotional material developed.</p> <p>Standard operating procedures drafted including financial management processes.</p> <p>Investment policies developed and initial fund manager secured.</p> <p>Fundraising Software purchased. Build for fit for purpose underway.</p> <p>Donor attraction events begin.</p> <p>First endowments secured.</p> <p>Secured new corporate partners to manage their gifting.</p> <p>Thinker in Residence Programme launched and delivered including Think Christchurch.</p> <p>Fundraising software training complete and system in place, data entry underway of all previous data.</p> <p>Donor stewardship programmes established.</p> <p>Began in principal discussion with Meridian.</p> <p>Kate Sheppard Memorial Fund Launched.</p>
15 March – until end of 2020FY	Respond, support, and continue establishment plan	<p>Overnight set up gifting portal on website.</p> <p>Reconciliation of over 18,000 gifts into XERO, and donor receipting of each gift (upon request).</p> <p>Worked with MFAT and DPMC to get large gifts out of countries including Saudi Arabia, Turkey, US, Australia</p>

		<p>Established NZ first systems for background checks on major donors with the DIA.</p> <p>Established AML systems and record keeping.</p> <p>Secured new banking for international transactions and negotiated 0.5% higher than market interest rate.</p> <p>Refreshed establishment strategy.</p> <p>2 staff members hired.</p> <p>Secured Meridian Stronger Greener CHC partnership, first fee for service partnership.</p> <p>Daily engagement and support with Muslim Community and ran Listening Project, comprehensive victim engagement to prioritize fund distribution framework.</p> <p>Ran event in London with 180 expats to announce intent to launch UK entity. Met numerous donors in the UK in support of local charities.</p> <p>Began engagement with US expats, primarily in Seattle.</p> <p>Conducted Vital Signs Research.</p> <p>Engaged by Crown to act as Victim Advocate including securing mortgages and homes for several widows, assisting with immigration status, securing medical, dental, security and counselling support not provided by the Crown.</p> <p>New strategic plan developed.</p> <p>Tui Corridor pitched to Meridian and launched.</p> <p>Secured UK directors.</p> <p>Established UK legal entity.</p> <p>Sports Inclusivity Fund Launched and research conducted.</p>
2021FY	Tidy up, review and work towards operational sustainability	<p>Secured two additional UK directors, accountant, and lawyers.</p> <p>Secured UK charitable status.</p> <p>Review of Operating Procedures post March 15.</p> <p>Sports Inclusivity Manager hired, and programmes started.</p> <p>All March 15 available data into fundraising software including gift reconciliation with XERO.</p> <p>Integrated donor gift portal into website to fundraising software.</p> <p>Roll out of new several new funds.</p>

		<p>First endowment investment ready to be transferred to fund manager (1.6M NZD).</p> <p>Two programmes to generate operational income developed, ready for roll out in 2022FY.</p>
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CONFIDENTIAL

13. Development Contributions Social Housing Rebate Scheme - Review of Scheme Criteria

Reference / Te Tohutoro: 21/534867

Report of / Te Pou Gavin Thomas, Principal Advisor Economic Policy.

Matua: gavin.thomas@ccc.govt.nz

General Manager / Lynn McClelland, Assistant Chief Executive, Strategic Policy and
Pouwhakarae: Performance. lynn.mcclelland@ccc.govt.nz

1. Purpose of the Report / Te Pūtake Pūrongo

- 1.1 The purpose of this report is to enable the Finance and Performance Committee to consider issues raised in a review of the current development contributions rebate scheme for social and affordable housing and for the Committee to consider options and make decisions on recommended changes to the scheme criteria. This report has been written following a staff initiated review of the current rebate scheme.
- 1.2 The decisions in this report are of low significance in relation to the Christchurch City Council's Significance and Engagement Policy. The level of significance was determined by the very limited number of residents directly or indirectly affected by the recommendations and the minor budget implications involved.

2. Officer Recommendations / Ngā Tūtohu

That the Finance and Performance Committee:

1. Adopts revised criteria for the Development Contributions Rebate Scheme for Social Housing (Attachment 1) that includes the following changes from the current criteria:
 - a. Revised definition of social housing to more accurately describe the types of development that qualify for the scheme – including removing reference to affordable housing;
 - b. Requirement for a covenant in the Council's favour to be registered on all properties receiving a rebate that enables the Council to require the development contributions to be paid if the property is used for purposes other than social housing (noting this is an addition to the wording in the criteria but reflects Council's intention when the scheme was first adopted);
 - c. Increasing the funding limit of the scheme from \$1.5 million to \$2.5 million.
2. Notes that the revised criteria retains the current scheme expiry date of 31 December 2022, at which time the Council can review the scheme and make decisions on the future of the scheme beyond that date.

3. Reason for Report Recommendations / Ngā Take mō te Whakatauranga

- 3.1 The report recommendations to refine the rebate scheme criteria and provide additional funding for the scheme enable the Council to achieve the following:
 - Support the actions of the Council's Housing Policy 2019

- *Develop consenting, rating and development contributions assistance policies to support social and affordable housing*
- Support the Council's Community Housing Strategy 2021
 - *Incentivise the community housing and private sectors*
 - *Sustainably fund and/or support new Council and/or CHP units*
- Reduce the risk of housing receiving a development contributions rebate being used for purposes other than to provide social housing.
- Provide certainty to developers of all currently known social housing developments that they will receive a development contributions rebate. Staff understand that some developments either won't proceed or will be deferred if the rebate isn't available.
- Provide sufficient funding for the scheme to continue through to its current expiry date of 31 December 2022, at which time the Council can evaluate and make decisions on the future of the scheme.

4. Alternative Options Considered / Ētahi atu Kōwhiringa

- 4.1 **Do nothing.** This would see no changes made to the current rebate scheme criteria and no additional funding for rebates beyond the current \$1.5 million provision. The remaining funding would be allocated on a first-in-first-served basis.

This option has been discounted for the following reasons:

- Does not support actions in the Council's Housing Policy 2019:
- Does not support actions in the Council's draft Community Housing Strategy:
- Does not address risks identified by the review of the current scheme criteria.

- 4.2 **Amend rebate scheme criteria excluding financial provision.** This would see refinements being made to the non-financial scheme criteria but with no additional funding for rebates beyond the current \$1.5 million provision. The remaining funding would be allocated on a first-in-first-served basis.

This option has been discounted for the same reasons as the "Do nothing" option.

5. Detail / Te Whakamahuki

Background

- 5.1 The Council established its development contribution rebate scheme for social and affordable housing in 2017 to give effect to an action from the Council's Housing Policy 2016 to:
- "Develop consenting, rating and development contributions assistance policies to support social and affordable housing."*
- 5.2 The scheme criteria identifies the expected strategic outcomes of this rebate scheme as being
- *Increase in social and/or affordable rental housing options*
 - *Increased supply of a broad range of residential development - encouraging the development of smaller housing options in response to the forecast increase in smaller households, rising levels of rental tenure, and an ageing population*
- 5.3 The scheme has a financial limit of \$1.5 million. This was considered an appropriate level of funding that balanced a degree of certainty regarding access to the rebate for social and affordable housing developers with the ability for the Council to periodically review its

commitment to the funding. The scheme criteria provides that it will expire on 31 December 2022, again providing the Council with the opportunity to review its commitment to the scheme.

Review of the current scheme criteria

- 5.4 An application for development contributions rebates has been received for development of social housing units in the Karamū subdivision (Riccarton Park). The development includes 53 social units as well as 31 housing units to be sold under the KiwiBuild scheme. Rebates for the social housing development would total approximately \$1.25 million and will oversubscribe the approximately \$1 million remaining in the scheme.
- 5.5 In light of the scale of the development contribution rebate which will exhaust the available funding, staff have reviewed the current criteria for the social housing rebate scheme and the funding to ensure they are fit for purpose.
- 5.6 The review has found that some changes should be made to the criteria to ensure the scheme functions as intended. Changes staff recommend are:

5.6.1 *Require a covenant to be registered on the title of any property for which a rebate is provided*

- The covenant would enable the Council to require the relevant property owner to pay the value of the rebate if it is ever to be used for any purpose other than the provision of social housing.

The initial scheme criteria was framed to enable the Council to require an encumbrance to be registered against the title. This was to enable the Council to charge the relevant development contribution charges if the property was used for purposes other than provision of social housing. A late change to the wording of the criteria resulted in this not being included but it was clear from the report to Council that this was to be a requirement of the scheme. (See sections 6 and 7 of the report to Council of 20 December 2017

https://christchurch.infocouncil.biz/Open/2017/12/CNCL_20171220_AGN_2234_AT_WEB.htm)

- Staff have added the requirement for a covenant to the information on the rebate scheme provided on the Council website in line with the intent of the original report to Council.
- The applicant for the rebate currently being processed has agreed to register covenants on all titles for which a rebate will be provided.

5.6.2 *Require Finance and Performance Committee approval for individual rebates in excess of \$500,000.*

- This will improve alignment with the scheme criteria for the central city residential rebate scheme which has a \$1 million approval threshold.

5.6.3 *Remove reference to “affordable housing” from the scheme.*

- It has proven impossible to accurately and consistently define what is and isn’t “affordable housing”.
- It would be problematic for the Council to effectively and efficiently monitor and enforce the “affordability” of housing that had received a rebate on an ongoing basis.

- Given these complexities it seems prudent for the Council to focus the rebate scheme on social housing only.
- The definition of social housing in the revised criteria is refined to improve clarity.

5.6.4 Increase the funding limit for the scheme from \$1.5 million to \$2.5 million

- The current applicant will oversubscribe the approximately \$1 million remaining in the rebate scheme – total rebates if all currently planned social housing units are completed for this development will be approximately \$1.25 million.
- There are six other social housing developments in the pipeline which have resource and/ or building consent but haven't yet passed first building inspection. The development contributions required for these developments total approximately \$500,000. These include planned developments by Ōtautahi Community Housing Trust and the City Mission.
- Extending the financial limit of the scheme by \$1 million would mean that after the current planned developments have received a rebate there will be approximately \$750,000 remaining. This is expected to be sufficient to last through to the scheme expiry at the end of 2022 at which time the Council can evaluate its options regarding the future of the scheme.
- An additional \$1 million would provide rebates for between approximately 35 and 80 new social housing units, based on the charges in the proposed Development Contributions Policy, depending on the location of development.
- Increasing the funding limit for the scheme will have very minor budget implications for the Long Term Plan 2021-31 (0.001%).

5.7 Community views. Community housing providers noted the importance of the rebate during consultation on the Council's Community Housing Strategy in assisting the viability of their new housing builds, and as part of a sound 'policy settings' approach to assist community housing provision.

5.8 The decision affects all wards/Community Board areas.

6. Policy Framework Implications / Ngā Hīraunga ā- Kaupapa here

Strategic Alignment / Te Rautaki Tīaroaro

6.1 This report supports the Council's Housing Policy 2019 and the Council's Community Housing Strategy 2021 by encouraging new social housing development by the non-government community housing sector.

6.2 This report supports the [Council's Long Term Plan \(2018 - 2028\)](#):

6.2.1 Activity: Strategic Planning and Policy

- Level of Service: 17.0.1.7 Advice to Council on high priority policy & planning issues that affect the City. Advice is aligned with & delivers on the governance expectations as evidenced through the Council Strategic Framework - Policy advice to Council on emerging & new i.

Policy Consistency / Te Whai Kaupapa here

6.3 The decision is consistent with Council's Plans and Policies.

- Housing Policy 2019
- Draft Community Housing Strategy

- Development Contributions Rebate Policy

Impact on Mana Whenua / Ngā Whai Take Mana Whenua

- 6.4 The decision does not involve a significant decision in relation to ancestral land or a body of water or other elements of intrinsic value, therefore this decision does not specifically impact Mana Whenua, their culture and traditions.

Climate Change Impact Considerations / Ngā Whai Whakaaro mā te Āhuarangi

- 6.5 The Council's Development Contributions Rebate Scheme for Social Housing supports the development of new healthy and energy efficient social housing.

Accessibility Considerations / Ngā Whai Whakaaro mā te Hunga Hauā

- 6.6 Accessibility considerations are not specifically included in the criteria of the rebate scheme but are left to developers to consider in the design of the housing to be provided. This enables social housing providers to make decisions regarding the design and cost of the housing to be constructed that best meet the needs of their tenants.

7. Resource Implications / Ngā Hīraunga Rauemi

Capex/Opex / Ngā Utu Whakahaere

- 7.1 Cost to Implement – there is no additional cost to implement the rebate scheme. Implementation and administration will come from existing operational budgets.
- 7.2 Maintenance/Ongoing costs – the ongoing costs of the scheme relate to the foregoing of development contribution revenue. This revenue would have been used to retire debt incurred in the provision of infrastructure to service growth development.
- The cost incurred accumulates as the scheme funding is drawn on. At current interest rates this is estimated at 5 per cent of the balance of the scheme draw down.
- Approximately \$500,000 has been drawn down against the current rebate scheme resulting in an annual debt servicing cost of approximately \$25,000.
- When the full \$1.5 million of the current scheme is fully drawn down the annual debt servicing cost would be approximately \$75,000.
- If the scheme funding is extended to \$2.5 million, as recommended, the annual debt servicing cost when fully drawn down would be approximately \$125,000.
- 7.3 Funding Source – the funding for the scheme is revenue foregone rather than normal budgeted expenditure. The funding source is therefore from rates for each of the activities for which development contributions are rebated.

8. Legal Implications / Ngā Hīraunga ā-Ture

Statutory power to undertake proposals in the report / Te Manatū Whakahaere Kaupapa

- 8.1 The Council has the ability to rebate (or not charge) development contributions if it wishes. The rebate social housing rebate scheme has been established under the Council's Development Contributions Rebate Policy.
- 8.2 The Finance and Performance Committee of the Council has the delegated authority to make decisions associated with development contributions other than adopting the Council's Development Contributions Policy.

Other Legal Implications / Ētahi atu Hīraunga-ā-Ture

- 8.3 The report recommends the use of a legal instrument (covenant) to ensure properties receiving a rebate are used for the purpose intended. The Council uses this approach for its central city residential development contributions rebate scheme and all legal implications were explored in the establishment of that scheme.
- 8.4 This report has been reviewed and approved by the Legal Services Unit

9. Risk Management Implications / Ngā Hīraunga Tūraru

- 9.1 The decisions sought in this report incorporate some specific risk mitigation measures. These are:
- **Requirement for a covenant to be registered on the title.** This manages the risk that the Council provides a rebate for social housing and the relevant property ceases to be used for that purpose. The covenant allows the Council to require the development contribution to be paid in full if the property is no longer used to provide social housing.
 - **Requirement for Finance and Performance Committee approval for individual rebates in excess of \$500,000.** This provides an additional checks and balances layer in the decision-making process for high value rebates.
 - **Remove reference to affordable housing.** This reduces the risk that developments receive a rebate not intended to be provided for developments that don't meet the scheme criteria.
- 9.2 Residual risks are mitigated through provisions within the scheme criteria.
- **Financial risk.** The rebate scheme has a fixed financial limit that cannot be exceeded without a decision from the Finance and Performance Committee or the Council.
 - **General risk.** The rebate scheme has a fixed duration which requires the Finance and Performance Committee or the Council to make a formal decision regarding the operation of the scheme beyond this date. This provides an opportunity for elected members to periodically consider any risks associated with the scheme.
- The Committee or Council can review the scheme at any time and can make changes to the scheme or close the scheme at relatively short notice if required.

Attachments / Ngā Tāpirihanga

No.	Title	Page
A ↓	Development Contributions Rebate Scheme Criteria Social Housing 2021 - Final Draft 210503	198

Additional background information may be noted in the below table:

Document Name	Location / File Link
Christchurch City Council Development Contributions Rebate Policy 2019	https://ccc.govt.nz/the-council/plans-strategies-policies-and-bylaws/policies/development-contributions-policies/development-contributions-rebate-policy/
Christchurch City Council Social and Affordable Rental Housing Residential Unit Development Contributions Rebate Scheme Criteria 2017	https://ccc.govt.nz/assets/Documents/Consents-and-Licences/development-contributions/Social-Housing-Development-Contribution-Rebate-Scheme-Criteria.pdf

Confirmation of Statutory Compliance / Te Whakatūtutanga ā-Ture

Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).

(a) This report contains:

- (i) sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages; and
- (ii) adequate consideration of the views and preferences of affected and interested persons bearing in mind any proposed or previous community engagement.

(b) The information reflects the level of significance of the matters covered by the report, as determined in accordance with the Council's significance and engagement policy.

Signatories / Ngā Kaiwaitohu

Author	Gavin Thomas - Principal Advisor Economic Policy
Approved By	Emma Davis - Head of Strategic Policy Diane Brandish - Head of Financial Management Lynn McClelland - Assistant Chief Executive Strategic Policy and Performance

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Social Housing Development Contributions Rebate Scheme Criteria (2021)

Christchurch City Council

Strategic rationale for scheme - what we want to achieve Contributes to achieving community outcomes: Resilient communities <ul style="list-style-type: none"> Strong sense of community Safe and healthy communities Liveable city <ul style="list-style-type: none"> Sufficient supply of, and access to, a range of housing 21st century garden city we are proud to live in Contributes to achieving strategic priorities: <ul style="list-style-type: none"> Enabling active and connected communities to own their future Accelerating the momentum the city needs Consistent with the strategic goals of: <ul style="list-style-type: none"> Christchurch City Council Community Housing Strategy Christchurch City Council Housing Policy 2017 Greater Christchurch Urban Development Strategy (UDS) Expected impacts of this rebate scheme are: <ul style="list-style-type: none"> Increase in social housing options and availability Residents have greater access to social housing if they need it 	
Criteria	Description
Location(s)	Any location within the Christchurch City Council territorial authority boundaries.
Type of development	A social housing residential development that is required to pay development contributions. For this scheme, social housing is defined as: <ul style="list-style-type: none"> Not-for-profit housing built and operated by a qualifying community housing provider (see below), to help low income households and other disadvantaged groups to access appropriate housing at a below market rent. This can be of a supported nature such as emergency housing, or of a more general nature where low income in relation to housing costs may be the main issue.
Type of developer and operator	A community housing provider that is either registered as such a provider with the Community Housing Regulatory Authority, or a registered charitable trust which has as one of its objects the provision of social housing.
Requirement for restrictive covenant	A restrictive covenant in favour of the Council must be registered against the property title(s). The covenant will require the full development contribution rebate to be paid if the conditions of the covenant are breached. The conditions of the covenant will limit the use of the covenanted property to the provision of social housing only. The Council will provide a covenant precedent which must be completed and registered by the Council's solicitors at the developer's cost. The Council will only release the covenant from the land titles on payment of the development contribution that has been rebated for the residential unit concerned.
Extent of rebate	100 per cent of development contributions required subject to the rebate and scheme limits detailed below.
Trigger to receive notice of eligibility for rebate	A complete resource consent or building consent application to develop social housing is lodged with the Council on or after 20 December 2017.

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Development Contributions Social Housing Rebate Scheme Criteria 2021

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	<p>A development contribution assessment is prepared when the complete consent application is received by the Council. The developer will then be advised in writing of eligibility and conditions for a rebate to be confirmed.</p> <p>Transitional arrangements: Unconfirmed rebates under the Social and Affordable Housing Development Contributions Rebate Scheme 2017 will be required to meet the criteria of this 2021 rebate scheme.</p>
Trigger to receive confirmation of rebate	<p>There are two requirements for confirmation of rebate:</p> <ol style="list-style-type: none"> 1. A restrictive covenant in favour of the Council is registered on the development title(s) – see “requirement for covenant” above 2. First building inspection is passed (and rebate funding is still available). <p>For staged developments under a single consent the rebate is confirmed once all stages have passed first building inspection and covenants have been registered.</p> <p>For staged developments under multiple consents the trigger for the rebate being confirmed will be determined by the Council’s Development Contributions team on a case-by-case basis.</p> <p>If the rebate scheme funding is exhausted or the scheme is otherwise closed before the first building consent is passed, affected developers will be advised of the requirement to pay the development contributions as required by their assessment.</p>
Apportioning the value of the rebate across multiple units	<p>The total development contribution rebate will be allocated evenly to each residential unit within the development.</p> <p>The value of the rebate provided will be recorded in the covenant registered on the title.</p>
Rebate limit per development	<p>The maximum rebate for a single development is \$500,000. Rebates in excess of this limit are required to be approved by the Finance and Performance Committee of the Council on a case-by-case basis.</p> <p>A single development includes all staged development components.</p>
Total scheme funding limit	<p>\$2.5 million.</p> <p>Note the funding limit at December 2017 was \$1.5 million. An additional \$1 million has been added to the fund from 27 May 2021.</p> <p>When the funding is exhausted no further rebates will be available unless specifically provided for by the Council.</p>
Extinguishing of all previous demand credits	<p>All previous demand credits associated with a lot for which a development contributions rebate is provided will be considered to be extinguished.</p> <p>This means in future the lot will hold only previous demand credits associated with the new development and only in accordance with the Council’s Development Contributions Policy in effect at the time of any future development.</p>
Duration of scheme	<p>This rebate scheme will expire at 5:00pm on the last working day of 2022, or when the total scheme funding is fully allocated, or when decided by the Council, whichever occurs first.</p>
Transitional arrangements	<p>The initial rebate scheme was adopted on 20 December 2017. Any development that met the criteria for a rebate under the initial scheme but has not had the rebate confirmed must meet the criteria under this revision.</p>

The Social Housing Development Contributions Rebate Scheme is established under the provisions of the Council’s Development Contributions Rebate Policy (2019).

Adopted by the Finance and Performance Committee of Council on 27 May 2021
Effective from 28 May 2021

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Development Contributions Social Housing Rebate Scheme Criteria 2021

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14. Resolution to Exclude the Public

Section 48, Local Government Official Information and Meetings Act 1987.

I move that the public be excluded from the following parts of the proceedings of this meeting, namely items listed overleaf.

Reason for passing this resolution: good reason to withhold exists under section 7.

Specific grounds under section 48(1) for the passing of this resolution: Section 48(1)(a)

Note

Section 48(4) of the Local Government Official Information and Meetings Act 1987 provides as follows:

- “(4) Every resolution to exclude the public shall be put at a time when the meeting is open to the public, and the text of that resolution (or copies thereof):
- (a) Shall be available to any member of the public who is present; and
 - (b) Shall form part of the minutes of the local authority.”

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public are as follows:

ITEM NO.	GENERAL SUBJECT OF EACH MATTER TO BE CONSIDERED	SECTION	SUBCLAUSE AND REASON UNDER THE ACT	PLAIN ENGLISH REASON	WHEN REPORTS CAN BE RELEASED
15.	PUBLIC EXCLUDED FINANCE AND PERFORMANCE COMMITTEE MINUTES - 29 APRIL 2021			REFER TO THE PREVIOUS PUBLIC EXCLUDED REASON IN THE AGENDAS FOR THESE MEETINGS.	
16.	2021/22 INSURANCE RENEWAL UPDATE	S7(2)(B)(II), S7(2)(I)	PREJUDICE COMMERCIAL POSITION, CONDUCT NEGOTIATIONS	INSURANCE RENEWALS ARE UNDERTAKEN ON A CONFIDENTIAL BASIS DUE TO THE COMMERCIAL SENSITIVITIES INVOLVED.	THIS REPORT MAY BE RELEASED AT THE END OF THE 2021/2022 COVER YEAR. POLICY DETAILS AROUND TERMS, CONDITIONS AND PRICING MUST REMAIN CONFIDENTIAL.
17.	PROCUREMENT APPROACH FOR 3 WATERS MAINTENANCE CONTRACTS	S7(2)(G), S7(2)(H), S7(2)(I)	MAINTAIN LEGAL PROFESSIONAL PRIVILEGE, COMMERCIAL ACTIVITIES, CONDUCT NEGOTIATIONS	ENABLE COUNCILLORS TO CONSIDER THE PROCUREMENT APPROACH TO TWO MAJOR CONTRACTS.	THE INFORMATION WILL BE RELEASED IN FULL OR PART, AS APPROPRIATE UPON PERIODICAL REVIEW BY THE HEAD OF LEGAL AND THE HEAD OF PROCUREMENT AND CONTRACTS. THIS IS TO ENSURE THAT THE REPORT IS NO LONGER DEEMED TO IDENTIFY SENSITIVE COMMERCIAL AND LEGAL INFORMATION

					FOR THE COUNCIL OR ITS SUPPLY CHAIN.
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