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## Finance and Performance Committee

### AGENDA

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#### Notice of Meeting:

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

**Date:** Thursday 30 June 2022  
**Time:** 9.30am  
**Venue:** Council Chambers, Civic Offices,  
53 Hereford Street, Christchurch

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#### 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 Mike Davidson
	Councillor Celeste Donovan
	Councillor Anne Galloway
	Councillor James Gough
	Councillor Yani Johanson
	Councillor Aaron Keown
	Councillor Phil Mauger
	Councillor Jake McLellan
	Councillor Tim Scandrett
	Councillor Sara Templeton

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23 June 2022

#### Principal Advisor

Leah Scales  
General Manager - Resources / CFO  
Tel: 941 8999

#### Principal Advisor

Dawn Baxendale  
Chief Executive  
Tel: 941 6996

David Corlett  
Committee and Hearings Advisor  
941 5421  
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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.

**To watch the meeting live, or a recording after the meeting date, go to:**

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<https://www.ccc.govt.nz/the-council/meetings-agendas-and-minutes/>



**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**

<p>Being open, transparent and democratically accountable</p> <p>Promoting equity, valuing diversity and fostering inclusion</p>	<p>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</p>	<p>Building on the relationship with Te Rūnanga o Ngāi Tahu and the Te Hononga–Council Papatipu Rūnanga partnership, reflecting mutual understanding and respect</p>	<p>Actively collaborating and co-operating with other local, regional and national organisations</p> <p>Ensuring the diversity and interests of our communities across the city and the district are reflected in decision-making</p>
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**Community Outcomes**

<p><b>Resilient communities</b></p> <p>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)</p>	<p><b>Liveable city</b></p> <p>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</p>	<p><b>Healthy environment</b></p> <p>Healthy water bodies High quality drinking water Unique landscapes and indigenous biodiversity are valued and stewardship exercised Sustainable use of resources and minimising waste</p>	<p><b>Prosperous economy</b></p> <p>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</p>
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**Strategic Priorities**

<p><b>Enabling active and connected communities to own their future</b></p>	<p><b>Meeting the challenge of climate change through every means available</b></p>	<p><b>Ensuring a high quality drinking water supply that is safe and sustainable</b></p>	<p><b>Accelerating the momentum the city needs</b></p>	<p><b>Ensuring rates are affordable and sustainable</b></p>
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**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
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**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.

The following matters are prohibited from being subdelegated in accordance with LGA 2002 Schedule 7 Clause 32(1) :

- the power to make a rate; or
- the power to make a bylaw; or
- the power to borrow money, or purchase or dispose of assets, other than in accordance with the long-term plan; or
- the power to adopt a long-term plan, annual plan, or annual report; or
- the power to appoint a chief executive; or
- the power to adopt policies required to be adopted and consulted on under this Act in association with the long-term plan or developed for the purpose of the local governance statement; or
- the power to adopt a remuneration and employment policy.

#### ***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.

### **Urgent matters referred from the Council**

As may be necessary from time to time, the Mayor is authorised to refer urgent matters to this Committee for decision, where the Council would ordinarily have considered the matter, except for those matters listed in the limitations above.

In order to exercise this authority:

- The Council Secretary must inform the Mayor and Chief Executive in writing the reasons why the referral is necessary
- The Mayor and Chief Executive must then respond to the Council Secretary in writing with their decision.

If the Mayor and Chief Executive agrees to refer the report to the Committee, the Committee may then assume decision-making authority for that specific report.

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

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Karakia Whakamutunga

## Karakia Tīmatanga

### 1. Apologies Ngā Whakapāha

At the close of the agenda no apologies had 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, 26 May 2022](#) 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.

There were no public forum requests received at the time the agenda was prepared

### 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.

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## Finance and Performance Committee OPEN MINUTES

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**Date:** Thursday 26 May 2022  
**Time:** 9.31am  
**Venue:** Council Chambers, Civic Offices,  
53 Hereford Street, Christchurch

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### Present

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

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

**Karakia Tīmatanga:** Deputy Mayor Turner

The agenda was dealt with in the following order.

## 1. Apologies Ngā Whakapāha

**Part C**

### Committee Resolved FPCO/2022/00038

That the apologies received from Mayor Dalziel for a possible late arrival and early departure, Councillor Galloway for a possible early departure, and Councillor Templeton for a possible partial absence be accepted.

Deputy Mayor/Councillor Keown

**Carried**

## 2. Declarations of Interest Ngā Whakapuaki Aronga

**Part B**

Mayor Dalziel and Deputy Mayor Turner are Christchurch Foundation Board Members and declared an interest in Item 14 - Christchurch Foundation Budget - 2022/2023. Councillor Mauger is a director on the Board of Transwaste and declared an interest in item 19 Implication of Organics Processing Plant.

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

**Part C**

### Committee Resolved FPCO/2022/00039

That the minutes of the Finance and Performance Committee meeting held on Thursday, 28 April 2022 be confirmed.

Deputy Mayor/Councillor Templeton

**Carried**

## 18. Resolution to Include Supplementary Reports

### Committee Resolved FPCO/2022/00040

That the reports be received and considered at the Finance and Performance Committee meeting on Thursday, 26 May 2022.

#### Open Items

19. Implications of Organics Processing Plant Closure

Deputy Mayor/Councillor MacDonald

**Carried**

#### 4. Public Forum Te Huinga Whānui

##### Part B

There was no public forum.

#### 5. Deputations by Appointment Ngā Huinga Whakaritenga

##### 5.1 John Gould

John Gould spoke in relation to item 19 Organics Processing Plant and item 12 South Library. A copy of his presentation is attached.

##### Attachments

A Presentation John Gould

##### 5.2 Alexandra Davids

Alexandra Davids spoke in relation to item 7 Christchurch Waste Water Treatment Plant.

Councillor Gough left the meeting at 9.53am and returned at 10.14am.

Councillor MacDonald left the meeting at 9.58am and returned at 10.11am.

##### 5.3 Bailey Peryman

Bailey Peryman spoke in relation to item 19 Organics Processing Plant.

##### 5.4 Bruce King

Bruce King spoke on item 7 Christchurch Waste Water Treatment Plant and item 19 Organics Processing Plant.

##### 5.5 Don Gould

Don Gould spoke in relation to item 7 Christchurch Waste Water Treatment Plant. His presentation is attached.

##### Attachments

A Presentation Don Gould

Councillor Gough left the meeting at 10.30am and returned at 10.50am.

##### 5.6 Finn Jackson

Finn Jackson spoke on item 12 South Library.

Mayor Dalziel joined the meeting at 10.35am.

##### 5.7 Michael Williams

Michael Williams spoke on item 7 Christchurch Waste Water Treatment Plant and item 19 Organics Processing Plant

#### 6. Presentation of Petitions Ngā Pākikitanga

##### Part B

There was no presentation of petitions.

The meeting adjourned at 10.50am and resumed at 11.10am.

Councillor MacDonald left the meeting at 12.01pm and returned at 12.08pm.

Councillor Gough left the meeting at 12.08pm and returned at 12.18pm.

Councillor Gough left the meeting at 12.59pm and was not present for the vote on item 7.

## **7. Christchurch Wastewater Treatment Plant Recovery Update**

### **Committee Comment**

1. Staff spoke to their presentation (attached).
2. The Committee asked staff to:
  - provide information on Ministry of Education air purifiers;
  - consider setting up a small group of residents (through an informal process) to look at effective community communications; consider how to reduce the need for individual resident questions; provide clarity around dates and locations for meeting/briefing community board consider the impact of excess water charges on the community; and communicate information around noise impact;
  - report back to councillors on results from outdoor air quality sensors;
  - share notes with councillors on recent meetings with ECan and the CDHB and consider how partner agencies might engage with Council on air quality;
  - report back on discussions with Christchurch NZ and others relating to business support.

### **Officer Recommendations Ngā Tūtohu**

That the Finance and Performance Committee:

1. Receives the information in this update.
2. Agrees the community support package as outlined in the report, up to the value of \$1M.
3. Notes the support package will be funded from operational surpluses.

### **Committee Resolved FPCO/2022/00041**

#### **Part C**

That the Finance and Performance Committee:

1. Receives the information in this update.
2. Agrees the community support package as outlined in the report, up to the value of \$1M:  
and
  - a That staff report back to Council, the Community Board and community on the application of the grant funding and come back to Council if further funding is required.
3. Notes the support package will be funded from operational surpluses.
4. Note that staff will review the support package and report back on any recommended future measures.
5. That staff reassess the areas that have a high number of complaints, such as South Brighton/South Shore and provide advice to Council on including them as part of the grant scheme.

6. That Council request staff provide a Response and Recovery Action Programme or similar that provides oversight of the timeframes, the roles, and the outcomes of the various work streams dealing with the fire at the Christchurch Wastewater Treatment Plant.
7. That staff work closely with the community and Community boards on communications, wellbeing and environmental considerations.
8. That Council requests the CDHB and the Ministry of Health establish a Health Register of affected residents.

Councillor Donovan/Councillor Templeton

Carried

**Attachments**

- A Staff presentation on Waste Water Treatment Plant

## 14. Christchurch Foundation - Budget 2022/23

**Committee Resolved FPCO/2022/00042 Officer recommendation accepted without change**

### Part C

That the Finance and Performance Committee:

1. Approves funding support to the Christchurch Foundation for 2022/23 of \$200,000; and
2. Notes the funding allocation in 2022/23 is the Christchurch Foundation's final call under the Support Agreement dated 19 December 2018.

Councillor MacDonald/Councillor Davidson

Carried

The Mayor and Deputy Mayor did not vote on item 14 having declared an interest.

The meeting adjourned at 1pm and resumed at 2.02pm. Councillor Galloway did not return to the meeting after the break.

## 19. Implications of Organics Processing Plant Closure

### Committee Comment

1. Staff spoke to their presentation (attached).
2. Staff indicated they could undertake dust monitoring.
3. Staff to provide a briefing to Councillors from an odour expert.

### Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receive the report and the information contained in the report.
2. Confirm the previous resolution of 26 April 2022, to

*Support the continued operation at the Metro Place site with the current process controls to manage and mitigate odour until an alternative facility is operational.*

3. Notes staff will consider whether any further process control measures can be implemented to mitigate the risk of odours beyond the boundary
4. Notes staff will use all measures possible to expedite the procurement process for an alternative facility.
5. Agrees that the public excluded information will be released when the Chief Executive is satisfied that the threshold for release has been met.

### Committee Resolved FPCO/2022/00043

#### Part C

That the Finance and Performance Committee:

1. Receive the report and the information contained in the report.
2. Confirm the previous resolution of 26 April 2022, to  
*Support the continued operation at the Metro Place site with the current process controls to manage and mitigate odour until an alternative facility is operational.*
3. Notes staff will consider whether any further process control measures can be implemented to mitigate the risk of odours beyond the boundary
4. Notes staff will use all measures possible to expedite the procurement process for an alternative facility and/or method.
5. Agrees that the public excluded information will be released when the Chief Executive is satisfied that the threshold for release has been met.
6. Request Council to continue to support and enhance community composting initiatives.
7. Request staff investigate removing the tailings and covering more of the operation and report back to Council as soon as possible.

Councillor Davidson/Councillor Cotter

**Carried**

Recommendation 2 was voted on separately prior to the vote on the remaining recommendations. On voting on recommendation 2 a division was called for.

*The division was declared **carried** by 9 votes to 6 votes the voting being as follows:*

**For:** Deputy Mayor Turner, Councillor MacDonald, Mayor Dalziel, Councillor Cotter, Councillor Davidson, Councillor Donovan, Councillor Gough, Councillor Scandrett and Councillor Templeton

**Against:** Councillor Chen, Councillor Chu, Councillor Coker, Councillor Johanson, Councillor Keown and Councillor McLellan

**Abstained:** Councillor Mauger

#### Attachments

- A Staff presentation OPP

Councillor Gough and Councillor MacDonald left the meeting at 2.55pm and returned at 2.58pm during item 19.

An adjournment was taken at 3.32pm during item 19, and the meeting resumed at 3.45pm.

Councillors Templeton, MacDonald and Gough left the meeting at 4.16pm at the conclusion of item 19 and did not return.

## 12. South Library Te Kete Wānanga o Wai Mōkihi - Earthquake Repair Options Committee Comment

1. The Committee agreed that this item be considered at the next meeting of the Sustainability and Resilience Committee.

### Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Direct staff to progress the design for a rebuild of the South Library Facility on its existing site.
2. Endorse the development of a concept design and costing for consideration by Council in Q1 2023.
3. Note that the advancement of the project to construction will require additional funding in Annual Plan 2023-2024 and or a Long Term Plan adjustment.

### Committee Decisions under Delegation

#### Part C

It was resolved on the motion of Mayor Lianne Dalziel, seconded by Deputy Mayor Andrew Turner that item 12 be adjourned to the Sustainability and Community Resilience Committee meeting at 9.30am 1 June 2022 in the Council Chambers.

## 11. Te Kaha Project - Elected Member Update

**Secretarial note:** This item was withdrawn from the agenda and so was not discussed at the meeting.

## 8. Key Performance Results April 2022

**Committee Resolved FPCO/2022/00044 Officer recommendation agreed without change**

#### Part C

That the Finance and Performance Committee:

1. Receives the information provided in the Key Performance Results for March 2022.

Deputy Mayor/Councillor Johanson

**Carried**

## 9. Financial Performance Report - April 2022

**Committee Resolved FPCO/2022/00045 Officer recommendation agreed without change**

### Part C

That the Finance and Performance Committee:

1. Receives the information in the Financial Performance Report for April 2022.
2. Notes the breach of the Funding risk policy limit, likely until September/October 2022 and the staff advice supporting it.

Deputy Mayor/Councillor Scandrett

**Carried**

## 10. Capital Programme Performance Report - April 2022

**Committee Resolved FPCO/2022/00046 Officer recommendation agreed without change**

### Part C

That the Finance and Performance Committee:

1. Receive the information in the Capital Programme Performance Report

Councillor Cotter/Councillor Davidson

**Carried**

Councillors Mauger and Keown left the meeting at 4.32pm and did not return.  
Councillor Coker left the meeting at 4.34pm during item 10 and did not return.

## 13. Local Government Funding Agency - Quarter 3, 2021/22 Performance Report

**Committee Resolved FPCO/2022/00047 Officer recommendation agreed without change**

### Part C

That the Finance and Performance Committee:

1. Receives the Local Government Funding Agency's Quarter 3 2021/22 Performance Report.

Deputy Mayor/Councillor Scandrett

**Carried**

## 15. Resolution to Exclude the Public

Committee Resolved FPCO/2022/00048

### Part C

That Barry King, Managing Principal, and Steve Walsh, Chief Client Officer, of Marsh McLellan remain after the public have been excluded for Item 17: Insurance Renewal Update of the public excluded agenda, as they have knowledge that is relevant to that item and will assist the Council.

### AND

That at 4.44pm the resolution to exclude the public set out on pages 302 and 303 of the agenda be adopted.

Deputy Mayor/Councillor Davidson

Carried

**The public were re-admitted to the meeting at 4.56pm.**

**Karakia Whakamutunga:** Given by Deputy Mayor Turner

**Meeting concluded at 4.56pm.**

**CONFIRMED THIS 30<sup>th</sup> DAY OF JUNE 2022**

**DEPUTY MAYOR ANDREW TURNER  
CHAIRPERSON**

## 7. Christchurch Wastewater Treatment Plant Recovery Update Presentation

Reference Te Tohutoro: 22/789998

Presenter(s) Te kaupāhō :

### 1. Summary

- 1.1 This presentation provides an update on the recovery activities following the Christchurch Wastewater Treatment Plant fire in November 2021.
- 1.2 At the Finance & Performance Committee on 28 April 2022 it was resolved that fortnightly updates would be provided to either the Finance and Performance Committee or Council.
- 1.3 This written update includes a summary of the activities presented by staff to Council on 9 June 2022.
- 1.4 Staff will provide a Power Point presentation to the Council in support of this update with the activities that have been undertaken since that meeting, those currently underway and next steps.

### 2. Key Points / Background

#### Filter Media Removal Contract

- 2.1 Southern Demolition & Salvage Limited were awarded the contract to remove the media from the Trickling Filter structures on 11 May 2022.
- 2.2 Machinery began arriving on site 12 May 2022 with media removal scheduled to start 6 June 2022.
- 2.3 The media material is scheduled to be completely removed by early Spring 2022.
- 2.4 Works progress is currently ahead of schedule.

#### Summary of Recovery Actions Since March 2022

- 2.5 The material in the Trickling Filters unexpectedly started emitting foul odours, resulting from a combination of wet and warm weather conditions
- 2.6 Staff talked to potential contractors and investigated options for filter material removal, including on-site visits.
- 2.7 Approval to remove the filter media from the Trickling Filters was received from our insurers on 25 March 2022.
- 2.8 25 March – 5 April: Procurement options investigated to ensure requirements under Council's procurement process and Office of the Auditor General best practice guidance were being met.
- 2.9 Executive Team briefed on 6 April and decision on procurement options made 11 April.
- 2.10 13 April meeting with preferred contractor held to confirm requirements.
- 2.11 14 – 28 April: Contractor securing sub-contractors and suppliers. At same time Council staff were preparing contract documentation.
- 2.12 Finance and Performance Committee meeting with project briefing and deputations held 28 April.

- 2.13 Air quality air grab sampling commenced 28 April.
- 2.14 Proposal received from preferred contractor on 28 April, with staff review completed 2 May.
- 2.15 General terms and conditions of contract finalised 3 May.
- 2.16 Informal briefing to the Insurance Subcommittee on insurance matters given on 6 May.
- 2.17 10 May: Insurance Subcommittee meeting (with morning site visit to CWTP).
- 2.18 Letter of award issued to contractor 11 May.
- 2.19 Site establishment commenced 12 May.
- 2.20 Community support package approved 26 May and rolled out from 27 May.
- 2.21 Oxidation ponds struggling with increased organic load leading to increased odour and a reduction in bird numbers due to non-conducive habitat for midges reported 26 May.
- 2.22 Meeting with Ministry of Education to discuss school support 27 and 31 May.
- 2.23 Removal of Tricking Filter media commenced afternoon Friday 3 June.
- 2.24 Adaptive Recovery Action Plan presented 13 June.
- 2.25 Audit & Risk presentation 15 June.
- 2.26 Insurance Subcommittee presentation 16 June.
- 2.27 Wastewater Treatment Plant Fire Communications Advisory Group first meeting 21 June.

#### **CWTP Interim Operations as at 9 June 2022**

- 2.28 The Tricking Filter by-pass pipeline is nearing completion.
- 2.29 Temporary pumps have been set up to pump-over from the aeration basins (converted clarifiers) to the existing clarifiers to support early growth of the sludge biomass before the permanent pumps are installed. Permanent pumps arrived 10 June.
- 2.30 The new pipework between the aeration basins (converted clarifiers) and the channels leading to the existing clarifiers is being installed.
- 2.31 Oxidation ponds continue to perform poorly given the high organic loads and cool temperatures.
- 2.32 Wastewater discharge to the ocean outfall continues to exceed standard values for Faecal Coliforms and Enterococci. Environment Canterbury and the Medical Officer of Health notified as required by consent conditions.
- 2.33 Beach sampling increased to twice per week and the results are within standard values.
- 2.34 Foaming at Scarbrough Beach investigated and found to be a natural occurrence unrelated to the WWTP.

#### **Tricking Filter Media Removal**

- 2.35 Twenty six tonnes of filter material had been removed as of Thursday 9 June. The total removed as of week ended 17<sup>th</sup> June is 216 tonne.
- 2.36 Mechanical issues Tuesday 7 June temporarily stalled removal progress. Removal commenced the following morning.
- 2.37 Sheetpiling for ramp 2 commenced Wednesday 8 June.
- 2.38 Drone footage of the Tricking Filter captured Wednesday 8 June was shown and subsequent footage will be shown at future presentations.

- 2.39 On programme to have media removal completed by 7 September.

### **Environmental and Health Monitoring as at 9 June**

- 2.40 We have monitored the composition of the odours over the last six weeks, taking grab samples once each week, and confirmed that it is the reduced sulphur compounds that are causing most of the issues.
- 2.41 Hydrogen Sulphide detected at levels which are causing nuisance and requires further follow up to confirm if there is potential risk to health.
- 2.42 In response we have leased and purchased a number of hydrogen sulphide monitors to enable continuous monitoring. The first monitor has been placed at the Bromley School and others have been placed in Rudds Road and Marine Parade. We are expecting more to arrive by 30 June and are confirming placement sites with Medical Officer of Health and Environment Canterbury.
- 2.43 We are meeting weekly with Environment Canterbury and Community Public Health to discuss the monitoring results and the monitoring sites, both across the plant and the community.
- 2.44 We are planning to engage a provider to collect and analyse samples from a number of dwellings where residents have reported paint discolouration. S
- 2.45 Noise monitoring around the contours of the site have been undertaken. Noise measurements from the chipper taken along Shortland Street site boundary are well below the Construction Standards limit.

### **Community Support**

- 2.46 By 7th June there have been 1489 in zone grants made and 48 out of zone grants made. This equates to 45% of all in zone eligible applicants. (Note: as of Tuesday morning 21 June there have been 2,144 in zone grants made (\$428,800.00). This equates to 64% of all in zone eligible applicants).
- 2.47 Two late nights have been staffed by CCC staff at Bromley Community Centre to accommodate those people who work during the day.
- 2.48 He Waka Tapu is open on Saturday from 8.30am-3pm to distribute.
- 2.49 Most applications are taking less than 2 minutes to process.
- 2.50 Staff have met with a number of school Principals and Managers of Early Childhood Education Centres together with the Ministry of Education to discuss support options. Schools have asked for time to consider options.
- 2.51 The Ministry of Education are supplying air purifiers for schools and Early Childhood Learning Centres.
- 2.52 The area eligible for the Wastewater Treatment Plant Fire Community Support Package was defined using the FIDOL system described by the Ministry for the Environment and Christchurch's predominant wind direction.
- 2.53 FIDOL stands for Frequency (how often someone is exposed to the odour), Intensity (strength of the odour), Duration (length of exposure), Offensiveness (how pleasant or unpleasant the odour is), and Location (the type of land use and activities in the area).
- 2.54 Council staff also took into account the predominant wind direction and how that wind affects different communities.

- 2.55 Christchurch experiences a north-easterly wind 70 per cent of the time (blowing the smells towards the central city) and a south-westerly about 30 per cent of the time (blowing the odours towards the coast).
- 2.56 There is a small pool of discretionary funding available for people living outside the eligible zone.
- 2.57 When considering these applications, staff look at the FIDOL criteria, how the situation is affecting a resident's health and well-being, their family situation, and their ability to get away from the smells.
- 2.58 Staff are currently reviewing whether the zone should be extended and if so how this could/should be done. We will be seeking input on this from the newly formed Communications Advisory Group and will be making a recommendation to Council on 28 July.

### Social Recover Plan

- 2.59 A Social Recovery Plan is being prepared that will include all the work streams in the community support packages including workshops, public meetings and financial support through partner agencies.
- 2.60 A working group The Social and Community Response Working Group will meet on 10 June. The purpose of the group is to ensure the coordination of accessible, timely information and supports that provide a sense of safety, hope, calm, connection and agency to affected communities.
- 2.61 There are six work streams that report to the Group:
  - Communication and Information - To provide a coordinated communication and information to the affected communities, acknowledging diversity of information needs and methods of dissemination.
  - Access to Health Support - To ensure all people have access to health supports and information if needed.
  - Support for Schools and Early Childhood Education Centres - To coordinate support and accessible information for affected schools and Early Childhood Education Centres.
  - Support for Kaimahi (those who live outside the affected area but work or own businesses) - Inform and support those working within the affected area.
  - Support for Local NGO's - Provide support and information to NGO's, Maori and iwi based organisations including churches.
  - Household Support - To reduce stress and uncertainty for affected residents.

### Business Support

- 2.62 Staff will meet with representatives from Christchurch NZ and the Christchurch Chamber of Commerce Thursday to discuss options for supporting businesses situated within the community support zone.
- 2.63 The Chamber is reporting that they have been approached by a number of businesses (generally manufacturers) who have been affected.

### **Adaptive Recovery Action Plan**

- 2.64 All work streams are captured in the Adaptive Recovery Action Plan, which was presented to Council on 9 June. The plan is regularly updated to reflect progress against the programme of work.

### **Communication Update**

- 2.65 A Start Works Notice distributed to surrounding households Thursday 1 June.
- 2.66 Rolling blog continues to be updated at least 2-4 times daily.
- 2.67 We are continuing with the weekly E-newsletter and updating our website two to three times for week. Our question and answer database is also being continuously updated.
- 2.68 Joint communications plan with Transwaste, Hurunui and Waimakariri District Councils regarding the truck movements for the Trickling Filter waste being taken to Kate Valley landfill.
- 2.69 Community support package information distributed.
- 2.70 Information panels for community providers and Eastgate Mall distributed.
- 2.71 Three public meetings scheduled:
- Tuesday 28 June 2:00pm - 3:30pm Bromley Community Centre
  - Tuesday 28 June 7:00pm - 8:30pm Bromley Community Centre
  - Thursday 7 July 7:00pm - 8:30pm South Brighton Community Centre, Beatty Street

### **Wastewater Treatment Plant Fire Communications Reference Group**

- 2.72 The Wastewater Treatment Plant Fire (WWTF) Communications Reference Group will have their first meeting Tuesday 21 June, preceded by a “meet-and-greet” meeting on 16 June. The group will provide community-based advice and guidance to Council staff on how best to communicate and engage with residents on all matters to do with the recovery to the Wastewater Treatment Plant fire.
- 2.73 Responsibilities of the group include:
- Identifying opportunities for Council communications and engagement with residents.
  - Providing advice and feedback to staff on issues and topics of importance to the community, including identifying questions people in the community may have that Council can proactively answer.
  - Advising, supporting and assisting staff where needed on different communication and engagement tactics and approaches.
- 2.74 The Terms of Reference for the group were drafted in consultation with Community Board Representatives and local ward Councillors.

### **Reporting**

- 2.75 Staff are providing updates fortnightly to Council and Finance & Performance Committee meetings covering the operational status of the plant, actions taken since the last update, actions underway and next steps.
- 2.76 Monthly reporting to the Insurance Subcommittee covering contractor performance and detailed reporting on insurance matters.

- 2.77 Staff will also be reporting to Health & Safety and Audit & Risk Committee meetings on matters relating to health and safety and risk.
- 2.78 Staff will also report to Community Board meetings.

### **3. Current Activities and Next Steps**

- 3.1 A Power Point presentation from staff will be provided at the meeting on the activities that have been undertaken since the Council meeting on the 9<sup>th</sup> of June and the next steps.

### **Attachments Ngā Tāpirihanga**

There are no attachments to this presentation.

### **Signatories / Ngā Kaiwaitohu**

<b>Author</b>	Michael Croucher - Senior Programme Manager
<b>Approved By</b>	Jane Davis - General Manager Infrastructure, Planning & Regulatory Services

## 8. Key Performance Results May 2022

Reference / Te Tohutoro: 22/653248

Report of / Te Pou: Peter Ryan, Head of Performance Management,  
Matua: 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 to track delivery of organisational performance priorities set out in the 2021-31 Long Term Plan, to target and within budget. The key organisational performance measures include:
  - 1.1.1 Service delivery
  - 1.1.2 Capital projects (planning and delivery)
  - 1.1.3 Finance
- 1.2 Organisational performance forecasts as at 31 May 2022 show improvement for Level of Service delivery and capital planning for future financial years (2024 and 2025), has met target for capital planning for next financial year (2023), with decline for Non-Watchlist project delivery. Watchlist capital project delivery remained stable month on month.
- 1.3 The operating budget remains positive and stable while capital programme financial performance continues to decline.
- 1.4 This remains a relatively positive series of forecasts leading into year-end, factoring in the annual Residents Survey results and the impacts of COVID-19 on level of service delivery. Capital planning is well advanced for future years, but ongoing supply chain delays are impacting Council's current capital programme delivery, and therefore capital financial performance, and will continue to do so for some time. These effects are being felt nationwide, part of a wider global economic uncertainty.
- 1.5 The minor forecast variations from previous years for these results shows that Council's mitigation strategies to deal with Covid-impacts have been largely successful to date.

Organisational Performance Summary	Target	Forecast Actual / change	Forecast Result against Target
<b>Service Delivery</b>			
Deliver Community Levels of Service to target	≥ 85%	79.8% ▲	✘
<b>Capital projects (planning and delivery)</b>			
<b>Delivery complete' milestones (whole of life)</b>			
Deliver Watchlist projects	≥ 90%	85.3% ⇄	✘
Deliver Non-Watchlist projects	≥ 85%	75.1% ▼	✘
<b>Capital programme planning</b>			
FY2023 funding budgets allocated by 1 <sup>st</sup> March 2022	≥ 90%	95.3% ⇄	✓
FY2024/2025 funding budgets drawn down by 1 <sup>st</sup> May 2022	≥ 90%	75.9% ▲	✘
<b>Finance</b>			
Operational budgets are actively managed within approved opex budget	100%	100.0% ⇄	✓
Deliver overall capital programme to approved budget	=/-10%	-27.9% ▼	✘

## 2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receive the information in the Key Performance Results May 2022 Report

## 3. Service delivery

### ELT Goal: Deliver 85% Community Levels of Service to target

Community Level of Service Delivery



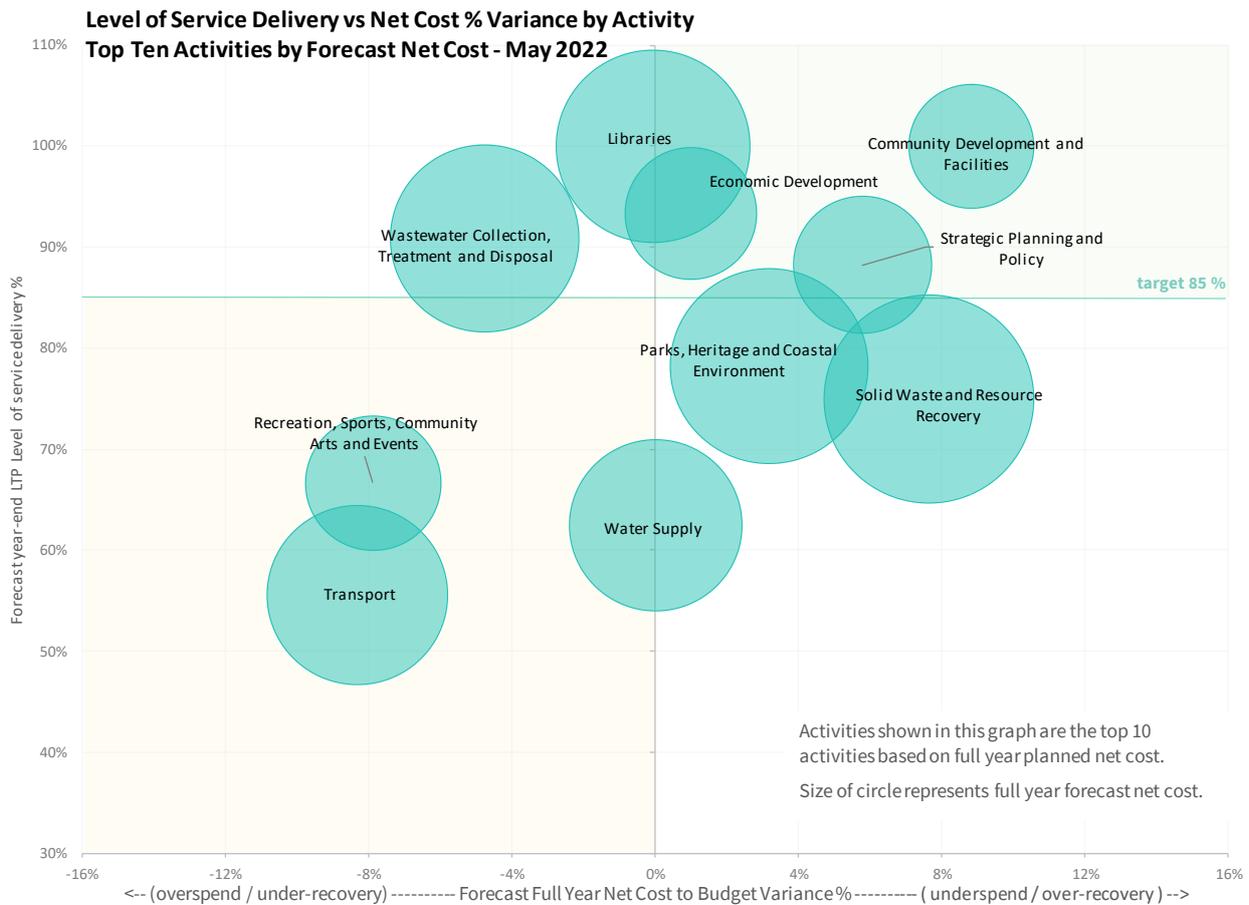
	2021/22	# LOS	R/A/G
	<b>79.8%</b>	213	33/10/170
	0.5%		

R - Red: Will not meet target  
A - Amber: Requires remedial action  
G - Green: Will meet target

- 3.1 Community levels of service (LOS) year-end forecast as at May is **79.8%** against the performance target of **85%**. This is an improvement of 0.5% from April 2022.
- 3.2 This May forecast is 1.8% below the result from this time last year and lower than last year's final result (81.6%).
- 3.3 The restrictions of COVID-19 response levels (New Zealand remains at 'Orange') continue to impact the number of people using the Council's facilities, services and programmes, such as Art Gallery, Akaroa Museum, Libraries, Recreation, Sports and Events, and Community Centres.
- 3.4 Results from the Residents Survey 2021/22 were presented to Council at the meeting of 9 June 2022, including results from the General Service Satisfaction and Point of Contact surveys. In addition to the results summary Council were presented action plans prepared by Heads of Service for each satisfaction level of service, including an interpretation of the results, a response to the results and an outline of action to be taken. Council resolved for staff to report back to the Finance and Performance Committee on the Heads of Service action plans in six months.
- 3.5 Impacts are also noticeable in some regulatory services, such as increases in consent volumes leading to delays in consent processing. Extensive effort around recruitment and contracting has been underway for some time to provide the additional capacity needed.
- 3.6 Water Supply is impacted by leakage rates with remedial action suggestions available to address increasing leakage rates.
- 3.7 For further details regarding LOS exceptions, refer to managers' comments in **Attachment A**.
- 3.8 Year-end results will be prepared for the June report, the first year of the LTP 2021.
- 3.9 The scatter diagram below is an overview of the performance of the top-ten activities as at May 2022.

3.9.1 The vertical y-axis shows service delivery (LOS) performance.

3.9.2 The horizontal x-axis shows budget over/underspend.



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- 3.10 Since the beginning of this financial year, the majority of activities continue to cluster around the 'sweet spot' – delivering their LOS to target and on budget.
- 3.11 Similar to April reporting, the activities requiring focus are Transport, Water Supply, Solid Waste and Resource Recovery, Recreation, Sports, Community Arts and Events, and Parks Heritage and Coastal Environment.

Performance by Activity Table - Forecast May 2022

Activities	Net Cost * (Opex)					Community Levels of Service	
	Full Year	Full Year Plan	Carry Fwd	**Variance	% Variance after	% Delivery	Total #
	Forecast \$000	\$000	\$000	after C/Fwd	C/Fwd		
Water Supply	27,605	27,604	0	-1	-0%	63%	16
Wastewater Collection, Treatment and Disposal	32,984	31,484	0	-1,500	-5%	91%	11
Stormwater Drainage	13,524	15,024	0	1,500	10%	100%	10
Flood Protection and Control Works	2,712	2,712	0	0	0%	100%	5
Strategic Planning and Policy	17,600	18,680	400	680	4%	88%	17
Economic Development	16,190	16,353	0	163	1%	93%	15
Transport	30,362	28,031	400	-2,731	-10%	56%	18
Solid Waste and Resource Recovery	40,844	44,220	0	3,376	8%	75%	8
Regulatory and Compliance	-226	3,450	0	3,676	107%	75%	28
Parks, Heritage and Coastal Environment	36,013	37,194	366	815	2%	78%	23
Housing	-6,989	-6,785	0	204	3%	100%	5
Governance	9,356	9,802	0	446	5%	80%	5
Citizens and Customer Services	9,098	8,993	0	-105	-1%	88%	8
Civil Defence Emergency Management	1,400	1,403	0	3	0%	75%	4
Community Development and Facilities	14,507	15,911	1,642	-238	-1%	100%	5
Christchurch Art Gallery	7,127	6,935	60	-252	-4%	33%	6
Canterbury and Akaroa Museums	8,663	8,726	0	63	1%	80%	5
Libraries	34,866	34,850	5	-21	-0%	100%	10
Recreation, Sports, Community Arts and Events	17,008	15,766	642	-1,884	-12%	67%	9
Performance Management and Reporting	0	0	0	0	0%	100%	5
<b>Net Cost</b>	<b>312,644</b>	<b>320,353</b>	<b>3,515</b>	<b>4,194</b>	<b>1%</b>	<b>0.0%</b>	<b>213</b>

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

\*\* Negative variance means overspend or under-recovery

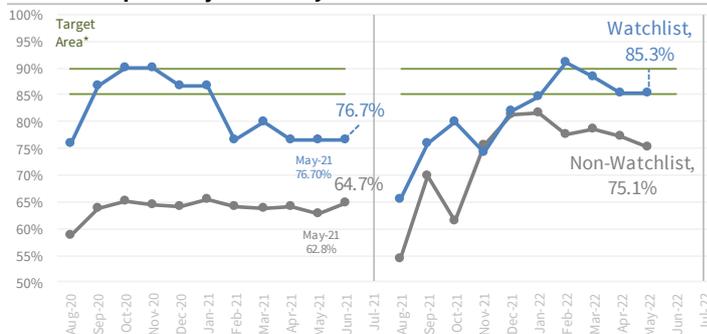
4. Capital projects, planning and delivery

**ELT Goal: Deliver 90% Watchlist capital projects to ‘delivery complete’ milestones**

**ELT Goal: Deliver 85% non-Watchlist capital projects to ‘delivery complete’ milestones**

- 4.1 Watchlist project performance is forecast at **85.3%** (target **90%**), remaining unchanged from the April report but well ahead of the previous year’s forecast at the same period. A total of 5 projects are forecast to not meet milestone baseline target date.
- 4.2 Forecast for Non-Watchlist project delivery declined to **75.1%** (target **85%**).
- 4.3 Supply chain delays and construction price escalation remain a concern nationwide and remain risks to the delivery of the Council’s capital programme.
- 4.4 For further information and underlying detail, refer to the detailed Capital Project Performance Report May 2022.

Forecast Capital Project Delivery

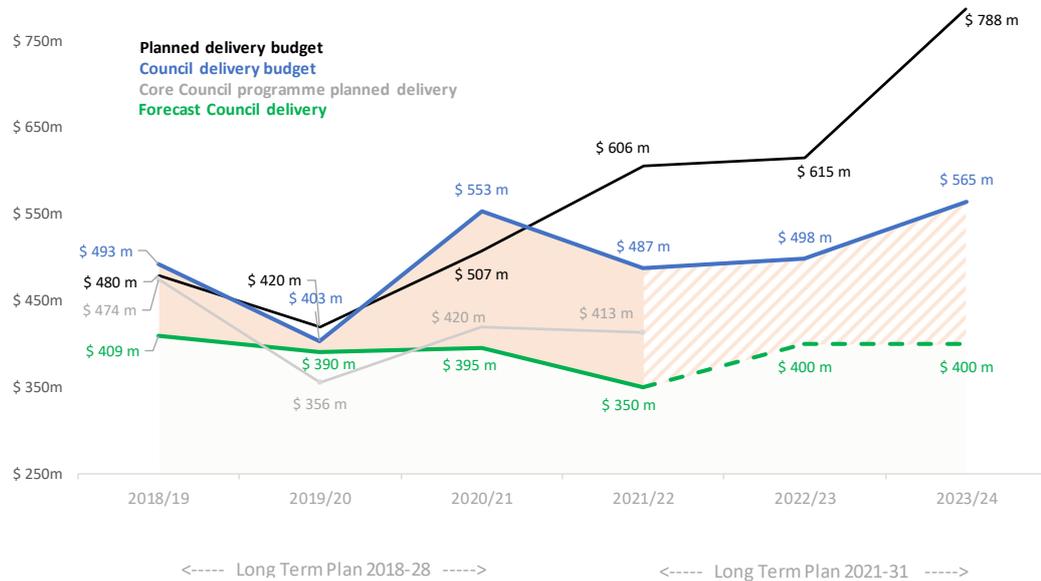


	2021/22	R/A/G/B
Watchlist Capital projects	<b>x 85.3%</b>	5/0/29/0
Non-Watchlist Capital projects	<b>x 75.1%</b>	120/4/547/57

Red : >61 Days delay  
Amber : 31-60 days delay  
Green : <30 days delay  
Black : No baseline date set

**Forward view of capital delivery performance for the LTP (financial)**

4.5 This is an overview of capital delivery in the last three years against plan, plus capital delivery planned for the first three years of the LTP 2021-31.



**Planned delivery budget :** Total amount finalised in each Annual Plan (as at draft Annual Plan 2022/23) or Long Term Plan. Includes Core Council programme, external funded programme, and Te Kaha and Parakiore.

**Council delivery budget :** Core Council and external funded programmes, excluding Parakiore and Te Kaha.

**Core Council programme planned delivery :** Planned Council-only delivery (excluding externally funded programme, and Parakiore and Te Kaha).

**Forecast Council delivery :** Amount spent or forecast to spend on Council delivery in a given year (Core and external funded programmes, excluding Parakiore and Te Kaha).

*\*The gap between the blue line and black line consists of the planned spend for Parakiore and Te Kaha.*

- 4.6 Figures are updated for 2022/23 and 2023/24, per the adopted Draft Annual Plan (24 February 2022).
- 4.7 There has been stability of delivery year-on-year for projects CCC is responsible for delivering (green line – total spend), ranging consistently between **\$390m to \$409m** spend per annum over the previous 3 years.
- 4.8 For this year (year 1 of the LTP 2021) the total programme amount set for CCC to spend (core plus externally funded) was \$487m. This excludes spend for projects CCC is not responsible for delivering, and excludes Parakiore and Te Kaha/CMUA.
- 4.9 The May 2022 forecast for capital delivery spend (core plus externally funded) in the Financial Performance Report is \$350m which equates to **71.9%** of the capital budget. This excludes Parakiore and Te Kaha/CMUA. (Note this refers to % capital spend, as distinct from capital milestone delivery % in 4.1 and 4.2)
- 4.10 Under the Draft Annual Plan 2022/23, future year’s CCC delivery programmes for 2022/23 and 2023/24 are currently set at **\$498m and \$565m** (blue line – again excluding Te Kaha and Parakiore).
- 4.11 This means there are clear risks around deliverability for these future years, given the consistency of spend these last four years (approx. \$400m pa), plus the challenges of supply of materials, skills and cost escalation that will impact both 2021/22 and 2022/23, and potentially the years beyond. These risks were clearly flagged to Councillors as part of the Annual Plan process.
- 4.12 For more detail refer to the Financial Performance and Capital Programme Performance reports May 2022.

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**ELT Goal: Ensure capital planning for FY23 funding programme budgets allocated, 90% by 1 March 2022.**

**ELT Goal: Ensure capital planning for F24 & FY25 funding programme budgets drawn down, 90% by 1 May 2022.**

- 4.13 Capital planning targets are intended to monitor the draw-down of future capital funding programme budgets, in this case years 2, and 3 and 4 of 2021-31 LTP. This helps the business plan and prepare for future capital project delivery, in order to effectively implement the LTP.
- 4.14 **95.3%** of FY 2022/23 funding programme budgets have been allocated, meeting the target for **90%** projects initiated to be allocated by **1st March 2022**.
- 4.15 **75.9%** of FY2024/FY2025 funding programme budgets have been drawn down in CPMS, improving 11.1% since April (64.8%). The target is for **90%** funding programme budgets drawn down by **1st May 2022** and, despite good progress, the target has not been met.

## 5. Finance

**ELT Goal: Demonstrate value for money and actively manage our operational budgets.**

**ELT Goal: Deliver overall capital programme to approved budget, =/ -10%.**

- 5.1 There is currently a \$20.3 million surplus forecast for the year.
- 5.2 The operational surplus is currently \$27.9m better than budget, forecast to increase to \$28.4m (\$20.3m after signalled carry forwards). The forecast (after carry forwards) has deteriorated by \$2.8m from last month mainly due to:
  - 5.2.1 Surplus property sales unlikely to eventuate (\$4.8m) – these were expected to reduce Covid borrowing therefore reduce the operational surplus available.
- 5.3 Partially offset by:
  - 5.3.1 Improved Corporate Transactions (\$0.7m) – net interest revenues, lower professional advice spend and recognition of lower rates on Te Kaha land due to delayed transfer;
  - 5.3.2 Further recycling processing fee savings (\$0.5m).
- 5.4 Capital programme is forecast variance at -27.94% (based on project manager forecasts), outside the organisations performance target of between 0% to -10%. More detail is available in the Capital Programme Performance Report.

## Attachments / Ngā Tāpirihanga

No.	Title	Page
A 	LOS Exceptions Commentary May 2022	30

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

Document Name	Location / File Link
Nil	Nil

## Confirmation of Statutory Compliance / Te Whakatūrutanga 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

<b>Authors</b>	Amber Tait - Performance Analyst Johan Jacobs - Senior Business Analyst Boyd Kedzlie - Senior Business Analyst
<b>Approved By</b>	Peter Ryan - Head of Performance Management Lynn McClelland - Assistant Chief Executive Strategic Policy and Performance

**Level of Service Exceptions**

**Forecast Period Ending: 31 May 2022**

**Deliver 'Community' Levels of Service to target**

- ⊗ Levels of service which will fail to meet target.
- Levels of service for which intervention is required to meet target.

**GOA Communities and Citizens**

**Christchurch Art Gallery**

Measure:	LTP21: 3.0.6 Residents and visitors have access to a nationally significant art gallery
⊗ Target:	Maintain: Hours of opening: No fewer than 2,749 hours pa
Actual:	Due to Covid closures 18/8-8/9 incl the Gallery will be open 2710 hours in the 21_22FY. Target is 2749
Comments:	Will not meet target due to Covid closures
Measure:	LTP21: 3.3.2 Visitors per annum to Akaroa Museum
⊗ Target:	Maintain visitation at 95% of the average of previous 3 years.
Actual:	Total visitors year to date - 14,419
Comments:	May visitor total was 1084, over 300 lower than last May.
Measure:	LTP21: 3.0.1 The Art Gallery attracts residents and visitors into the city, contributing to the identity, wellbeing and activation of the city.
⊗ Target:	Maintain visitation at 95% of the average of the last 5 years, or higher
Actual:	187,698 actual. Target is 282,331 YTD. Sitting at 66% of year to date target.
Comments:	Due to Covid closure Aug-Sep 21, the ongoing lack of international visitors and no visitors from the North Island during current Covid levels the Gallery is tracking at less visitor numbers than required to meet this annual target. The effect of Omicron now in the community is also having a large impact on visitor numbers. While we have seen a marked improvement in visitor numbers in April and May due to restrictions easing this is not enough to make a difference.
Measure:	LTP21: 3.0.9.2 Deliver a diverse range of Public and school-specific programmes to promote and educate the importance of the visual arts
⊗ Target:	Average of at least 22,000 people attend advertised public programmes per annum
Actual:	629 attended programmes this month. YTD =8,322
Comments:	From June full programming resuming with some large events planned June/July/August.
Measure:	LTP21: 3.0.9.1 Deliver a diverse range of Public and school-specific programmes to promote and educate the importance of the visual arts
● Target:	Average of at least 11,000 attend school specific programmes per annum
Actual:	1254 attended the Education Programme. YTD = 6,194
Comments:	The excellent bookings for May were back to pre-Covid days and hopefully signal a return to normality.

**Citizens and Customer Services**

Measure:	LTP21: 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 120 seconds
Actual:	YTD: 128 seconds
Comments:	<p>Our year to date ASA is currently sitting on 128 seconds, a 3 second improvement compared to last month. Our end of year projection is now forecasting an ASA of 126 seconds.</p> <p>A total of 29,284 inbound calls were received this month. Some common themes of enquiry this month have been response to the proposed District plan changes and in relation to the Bromley Treatment Plant.</p> <p>Training remains a key focus with 10 x CSR's upskilled on to various workgroups. Our latest CSR induction group commenced their first week of training on Monday 30th of May.</p> <p>Further recruitment centers are planned for in June. In addition a comprehensive detailed analysis has confirmed the requirement for an additional 2FTE to support the phone channel. An appropriate request has been included in the annual plan financials for approval.</p> <p>"Courtesy call-back" was utilised by 591 customers.</p> <p>ASA Breakdown May 2022: The majority of inbound phone calls (73.6%) were answered in under 2 minutes this month. Some higher wait times were observed intermittently throughout the month particularly on days where staffing was impacted by sick leave.</p>

**Civil Defence Emergency Management**

Measure:	LTP21: 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:	30 completed YTD.
Comments:	<p>We now have a full complement of Community Resilience Coordinators in the team. We are reviewing the methodology for delivery and expect to have significantly increased rigour around identifying 'at risk' communities and connecting with them.</p> <p>We have been at 33% capacity for one year and do not have enough time to complete the 50% of the target that remains this FY.</p> <p>Staff training is required, members of the public are reluctant to meet in the COVID environment, and the CDEM message is being diluted among all the other COVID and mental health resilience campaigns. Apathy and fatigue are factors.</p> <p>The effort is being put into the plan for next FY, the definitions of 'public education and how the impact is measured. I expect next year we'll have a better aligned, better defined, more efficiently delivered delivery and understanding of ROI.</p>

**GOA Parks, Heritage and Coastal Environment**

**Parks and Foreshore**

Measure:	LTP21: 6.8.1.6 Overall Regional Sports Organisation satisfaction with the standard of the city's Council provided sports surfaces
⊗ Target:	Satisfaction >=75%
Actual:	resident Satisfaction survey result in Actual 60 % a reduction by 10 %(significant).The target score was met for laying surface fit for purpose,(70%) but not condition ( 50%). we may have a questionable result here as the survey size is 10 .Also the results are predominately from summer code and they would have been influenced by the extremely high growth conditions 2.5 times average rainfall.
Comments:	I think we will need to look into a different methodology or pulse surveys for results.
Remedial Action:	Discuss with RSO's the best way to get meaningful info.

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Measure: LTP21: 6.8.4.2 Overall customer satisfaction with the presentation of the City's Parks  
 ☒ Target: Inner City presentation: resident satisfaction >=80%  
 Actual: 76% survey result, no specific comments other than a general comment of reduction in maintenance standards and longer grass  
 Comments: Whilst the result is below expectations given the challenges with COVID, resources and staffing and a well above average wet summer and the resultant growth, the team has done the best they could. Replacement parts for playground equipment currently has up to 26 week waiting period, the same is true for some other equipment suppliers. We are just backfilling one of the staff members who has been on long term absence.

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Measure: LTP21: 6.0.3 Overall customer satisfaction with the presentation of the City's Community Parks  
 ☒ Target: Community Parks presentation: resident satisfaction >=60 %  
 Actual: 56%  
 Comments: From Survey, below goal by 4%  
 Remedial Action: Will review survey results and focus resources and our approach to deliver of areas that underperformed.

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Measure: LTP21: 6.4.4 Overall customer satisfaction with the presentation of the City's Cemeteries.  
 ☒ Target: Cemeteries presentation: resident satisfaction >=85 %.  
 Actual: 72%  
 Comments: From survey, goal not met  
 Remedial Action: Will review survey results and focus resources and our approach to deliver of areas that underperformed.

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Measure: LTP21: 6.9.1.6 To manage and maintain Parks scheduled heritage buildings  
 ☒ Target: Resident satisfaction with presentation of Parks scheduled heritage buildings:>= 55%  
 Actual: 2021/2022 survey results 50%  
 Comments: Satisfaction with the management and maintenance of Parks Heritage buildings has increased slightly since last year to 50% but is slightly below target (55%). There are no specific breakdown of results or comments available to review about these measures so it is difficult to understand these results. We need to ensure that the results are not tainted by privately owned heritage buildings, such as the Christchurch Cathedral for example.  
 The repair programme for earthquake damaged heritage buildings continues to track well. Some high profile buildings such as the Provincial Chambers and Robert McDougall Art Gallery are subject to further decisions.

**Recreation, Sports, Community Arts and Events**

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Measure: LTP21: 2.8.5.1 Produce and deliver engaging programme of community events.  
 ☒ Target: A minimum of 11 events delivered annually of which three are marquee events. (Outdoor events subject to weather)  
 Actual: The following events have been cancelled due to COVID19 H&S requirements: New Years Eve, Summer Theatre, Summer Sundays, Kite Day, Summer Nights, and Family Festival.

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Measure: LTP21: 7.0.1.1 Provide citizens access to fit-for-purpose network of recreation and sporting facilities  
 ☒ Target: 38 x Recreation & Sport facilities are available for use (Te Pou Toetoe open)  
 Actual: There continue to be temporary closures within Recreation and Sport Centres as staff test positive for COVID19 or have had to isolate as household contacts.  
 Remedial Action: Continue to support staff as they test positive for Covid19 or isolate as household contacts. Mitigation measures remain in place to minimise the spread of Covid19

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Measure:	LTP21: 7.0.2.2 Provide well utilised facility based recreational and sporting programmes and activities.
⊗ Target:	The number of participants using multipurpose recreation and sport centres, outdoor pools and stadia at least 4.4 million
Actual:	The impact of the COVID19 requirements means we will not meet the participation target and are currently 1,099,352 participations behind plan (Actual YTD 3,080,981 vs Plan YTD 4,180,333). Fitness participations are down 19%, Aquatics down 24.7%, Outdoor Activities down 37.7%, Indoor activities down 37.4%,
Comments:	The impact of COVID19 means we will continue to slip further behind the participation target with the transmission of omicron in the community.

**Public Information and Participation**

Measure:	LTP21: 4.1.9 We provide advice and support in community engagement, and consultation planning and delivery, to teams across the organisation and to Elected Members
⊗ Target:	Percentage of residents who feel they can participate in and contribute to Council decision-making. 41%
Actual:	Staff are working with the Engagement Working Group. The purpose of the Group is to make recommendations to the Council on opportunities to improve awareness of and community participation in decision-making processes, including the 2024 Long Term Plan. Outputs of the Group include an engagement action plan and a pre-engagement strategy for the draft Long Term Plan.
Measure:	LTP21: 4.1.10.1 We provide effective and relevant external communications, marketing and engagement activities to ensure residents have information about Council services, events, activities, decisions and opportunities to participate.
⊗ Target:	67% of residents are satisfied that our communications, marketing and engagement activities are effective, helpful, and relevant.
Actual:	65%
Comments:	Underway with benchmarking effectiveness of our communications channels - this work is expected to be completed by the end of 2022. More deliberate and regular monitoring and reporting will help us track trends, and highlight areas that are doing well, and areas that require improvement.  We remain committed to delivering timely, accurate, relevant communications that are resident-focused and easily understood. We also remain committed to a culture of continuous improvement, with a willingness to trying new channels and tactics to reach our audiences. Most recently, we have been trialing online webinars as a way of connecting with more people from different parts of the city and peninsula.

**GOA Regulatory and Compliance**

**Building Regulation**

Measure:	LTP21: 9.1.9 Audit Building Warrant of Fitness to ensure public safety and confidence
⊗ Target:	Audit 20% of building stock
Actual:	15 Audits were carried out in April 158 Audits have been carried out ytd
Measure:	LTP21: 9.1.7 Grant Code Compliance Certificates within 20 working days
● Target:	Issue minimum 95% of Code Compliance Certificates within 19 working days from the date of acceptance.
Actual:	93.5% of Code Compliance Certificates were granted within 19 working days for the month of May. 90.7% of Code Compliance Certificates were granted within 19 days for the financial YTD

Measure: LTP21: 9.1.1 Grant Building Consents within 20 days working days  
 ● Target: The minimum is to issue 95% of building consents within 19 working days from the date of acceptance  
 Actual: 50.0% of consents have been issued within 19 working days for the month of May, 38.9% of consents have been issued within 19 working days Financial YTD.  
 Comments: The volume and complexity of building consent applications remains high during May, however time frames are slightly improving.

Measure: LTP21: 9.1.4 Ensure % satisfaction with building consents process  
 ● Target: 75% satisfaction  
 Actual: The customer satisfaction for the month of May was 74.95%  
 Comments: The timeframes being out for consenting and inspections continues to be one of the main contributors to our lower satisfaction score, however generally customers seem happy with our staff and the customer service they are receiving.

**Resource Consenting**

Measure: LTP21: 9.2.18 % of notified resource management applications processed within statutory timeframes.  
 ⊗ Target: 99% within statutory timeframes.  
 Actual: 100% of applications were processed within the statutory timeframe for May. The target is 99%. 91% of applications have been processed YTD within the statutory timeframes. The target is 99%.

Remedial Action: Same remedial actions as for non-notified applications.

Measure: LTP21: 9.2.1 % of non-notified resource management applications processed within statutory timeframes.  
 ⊗ Target: 99% within statutory timeframes.  
 Actual: 60% of applications were processed within the statutory timeframe for May. The target is 99%. 76% of applications have been processed YTD within the statutory timeframes. The target is 99%.

Comments: Compliance with the statutory timeframe has deteriorated slightly since April  
 Remedial Action: Various initiatives are still being implemented to cope with the high workloads. A key improvement is that consultant capacity is increasing which should start to improve timeframes by August. There are also initial signs of slowing application numbers.

**Regulatory Compliance and Licensing**

Measure: LTP21: 9.0.8 The community is not subjected to inappropriate noise levels  
 ⊗ Target: 90% of complaints in relation to excessive noise are responded to within one hour.  
 Actual: Of the 787 calls that have been made about excessive noise, 737 were responded to within one hour for the month. KPI for the month was 93.7%  
 Comments: The YTD result is currently 87.1% which is 2.9% below target.  
 Remedial Action: Contractor is continuing with changes that were initiated to rostering to ensure there are officers dedicated solely to noise control work over the weekends. These changes have resulted in improved results for the past two months of the year.

**GOA Wastewater Collection, Treatment and Disposal**

**Wastewater Collection, Treatment and Disposal**

Measure: LTP21: 11.0.1.16 Proportion of residents satisfied with the reliability and responsiveness of wastewater services  
 ⊗ Target: >= 67%  
 Actual: 59%

**GOA Water Supply**

**Water Supply**

Measure:	LTP21: 12.0.2.19 Proportion of residents satisfied with quality of Council water supplies
✘ Target:	>= 50%
Actual:	46%
<hr/>	
Measure:	LTP21: 12.0.7 Average consumption of drinking water in litres per resident per day
✘ Target:	<= 220
Actual:	YTD =283 May = 257 April = 263 March = 293 February Actual = 285 January Actual= 349 December Actual = 298 November Actual = 319 October Actual = 274 September Actual = 261 August Actual = 241 July Actual = 247
Comments:	YTD average is well above target. Consumption also contains industrial/Commercial take-off which is only read and charged every 6 months. Estimated Leaks are excluded.
Remedial Action:	Continue capital renewals as per approved Asset Management Plans, to manage network leakage rates.  Newsline article: Christchurch households that regularly use large amounts of water will begin having an extra charge from July next year to cover the cost of supplying
<hr/>	
Measure:	LTP21: 12.0.2.20 Proportion of Medium Hazard commercial connections >38mm diameter with compliant backflow prevention device tested within the last year
● Target:	>=95%
Actual:	[December 2021] 95%* of Medium Hazard commercial connections >38mm diameter with compliant backflow prevention device tested within the last year*
Comments:	[December 2021] This level of service relates to all medium hazard backflow prevention devices throughout the water supply network, Council owned and private. Private devices are required to be tested under the New Zealand Building Code through a building warrant of fitness process and provide a high level of confidence that these are tested (we are not currently able to identify if the device is high or medium hazard in Pathways at the moment) as its a legislative requirement. Council devices that have been installed and managed by Council are programmed to be tested on a yearly basis.  * is to advise this is not an actual but a plan, actual figures will be available once the backflow project is completed in early 2022.
Remedial Action:	[December 2021]Continue with backflow project that includes reporting, integration and a register to improve reporting figures and confidence.

Measure: LTP21: 12.0.2.2 Proportion of High Hazard commercial connections with compliant backflow prevention device tested within the last year

● Target: >=100%

Actual: [December 2021] 95%\* of Medium Hazard commercial connections >38mm diameter with compliant backflow prevention device tested within the last year\*

Comments: [December 2021] This level of service relates to all medium hazard backflow prevention devices throughout the water supply network, Council owned and private. Private devices are required to be tested under the New Zealand Building Code through a building warrant of fitness process and provide a high level of confidence that these are tested (we are not currently able to identify if the device is high or medium hazard in Pathways at the moment) as its a legislative requirement. Council devices that have been installed and managed by Council are programmed to be tested on a yearly basis.

\* is to advise this is not an actual but a plan, actual figures will be available once the backflow project is completed in early 2022.

Remedial Action: [December 2021]Continue with backflow project that includes reporting, integration and a register to improve reporting figures and confidence.

Measure: LTP21: 12.0.2.9 Proportion of residents (with supplies of > 100 customers) supplied water compliant with the DWSNZ bacterial compliance criteria

● Target: 100%

Actual: Drinking Water Assessor stated on its Quarterly Compliance report: "Section 4 – Criteria 6A (DWSNZ S4.3.1(2)) – non-compliances relating to “maximum intervals exceeded” for the following zone – Northwest (CHR001NO). This relates to missed samples occurring on the 19th September 2021. A decision has been made to issue a “non-compliance” however given the DWSNZ compliance period is “One year” (DWSNZ 4.3 page 31) this effect on the whole year is unable to be officially qualified at this point in time."

Comments: Final compliance statement will need to be assessed once the financial year is finished.

Measure: LTP21: 12.0.6 Percentage of real water loss from Council's water supply reticulated network

● Target: <= 24%

Actual: 26.5%

Comments: As at EO May 2022, there are 13,910,707 m3 water lost to leakage, based on a 5-yr rolling data. Total annual pump station flow ending April 2022 is 52,532,080 m3 extracted from WaterOutlook report. This comes to a percent leakage of 26.5%

Remedial Action: The leakage rate is based on a 5-year rolling data. There is a reactive repair programme via third party provider that fixes identified leaks.

To significantly reduce the leakage rate, a proactive leak repair programme must be done. This can be accomplished by installing meters in each of the 200 zones so that there is accurate measurement of water supply and consumption, and zones with the highest leakage rate can be prioritised for repairs. There is currently a test zone for this setup.

**GOA Solid Waste and Resource Recovery**  
**Solid Waste and Resource Recovery**

Measure: LTP21: 8.0.3 Customer satisfaction with kerbside collection service

⊗ Target: At least 80% customers satisfied with Council's kerbside collection service for each year

Actual: Customer Satisfaction results for 2021/22 was 78%

Comments: Ongoing discussions with contractor to improve this annual score, including the introduction of more specific KPIs

Measure:	LTP21: 8.0.1 Recyclable materials collected by Council services and received for processing at the Materials Recovery Facility (MRF)
● Target:	80kg (+40%/-10%) recyclable materials / person / year collected and received by Council services
Actual:	76.9 kg kg per person
Comments:	Post COVID lockdown in April 2020 40% of all truckloads of recycling were being sent to landfill due to containing contamination over 10%. By May 2022 this has been reduced to 13% 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  
Transport**

Measure:	LTP21: 16.0.1 Maintain roadway condition to an appropriate national standard,
⊗ Target:	>=5% of the sealed local road network is resurfaced per year
Actual:	2.6% of the entire network has been resurfaced YTD. This is projected to increase to 2.8% by the end of the financial year. The main reasons for not being able to deliver the required length of resurfacing are as below: - Covid-19 lockdowns - Supply chain issues due to Covid-19 - Abundance of pre-seal repairs due to the under-maintained status of road and backlog of the earthquake repairs. This delays the delivery of the road surfacing projects. - Final year of the 5-year maintenance contract causing delays in delivery - Staff changes through the Council Transport Unit and disruptions as a result
Remedial Action:	We are identifying new work streams for more efficient delivery of the resurfacing programme. It will include identifying those resurfacing opportunities where the works can be undertaken outside of the usual resurfacing season and extending the delivery season. This will also include opportunities to use new resurfacing materials and technologies. We are also improving our software and processes to be able to better manage our roading assets.

Measure:	LTP21: 10.0.2 Increase the share of non-car modes in daily trips
⊗ Target:	>=17% of trips undertaken by non-car modes
Actual:	Last available data as per FY2018: 17% Unknown if the target will be met by end of year.
Comments:	1. We do not have updated data and no indication for the timeframe for the survey by Waka Kotahi. 2. A method and target change for this goal is included in the proposals from staff for the Draft Annual Plan 2022-2023. 3. If the method and corresponding target change is adopted as part of the Annual Plan 2022-2023 process, then the performance for the financial year does NOT meet the target as it is 32.5% against a target of 35%. 2022-2023 Annual Plan staff proposal is to change the method of measurement and target FROM Ministry of Transport Household Travel Survey & >17% TO Annual Life in Christchurch Residents Survey & >35% . New target is proposed based on the trend alignment with the previously agreed LTP target (see Transport unit meeting agenda paper 20.9.2021)  2021 Christchurch Residents Survey results are published. These show a decline in non-car modes. According to the survey, the non-car mode share is 32.5% against the proposed new target of 35%. The main decline is in Public Transport by 23% (1.3% decline in overall mode share) and in cycling by 10% (1.8% decline in overall mode share) since last year 2020 results.

The decline is attributed to lower trips overall in the pandemic environment, particularly with the increased number of office workers having worked from home and a large decrease in public transport use due to concern regarding close proximity travel with strangers.

Public Transport share is down across the board for all trip purposes.  
Cycling is the roughly the same for education and work purposes but considerably lower for other trip purposes. Walking is slightly higher for other trip purposes (excl. work and education) leading to slightly higher overall mode share.

Remedial Action: New method and target are proposed as part of the Annual Plan process which, if approved, will ensure continuity of surveys and provide higher reliability on accessing the data.

If the new method and target is adopted, remedial actions are required. The proposed target is not met according to the finalised Annual life in Christchurch survey results.

Remedial actions to increase non-car mode share are  
 - focus on public transport which has recently benefited from central government's CRAF funding to bring forward some of the broader PT Futures business case projects.  
 - continued construction and completion of bus lane projects (such as Lincoln Road peak hour bus lanes project currently at hearing panel stage)  
 - continued construction and completion of major cycle ways as well as local cycle way connections projects.  
 - continued work on increasing the walkability level of service.

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Measure: LTP21: 10.3.3 Maintain customer perception of the ease of use of Council on- street parking facilities  
 ✘ Target: >=50% resident satisfaction  
 Actual: This goal is determined by the Council's annual residents survey.  
 Comments: The results of the annual residents survey for 2022 was 49% so target was not met.  
 Remedial Action: Council parking staff undertook a small survey of 100 parking meter uses earlier in the calendar and 85% found that the meters were easy to use.

To consider the outcomes provided in the residents survey.

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Measure: LTP21: 16.0.10 Maintain the perception that Christchurch is a walking friendly city  
 ✘ Target: >=85% resident satisfaction  
 Actual: Annual Residents Survey Result 70% for FY 22  
 Comments: FY21 Annual Residents Survey 74%, FY20 was 83%. The target of 85% looked achievable when target set pre-Covid.  
 Remedial Action: There is a programme of work in the LTP #60377 to improve walking at key priority locations identified in the Network Operating Framework. This work will identify the interventions to improve the experience for pedestrians. Initial delivery package planning underway with prioritisation of programme planned for early 2022. The footpath renewal programme LTP #164 has \$12 million for years FY22 to FY25 recognising the fact that we are still catching up from the earthquakes' legacy.

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Measure: LTP21: 10.5.41 Increase access within 15 minutes to key destination types by walking  
 ☒ Target: >=53% of residential land holdings with a 15-minute walking access  
 Actual: 43%  
 Comments: No change since September 2021 due to reporting cycle (once a year).

Actual shows a 9% decline from last financial year result and is 10% less than the 53% target of this FY .9% decline from last year is distributed as below:

5.5 %: Process refinement, where walking speed input is changed from 5km/hr to 4km/hr, resulting in a reduction in walkable catchment size. This refinement makes the speed assumptions more demographically inclusive and aligned to those used for the Spatial Plan.

Note: A request for a 5.5% target reduction will be included in proposals from staff for the Draft Annual Plan 2022-2023. This is to allow the target to be refined and adjusted to account for the change in walking speed in calculation method which has changed from 5km/hr to 4km/hr in order to reflect a broader demographic which the goal intends to benefit.

3 %: Actual changes to the network with residential growth in inaccessible settings (i.e. new subdivisions)

0.5 % : Closure of a key destination (Redcliffs supermarket closure).

When 5.5% decline attributed to method change is taken out of consideration, the remaining 3.5% decline (i.e. 48.5% against 53% target) suggests that we are unlikely to meet the target as we are unlikely to influence key services (food, health, employment, education) to open in the unconnected residential areas within the financial year.

Remedial Action: - Staff continue to contribute to the Christchurch Spatial Plan (The Otautahi Plan). Strategic policy, planning and delivery staff support and work towards greater integration between land use and transport which is required to increase walkability access to key destinations.

- Staff continue to provide regulatory advice to private developments to ensure effective walking connectivity is provided for proposed commercial and residential developments.

Within its indirect areas of influence, Transport Unit can:  
 Initiate focused communications and education. Whilst unlikely to change the results for the FY, it can improve public awareness in the medium and long term. For example the mapping used in calculating the walkable catchments can be made public to assist the public in their decision making for where they choose to live. This would need to be prioritised amongst other education and advocacy programmes.

In early November 2021, Transport staff presented at Christchurch Conversations, on the topic of 15 minute neighbourhoods and shared the concepts and maps with the public. The maps have since been referred to by local politicians and urban design professionals.

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Measure: LTP21: 10.7.6 Delivery of school cycle skills and training  
 ☒ Target: >=3,000 students per annum  
 Actual: 2650 students  
 Comments: Numbers starting to return to normal but still rolls are down heavily in schools due to illness

Remedial Action: It is possible to get to the 3000 within June, but this is out of our hands & based on roll numbers.

Measure:	LTP21: 16.0.9 Improve resident satisfaction with footpath condition
⊗ Target:	>=40% resident satisfaction
Actual:	Actual: 35%
Remedial Action:	We are continuing with the footpath resurfacing programme and addressing customer service requests in a timely manner. The programme for footpath renewals is being developed and staff are investigating cost effective options for collecting footpath condition data.
Measure:	LTP21: 16.0.8 Maintain the condition of footpaths
● Target:	>=80% footpaths rated 1,2 or 3
Actual:	Due to the lack of operational funds, condition assessment for footpaths has not been undertaken for FY22. The condition of the assets is currently unknown.
Comments:	Due to the lack of operational funds, condition assessment for footpaths has not been undertaken for FY22. The condition of the assets is currently unknown.
Remedial Action:	Funding for condition rating of footpaths is being sought through the annual plan process. Although condition rating results are not available, the footpath renewal programme is being implemented. This will have a positive effect on the condition of footpaths across the network which will only become evident when the footpaths condition survey has been undertaken.

**GOA Governance**

**Governance and decision-making**

Measure:	LTP21: 4.1.29.2 Respond to requests for information held by Council in a manner that complies with the legislative processes and timelines set out in the LGOIMA
⊗ Target:	Provision of information is in accordance with LGOIMA principles and requirements - 100%
Actual:	The Council received 58 LGOIMA requests. Current YTD - 756 requests.
Comments:	YTD the Council has met its obligations - 98.7% of the time (746 out of 756 requests) 1 request was not responded to on time. Staff did not provide the information within the timeframe. A decision was made but owing to complexity of request and Covid-19 disruption this was delayed
Remedial Action:	Staff apologised and explained to the requestor. Demand on staff time has been particularly high during this period.

**GOA Economic Development**

**Civic and International Relations**

Measure:	LTP21: 5.0.6 Citizenship Ceremonies for Christchurch based new New Zealand citizens' delivered
⊗ Target:	Deliver a regular schedule of high quality Citizenship Ceremonies to confer citizenship for new New Zealand citizens in Christchurch, within budget
Comments:	In May 2022 DIA advised that Council were able to re-start Citizenship Ceremonies, subject to COVID protocols. These are now expected to re-commence in the next Financial Year.

## 9. Financial Performance Report - May 2022

Reference Te Tohutoro: 22/661573

Report of Te Pou Matua: Bruce Moher, Acting Head of Finance, [bruce.moher@ccc.govt.nz](mailto:bruce.moher@ccc.govt.nz)

General Manager Leah Scales, General Manager Resources/CFO,

Pouwhakarae: [leah.scales@ccc.govt.nz](mailto:leah.scales@ccc.govt.nz)

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### 1. Brief Summary

- 1.1 The purpose of this report is for the Finance and Performance Committee to be updated on financial performance to 31 May 2022, including the current full year forecast, and to receive information relating to the Council's treasury and debtors risks, and insurance notifications.
- 1.2 Financial results to date and forecast remain positive.
- 1.3 The Treasury funding policy is currently in breach, as ratified at the 28 April 2022 Committee meeting and described in section 7. All other treasury risk positions are within policy limits.
- 1.4 There was an increase in rates and a decrease in general debt during the month.
- 1.5 There were no material insurance issues for the month.

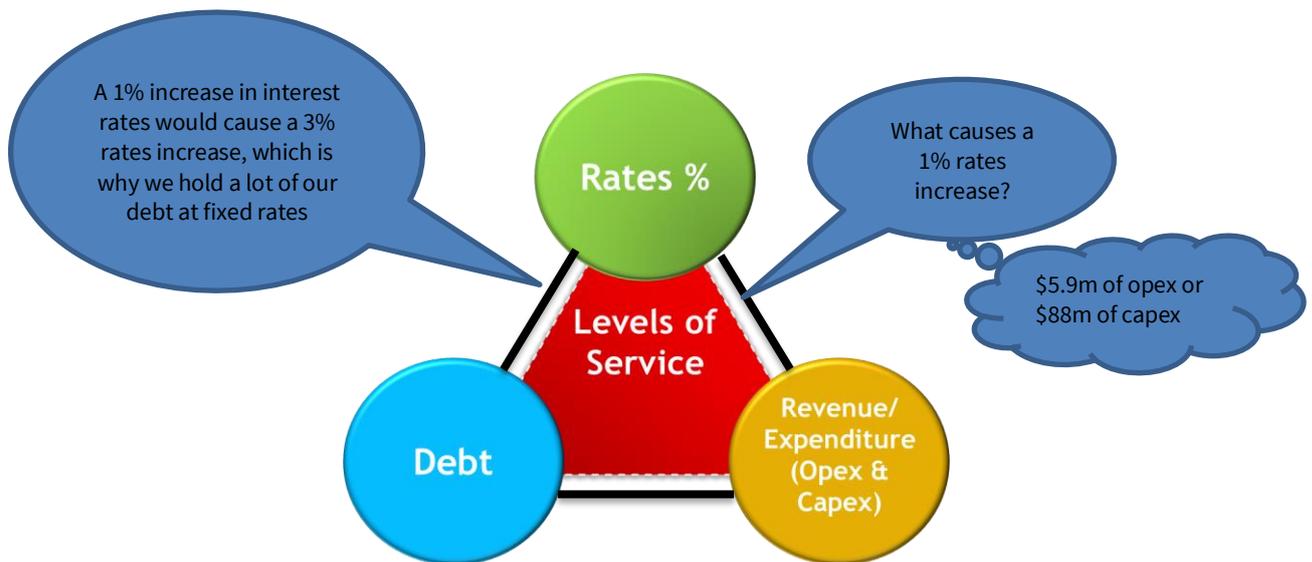
### 2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the information in the Financial Performance Report for May 2022.

### 3. Key Financial Statistics

	2020/21	Current Year	Draft 2022/23	Recommended Final 2022/23
Rating Units	175,617	177,350 (+1.0%)	178,830 (+0.8%)	179,011 (+0.9%)
Rating Base (CV)	\$114.0b	\$116.7b (+2.4%)	\$117.6b (+0.8%)	\$118.3b (+1.4%)
Total Rates	\$557.2m	\$594.7m (+6.7%)	\$634.1m (+6.6%)	\$634.8b (+6.7%)
Increase to existing payers	3.80%	4.97%	4.96%	4.56%
Residential CV \$400k	\$2,312	\$2,417 (+4.54%)	\$2,531 (+4.74%)	\$2,523 (+4.40%)
CV \$509k (avg)	\$2,842	\$2,975 (+4.68%)	\$3,119 (+4.86%)	\$3,109 (+4.55%)
CV \$1m	\$5,239	\$5,500 (+4.98%)	\$5,780 (+5.10%)	\$5,765 (+4.83%)

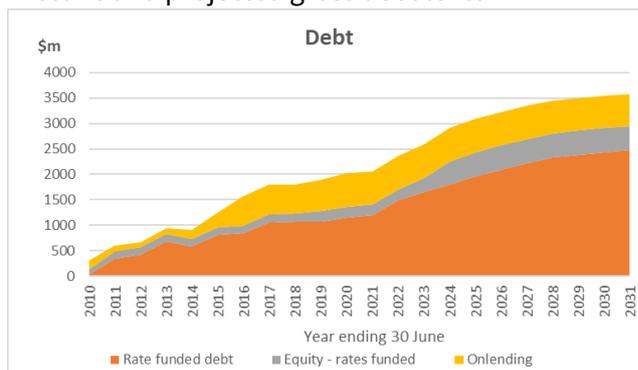


#### Funding and Spending for 2021/22 (\$m)

Expenditure		Revenue	
Capex	634	Rates	595
Opex	501	Capital revenues	152
- interest	85	Fees and charges	145
Debt repayment	54	Dividends	20
Reserves	2	Interest	18
	<u>1,276</u>		<u>929</u>
The balancing factor is borrowing			347

Scale of Business	\$m
Fixed assets and Infrastructure	12,673
Investments	3,211
Cash and other	309
Total assets	<u>16,193</u>
Less Debt	15% 2,366
Less other liabilities	3% 517
= Equity	82% 13,310

#### Historic and projected gross debt level



## 4. Financial Overview

- 4.1 Financial information reported covers two key areas.
- 4.1.1 Operational (expenditure and revenue) covers the day to day spend on staffing, operations and maintenance, debt servicing, and revenues.
- 4.1.2 Capital covers the capital programme spend and funding relating to it.
- 4.2 The forecast operating surplus has decreased by \$2.8 million from that reported last month to \$20.3 million, driven by surplus property sales unlikely to eventuate (\$4.8 million). These sales were budgeted to reduce COVID borrowing therefore reduce the operational surplus available. Partially offsetting this are improved Corporate items (\$0.7 million) comprising improved interest revenues, lower professional advice, and recognition of lower rates on Te Kaha land due to the land transfer occurring later than planned. There are further recycling processing fee savings of \$0.5 million forecast, and smaller various savings forecast throughout the organisation contributing to the remainder of the forecast movement.
- 4.3 Recent Council decisions relating to expenditure that haven't been included in above forecast due to timing of report and timing of expenditure will impact final result or be included in our carry forward request. These include:
- 4.3.1 COVID Business Recovery Programme (\$1.15 million),
- 4.3.2 Wastewater Treatment community support (\$1 million) and,
- 4.3.3 Enabling Housing Supply Act (\$0.85 million).
- The positive forecast has avoided us borrowing the intended COVID borrowing this year and will allow us to repay the remaining COVID borrowing early. Both of these items have been included in the Final Annual Plan 22/23 numbers.
- 4.4 Any remaining surplus after carry forwards agreed will be used to repay debt, as that has the greatest impact on reducing future rate increases and lessens the burden on future generations.
- 4.5 COVID-19 Restrictions Impact – the following are the material expected forecast impacts, which at \$6.2 million remain reasonably stable (April \$6.1 million).

Activity	Reduced Revenue	(\$m)	Expenditure Impacts	(\$m)
Recreation & Sport	Entry/Usage fees	1.8	Additional security	0.3
	Casual rentals/hire revenues	0.2	Event cancellations Casual Labour decrease (lockdown period)	(0.2) (0.1)
Libraries	Lower fees & charges/facility hire/rent relief	0.5	Additional security	0.4
Parks	Lower shop sales & rental relief	0.4	Lower stock purchases	(0.1)
Art Gallery	Lower shop sales/donations/facility hire	0.2		
Citizen & Customer Service	NZ post revenues decrease	0.1		
Community Development	Community Facilities hire revenues	0.1		
Transport	Decrease in fines	1.1		
	Parking	0.9		
	Rental relief	0.3		
Corporate/Internal services	Petrol Tax	0.1	Temporary staff costs/Masks/ Rapid tests/Legal	0.2
	<b>Total Revenue Impact</b>	<b>5.7</b>	<b>Total Expenditure Impact</b>	<b>0.5</b>

- 4.5.1 Favourable forecasts across other areas of the organisation continue to cover the above impact.

## 5. Operational Position

- 5.1 Operational revenue exceeds expenditure as it includes rates revenue for capital renewals and debt repayment. This revenue is referred to below as 'Funds not available for Opex' and removed from the Operational result below.

\$m	Year to Date Results			Forecast Year End Results			After Carry Forwards	
	Actual	Budget	Var	Forecast	Budget	Var	Carry Fwd	Var
Revenues	(783.0)	(755.2)	27.8	(822.6)	(793.6)	29.0	-	29.0
Expenditure	555.7	560.5	4.8	612.9	622.1	9.2	12.4	(3.2)
Funds not available for Opex	179.5	174.8	(4.7)	181.3	171.5	(9.8)	(4.3)	(5.5)
<b>Surplus</b>	<b>(47.8)</b>	<b>(19.9)</b>	<b>27.9</b>	<b>(28.4)</b>	<b>-</b>	<b>28.4</b>	<b>8.1</b>	<b>20.3</b>

- 5.2 Brief summaries of the surplus, revenues, and expenditure are highlighted below.

### Surplus

The operational surplus is currently \$27.9 million better than budget, forecast to be \$28.4 million by year-end (\$20.3 million after signalled carry forwards). Major carry forwards signalled in the forecast include claims preparation and management of legal proceedings (\$3.4 million – borrowed for rather than rates funded), holiday pay remediation payments (\$3.2 million), operational costs associated with the earthquake repair programme (\$1.1 million), Red Zone Development (\$1 million), Capital Endowment Fund grants (\$0.9 million), and Rockfall grants to cover future claims (\$0.9 million).

### Key forecast result drivers after carry forwards:

Higher subvention receipts (\$9.2 million), Recycling processing fee savings and prior year rebate (\$6.9 million), favourable net interest/dividend revenues (\$5 million), higher Regulatory and Compliance volumes (\$4.5 million – net of resourcing costs), personnel savings – including vacancies (\$3.1 million), higher rates revenue (\$2.8 million), Burwood Landfill continued operations (\$1.9 million), and insurance savings (\$1.1 million).

Partially offset by COVID-19 restrictions impacts (\$6.2 million), surplus property sales unlikely to eventuate (\$4.8 million), additional remediation costs for Le Bons Bay Landfill (\$1.7 million), and higher refuse disposal fees - Burwood (\$1.6 million).

### Revenues

Revenues are \$27.8 million higher than budget year to date - forecast to be \$29 million higher at year end. Below are the key drivers of these variances:

	YTD	Forecast
Regulatory & Compliance revenues <i>(driven by higher building/resource consent volumes)</i>	\$11.3m	\$11.2m
Higher subvention receipts than planned	\$9.2m	\$9.2m
Interest Revenues <i>(higher interest rates and cash on hand)</i>	\$3.7m	\$4.1m
Increased Burwood Landfill revenues <i>(due to continuing operations)</i>	\$3.5m	\$3.5m
Rates Revenues <i>(2020/21 rating growth higher than planned)</i>	\$2.9m	\$2.8m
Higher Transwaste dividends received	\$2.1m	\$2.1m
EcoCentral Recycling Processing fee rebate received <i>(relating to prior years)</i>	\$1.4m	\$1.4m
Timing of Excess Water/Trade Waste revenues	(\$1.4m)	-
COVID-19 revenue impacts	(\$4.9m)	(\$5.7m)

### Expenditure

Expenditure is \$4.8 million lower than budget year to date, and forecast to be \$9.2 million lower at year end before carry forwards. The difference between the year to date and forecast variance is primarily due the claims preparation and management of legal proceedings work (the majority of budget sits in June - unspent budget to be carried forward). After signalled carry forwards expenditure is forecast to be \$3.2 million higher.

#### Key variance drivers:

	YTD	Forecast (after c/f)
Recycling processing fee savings <i>(net of increased disposal of contaminated loads)</i>	\$4.1m	\$3.9m
Lower Personnel costs <i>(excl. Regulatory &amp; Compliance shown below)</i>	\$2.0m	\$3.1m
Timing of grant payments	\$1.9m	-
Parks expenditure <i>(Red zone delay in transfers/managing costs to cover COVID related revenue loss)</i>	\$1.7m	\$0.8m
Earthquake repair programme <i>(opex related costs to be carried forward)</i>	\$1.2m	-
Lower insurance premiums	\$1.1m	\$1.1m
Recreation & Sport expenditure timing <i>(forecast offset by grant/subsidies revenues received)</i>	\$1.0m	(\$0.2m)
Libraries expenditure timing	\$0.8m	-
Higher debt servicing costs <i>(due to higher interest rates – offset by revenues)</i>	(\$1.0m)	(\$1.2m)
Treatment Plant fire expenditure <i>(timing of spend – to be covered by insurance)</i>	(\$1.2m)	-
Burwood Landfill operation costs <i>(continued operation – offset by revenues)</i>	(\$1.3m)	(\$1.6m)
Le Bons Bay Remediation <i>(increased costs due to additional material found)</i>	(\$1.4m)	(\$1.7m)
Higher Regulatory & Compliance resourcing costs <i>(offset by revenue volumes)</i>	(\$5.8m)	(\$6.7m)
Procurement savings <i>(unlikely to be found due to inflation impacts &amp; living wage)</i>	-	(\$0.7m)

#### Funds not available for Opex

Forecast reduction from surplus of \$5.5 million after carry forwards is due to lower surplus land sales (\$4.8 million), a better Housing (\$0.2 million) and Dogs (\$0.1 million) forecast result (both non-rates funded), and \$0.4 million relating to the Bexley Landfill Remediation project (rate funded capital project).

## 6. Capital Position

\$m	Year to Date Results			Forecast Year End Results			After Carry Forwards	
	Actual	Budget	Var	Forecast	Budget	Var	Carry Fwd	Var
Core Programme	263.0	313.2	50.2	302.2	413.2	111.0	108.4	2.6
External Funded Programme	41.6	58.1	16.5	49.3	73.3	24.0	24.0	-
Less unidentified Carry Forwards	-	-	-	(1.5)	-	1.5	1.5	-
<b>Core/External Funded Programme</b>	<b>304.6</b>	<b>371.3</b>	<b>66.7</b>	<b>350.0</b>	<b>486.5</b>	<b>136.5</b>	<b>133.9</b>	<b>2.6</b>
Te Kaha/Parakiore	57.2	87.8	30.6	65.5	119.4	53.9	53.9	-
<b>Total Capital Programme</b>	<b>361.8</b>	<b>459.1</b>	<b>97.3</b>	<b>415.5</b>	<b>605.9</b>	<b>190.4</b>	<b>187.8</b>	<b>2.6</b>
Revenues and Funding	(278.9)	(293.8)	(14.9)	(301.3)	(300.9)	0.4	(17.9)	18.3
<b>Borrowing required</b>	<b>82.9</b>	<b>165.3</b>	<b>82.4</b>	<b>114.2</b>	<b>305.0</b>	<b>190.8</b>	<b>169.9</b>	<b>20.9</b>

### Capital Expenditure

- Gross capital expenditure of \$361.8 million has been incurred year to date. A further \$53.7 million is forecast to be spent by year end.
- The \$415.5 million forecast spend is based on a Core/External Funded spend of \$350 million, plus forecast spend of \$65.5 million on Te Kaha and Parakiore projects.
- Project managers have identified \$186.3 million relating to specific projects forecast to be carried forward. The forecast includes an additional \$1.5 million of expected carry forwards

yet to be specifically identified (forecast based on actuals to date and historical trend analysis).

- 6.4 The draft Annual Plan 2022/23 included an assumed total \$50 million carry forward. This forecast has been revised to \$175 million for the Final as presented.
- 6.5 For further information on capital, please refer to the Capital Programme Performance Report.

### Capital Revenues and Funding

- 6.6 Year to date capital revenues and funding are \$14.9 million behind budget, due to timing of Crown revenues reflecting slower spends in Shovel Ready, Te Kaha and Water Reform projects. A carry forward of \$17.1 million is forecast for Crown revenues.
- 6.7 Forecast after carry forwards is \$18.3 million higher than budget largely driven by additional drawdowns forecast for development contributions (\$10 million) due to higher contributions received, lower funding (borrowing) requirement for development contribution rebates (\$4.6 million) reflecting closed schemes not fully allocated, and higher water connection fees (\$2.2 million).
- 6.8 The lower current year borrowing requirement forecast of \$190.8 million comprises \$187.8 million for capital programme carryforwards (timing), and permanent lower borrowing of \$20.9 million due to in part to the higher capital revenues outlined in 6.7 above.

## 7. Treasury

### Borrowing & Advances to Related Parties

- 7.1 Council's borrowing and treasury-related Advances are shown below (no change):

	Current	YTD Change
Gross Borrowing	2,158,915,000	118,550,000
Less Advances to Related Parties	688,388,162	14,394,350
<b>Rates-Funded Borrowing</b>	<b>1,470,526,838</b>	<b>104,155,650</b>

- 7.2 Rates-funded debt will remain materially unchanged this financial year – net outflows from operations and capital investment will be funded by existing cash holdings.

### Policy Compliance

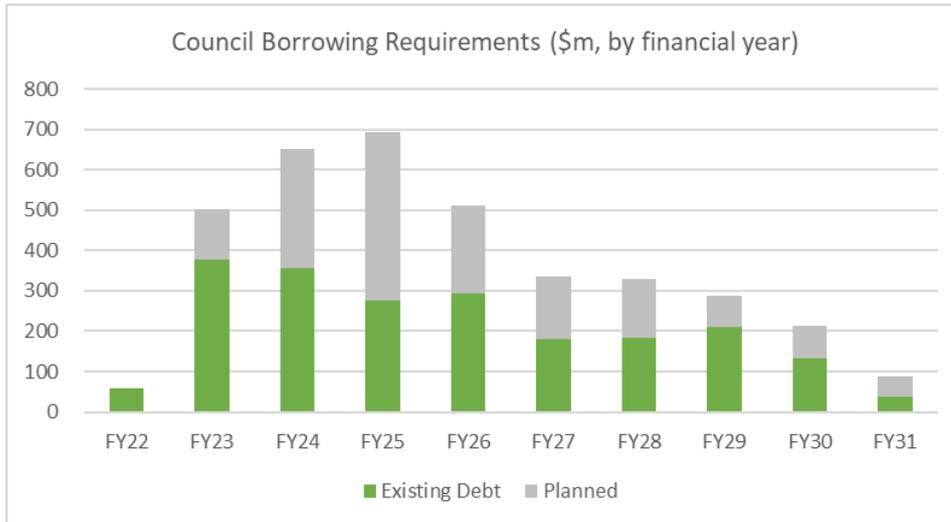
- 7.3 Treasury risks compared to Policy limits are:

Risk Area	Compliance
Liquidity Risk	Yes
Funding Risk	Breach (ratified)
Interest Rate Risk	Yes
Counterparty Credit Risk	Yes

- 7.4 **Funding Policy Breach:** This temporary breach was ratified at the April 2022 F&P Committee meeting. It is caused by an inadequate amount of debt maturing beyond 7 years (\$181 million actual, vs. \$232 million policy minimum), and will be corrected when the capital programme requires new borrowing to be incurred (expected around October 2022). There is no impact on Council's interest costs or risks.

### Funding & Interest Rates

- 7.5 Council's projected **funding** needs are shown in the chart below, by financial year. Requirements are split between the maturity of existing debt (green) and expected new borrowing requirements (grey).



7.6 Council's **interest rate risk** is managed, to reduce the volatility of interest costs from year to year. Most existing debt has been fixed for at least the next three years, which will limit the impact of recent market interest rate increases on Council's future borrowing costs.

*Estimated average cost of funding, by financial year*

	FY22	FY23	FY24
<b>Rates-Funded Debt</b>	4.4%	4.6%	4.4%

## 8. Rates and General Debt

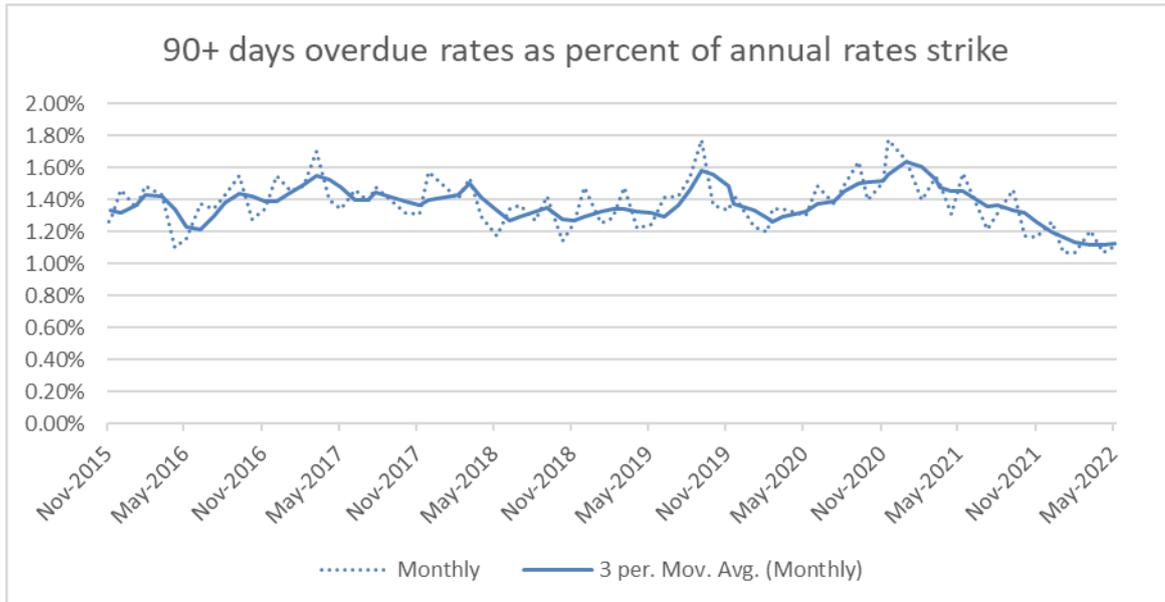
8.1 Rates debt increased \$13.4 million this month and General debt decreased \$1.0 million as shown in the table below.

\$m	April	Current	Change	Comment
<b>Rates Debt</b>	17.5	30.9	13.4	\$8.0m of current year debt due to timing with monthly direct debits. Net total \$22.9m and change of \$5.4m.
Overdue rates for current year	15.7	29.6	13.9	See above. Net current year \$21.6m and change of \$5.9m. Instalment 4 for area 3 was due on the last day of this reporting period, 31 May.
Arrears from previous years	1.8	1.3	(0.5)	-
<b>General Debt</b>	8.5	7.5	(1.0)	-
(less than 30 days)	7.3	6.3	(1.0)	-
(between 30 – 90 days)	0.9	0.5	(0.4)	-
(greater than 90 days)	0.3	0.7	0.4	Library debt is now reported as part of General debt, \$0.31m of this debt is greater than 90 days in arrears.

8.2 General debts of \$0.118 million have been written-off year to date, and \$2k in the May month.

8.3 A summary report of debt written-off in 2021/2022 by month is provided as Attachment A.

8.4 The graph below shows 90+ days rates debt as a percentage of the annual rates strike that year, with a three month moving average to smooth the quarterly cycle, and indicates that rate arrears are well in hand.



## 9. Insurance Claims

The table below outlines the number of events that have been notified by Council against its insurance policies as well as claims against Council from third parties during May 2022.

	Policy	Claims / Notifications		Estimated Cost
		Above excess	Below excess	
Claims by Council	Motor Vehicle	0	0	\$0
	Material damage	0	0	\$0
Claims against Council	PI / PL	0	0	\$0

- 9.1 CWTP fire claim - an update on this claim was provided to the Insurance Subcommittee on 16 June 2022. CWTP plant recovery updates are being provided fortnightly to Finance and Performance Committee and Council.

## Attachments Ngā Tāpirihanga

No.	Title	Page
A  	Debtors Written off summary	50

Additional background information may be noted in the below table:

Document Name	Location / File Link
Nil	Nil

## Confirmation of Statutory Compliance Te Whakatūturutanga 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

<b>Authors</b>	Ryan McLachlan - Reporting Accountant Andrew Jefferies - Manager Rates Revenue Steve Ballard - Group Treasurer Brett Hales - Manager Transactions Adrian Seagar - Insurance & Asset Manager Martin Zelas - Team Leader Rates
<b>Approved By</b>	Bruce Moher - Acting Head of Finance Leah Scales - General Manager Resources/Chief Financial Officer

Debtors Written Off Summary 31 May 2022

Attachment A

Debt written off - summary report															
	July	August	September	October	November	December	January	February	March	April	May	June	YTD Total	%	
Breakdown:															
Parking	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	
Regulatory	\$ 781	\$ -	\$ -	\$ -	\$ 580	\$ -	\$ 653	\$ -	\$ -	\$ 300	\$ 130	\$ -	\$ 2,445	2.1%	
Sundry	\$ -	\$ -	\$ 133	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130	\$ -	\$ -	\$ 263	0.2%	
Street Poles	\$ 8,599	\$ -	\$ -	\$ 16,972	\$ -	\$ 39,278	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 64,849	55.0%	
Commercial Rents	\$ -	\$ -	\$ 6,844	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,844	5.8%	
Hall/Facilities Hire	\$ -	\$ 78	\$ 26	\$ 469	\$ 27	\$ 165	\$ 47	\$ 153	\$ -	\$ -	\$ -	\$ -	\$ 964	0.8%	
Others	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	
Library	\$ 3,251	\$ 3,842	\$ -	\$ 4,065	\$ 3,613	\$ 5,378	\$ 3,874	\$ 4,012	\$ 3,254	\$ 5,425	\$ 1,323	\$ -	\$ 38,036	32.2%	
Intelli -RSU	\$ 411	\$ 536	\$ 331	\$ 317	\$ 592	\$ 293	\$ -	\$ 574	\$ 479	\$ 349	\$ 670	\$ -	\$ 4,551	3.9%	
<b>Total 2021-2022</b>	<b>\$ 13,042</b>	<b>\$ 4,456</b>	<b>\$ 7,333</b>	<b>\$ 21,822</b>	<b>\$ 4,812</b>	<b>\$ 45,114</b>	<b>\$ 4,574</b>	<b>\$ 4,739</b>	<b>\$ 3,733</b>	<b>\$ 6,203</b>	<b>\$ 2,123</b>	<b>\$ -</b>	<b>\$ 117,952</b>		
<b>Total 2020-2021</b>	<b>\$ 16,089</b>	<b>\$ 5,663</b>	<b>\$ 44,169</b>	<b>\$ 35,699</b>	<b>\$ 12,525</b>	<b>\$ 97,526</b>	<b>\$ 4,950</b>	<b>\$ 9,948</b>	<b>\$ 10,751</b>	<b>\$ 3,585</b>	<b>\$ 8,509</b>	<b>\$ 8,512</b>	<b>\$ 257,925</b>		
Variance to Last Year	\$ (3,047)	\$ (1,208)	\$ (36,836)	\$ (13,876)	\$ (7,713)	\$ (52,412)	\$ (376)	\$ (5,209)	\$ (7,018)	\$ 2,619	\$ (6,386)	\$ (8,512)	\$ (139,973)		

Not included in the Library write-offs above is the historical list of overdue fees removed and list of debt collection fees removed totalling \$270,659.

## 10. Capital Programme Performance Report

Reference / Te Tohutoro: 22/643490

Report of / Te Pou  
Matua: Andrew Robinson, Head of Programme Management Office

General Manager /  
Pouwhakarae: Lynn McClelland, Assistant Chief Executive, Strategic Policy & Performance

### 1. Purpose of Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to present the monthly Capital Programme Performance Report for the period ending 31 May 2022.

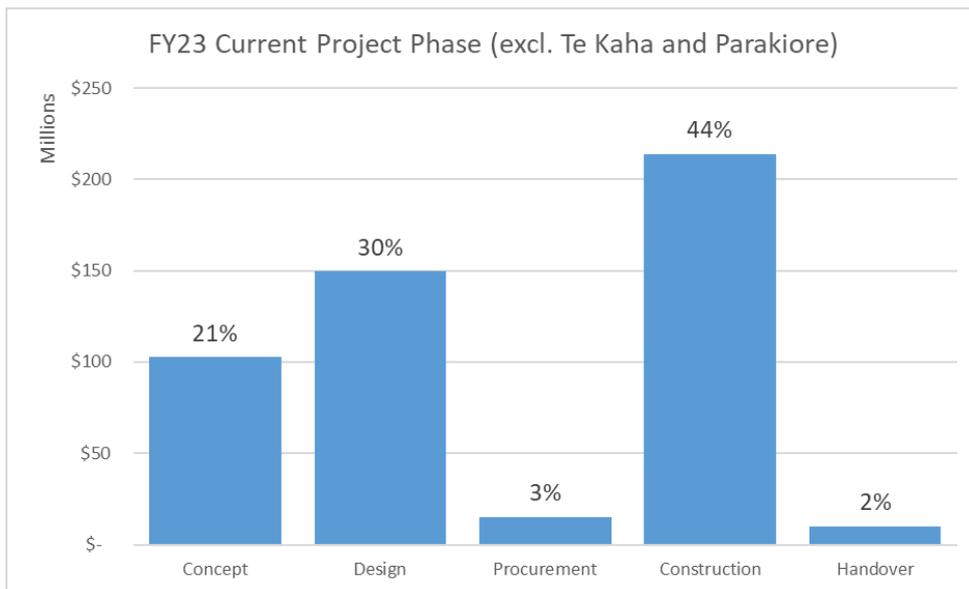
### 2. Brief Summary

- 2.1 It has been a challenging year for capital delivery programme with the cascading effects of Covid, international supply chain issues, resource constraints, geopolitical instability and cost escalation having an effect across all areas of capital delivery.
- 2.2 While it is difficult to make accurate predictions as to the time period within which these broader issues outside of Council control will resolve, internal planning and risk mitigation is based on the assumption that a return to normal is not expected in the short term.
- 2.3 The capital programme in the **Major Facilities** area accounts for a large part of underspend in the total FY22 capital budget. The larger scale projects of Te Kaha, Parakiore, Performing Arts Centre and Hornby Community Centre all require major adjustments to the expected budget phasing over the coming years. Te Kaha is currently under consideration by Council, including public consultation, and will be further considered on 14 July. Performing Arts is out to tender (closing end June) and Hornby Library & Service Centre construction is gathering momentum with foundation construction underway after difficulties with piling.
- 2.4 The capital programme for **Transport & Waste Management** will underspend by a significant margin this financial year. The Organics Processing Plant has delayed any expenditure in FY22 due to re-evaluation of its operations and location. (This project is currently delivered through the Vertical Capital Delivery Unit). The carriageway reseal programme was not able to fully deliver its programme of work due to adverse weather, works planning and Covid impacts at the back end of the sealing season. Delays with the cycleway programme caused by KiwiRail integration requirements also had an impact but collaboration is now improving.
- 2.5 The capital programme for the **Three Waters** programme held up well given the risks and issues of the year, but achievement against budget has slipped in recent months, some due to risks materialising around consent approvals, land purchases and stakeholder interfaces. A delay in two Stormwater Infrastructure Provider Agreements (IPA) has also contributed to the forecast adjustment. Re-gaining momentum of delivery in this area will be a key focus looking forward.
- 2.6 The capital programme for **Parks, Digital, Facilities and Other Capital** continue to deliver relatively well against FY22 capital budgets.

### 3. Looking Ahead to FY23

- 3.1 Planning, initiation and internal visibility of the capital programmes are continuing to make good progress, and this is strengthening ability to deliver projects in the coming years to meet the large step up required from LTP commitments.

- 3.2 Ongoing capability building is continuing and risk management processes are under development.
- 3.3 Focus on maintaining a strong future pipeline of defined and confirmed capital projects will be key to success, together with active management of conversion from the concept/initiation phases to Project Managers for delivery.
- 3.4 The current breakdown of projects for FY23 is shown in the graph below, with around 20% by capital value still to be initiated for delivery (or approximately a quarter by project count). This is an area that needs strong focus to ensure delivery is possible as budgeted in the proposed Annual Plan. There is approximately 50% of the FY23 capital value committed to construction (procurement/construction and handover) as at the end of May 2022.



#### 4. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

- 1. Receive the information in the Capital Programme Performance Report – May 2022

## Attachments / Ngā Tāpirihanga

No.	Title	Page
A  	2022-05 Capital Delivery Report - May 2022 - FINAL	54
B  	2022-05 Capex Watchlist Report - May 2022 - FINAL	95
C  	2022-05 External Funded Report - DIA - May 2022 FINAL	100
D  	2022-05 External Funded Report - Shovel Ready May 2022 - FINAL	104
E  	2022-05 Major Cycleways Report - MAY 2022 - FINAL	111

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

Document Name	Location / File Link
N/A	

## Confirmation of Statutory Compliance / Te Whakatūturutanga 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

<b>Author</b>	Andrew Robinson - Head of Programme Management Office
<b>Approved By</b>	Lynn McClelland - Assistant Chief Executive Strategic Policy and Performance

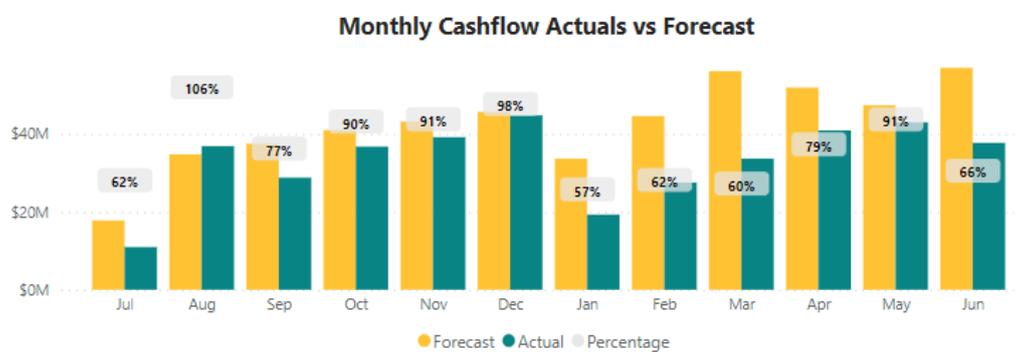
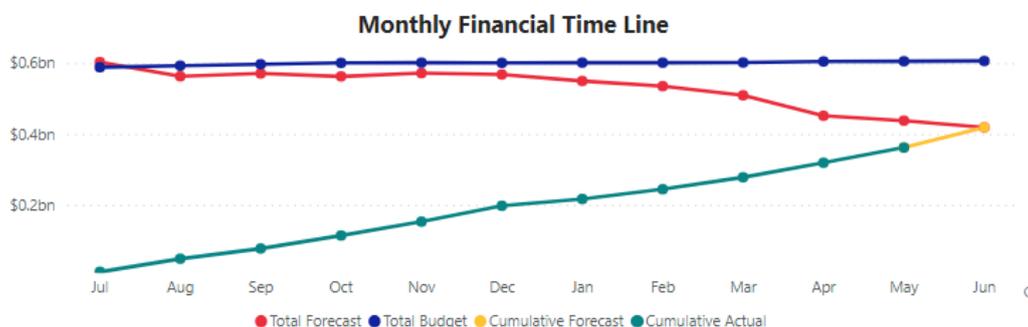
## Capital Delivery Programme Management Office Report

### Overall FY22 Summary Financials

	Budget	Forecast	Actual	Forecast Result
CCC Core	\$413.2	\$316.5	\$261.5m	77%
External Funded	\$73.2m	\$49.0m	\$41.6m	67%
<b>Sub Total</b>	<b>\$486.5m</b>	<b>\$365.5m</b>	<b>\$303.1m</b>	<b>75%</b>
Te Kaha / Parakiore	\$119.4m	\$65.5m	\$57.1m	55%
<b>Total</b>	<b>\$605.9m</b>	<b>\$431.0m</b>	<b>\$360.2m</b>	<b>71%</b>

\*As reported by Project Managers and Heads of Service as at 1st June 2022

### Overall FY22 Summary Cashflows



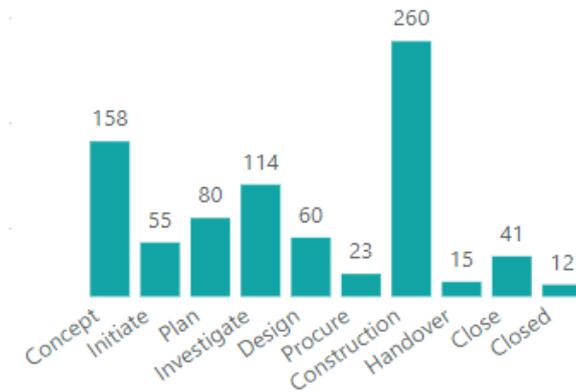
\*Note these charts updated 21 June to reflect May month end actuals

### Capital Delivery - Programme

With the instability of FY22 created by the ongoing risks and issues (summarised below), there have been a number of delays in getting projects to market and accepting new tenders. With the under expenditure in FY22 there is a consequential programme knock on effect but all projects “in flight” remain committed and previously agreed priorities remain in place. Some Service Areas, where there is ability to substitute projects in larger programmes of work, have been able to maintain momentum via panel contracts and framework agreements.

Stronger focus on programme readiness and getting “designs in the drawer” for substitution where required in FY23 will improve ability to maintain momentum of work and community commitments. Additionally, a key focus area in the coming months is to convert projects from the concept/initiation phase and allocate them to a Project Manager for delivery. The table below indicates there are 213 projects in the concept/initiation phase for FY23.

### Project Count By Phase



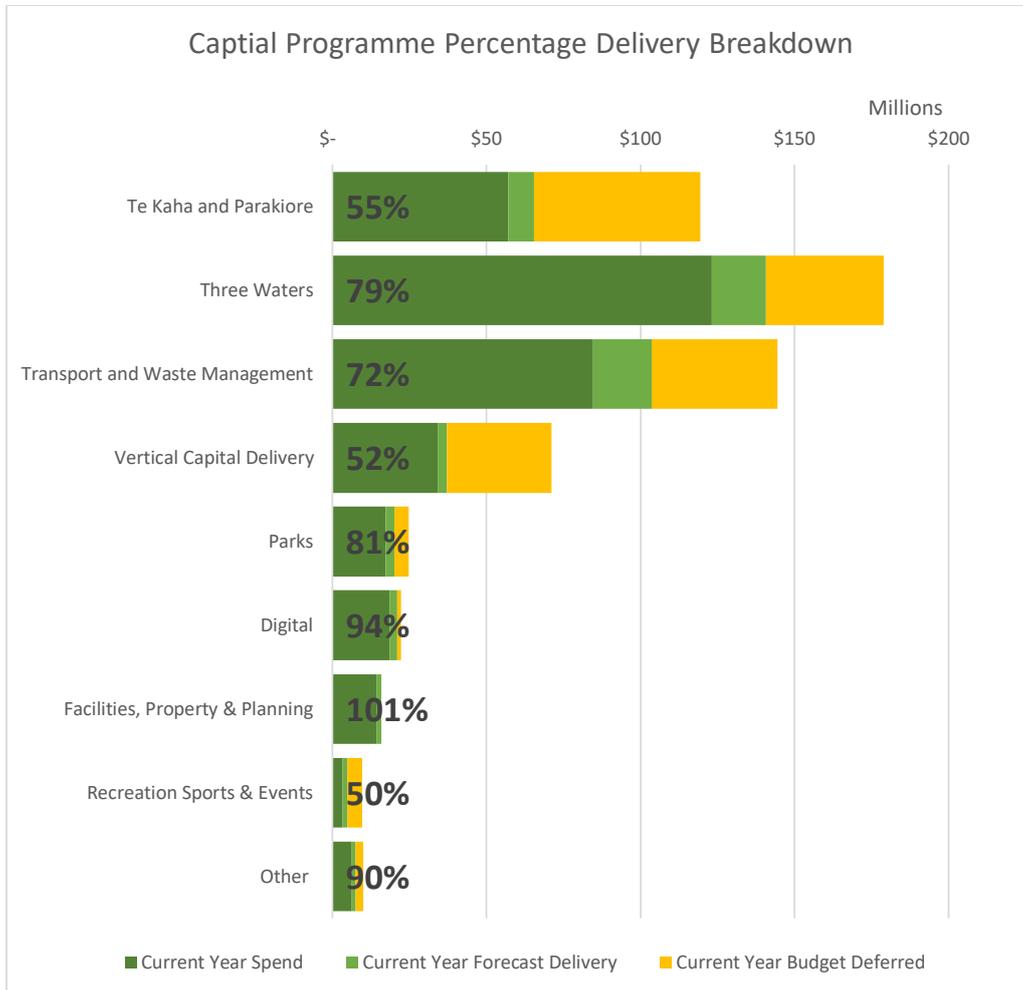
Parakiore remains on target for completion in October 2023. Te Kaha is the subject of separate Council considerations. Both of these Major Facilities are reported on in this report at high level only.

### Capital Delivery - Financial Commentary

The final expected forecast cost in FY22 for the Core (and External Funded) Programme is trending towards an outcome of around \$365m, as reported by Project Managers 20 May 2022. This is 75% of the FY Budget. Based on year to date actuals and historical trends a more likely outcome of around \$350m is predicted by the PMO. More positive signs in May were evident with an actual expenditure against budget of 95% (\$39.6m), the highest monthly spend in FY22.

The following graph shows the delivery areas by current financial year total current budget amount. It gives an instant comparison of the size of capital programme as set by the Long Term Plan (LTP), the current actual spend in the different areas (dark green), and where capital will not be spent this year (shown in the amber colour, also known as the “carryforward”).

Carry forwards will be actioned as part of the setting of the adopted FY23 Budget. The forecast delivery as a percentage of the budget is also shown. Where a project showing a percentage delivery of over 100% for the year, it is delivering faster than budgeted and uses a ‘bring back’ of funds from FY23 to accelerate the programme. These ‘brings backs’ offset some of the delayed projects unable to make full use of their current year budgeted figure.



**Capital Delivery - Risks and Issues**

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

**Covid-19**

The medium term effects from the global Covid slow down, combined with the current short term effects of the Covid outbreak in Canterbury, continue to have a large impact on the performance of the capital programme.

**Supply Chain**

Contractors continue to review supply chain risks and issues, including identification of alternative materials and sourcing locally. Projects are identifying alternative supply wherever possible, or re-phasing work to reduce impact of supply delays. Supply of imported materials continue to challenge project execution through delays at both international and local ports, but this seems to be improving.

**Cost Escalation**

Heads of Service are assessing the commercial viability and inflationary pressures of continuing projects that are experiencing the above issues. Where deferring is the preferred option, Units will look to substitute projects, i.e. deliver future approved projects in the programme earlier ensuring minimal impact on the overall budget commitment.

**Exchange Rate**

Any increase 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.

**Resources**

The current buoyant job market, and the retention/attraction of staff in technical roles is an issue both within Council and external Service providers and other client organisations.

A risk framework for the PMO is currently under development.

**Capital Delivery – Resources**

Staff resources remain stretched in many areas and retention/recruitment are critical to performance against capital programme objectives. There is considerable competition in the market for skilled resources.

Suppliers are facing similar pressures to the Council. Suppliers will be interested in the FY23/24 programmes of work and an Industry Forum will be held in July after the FY23 Annual Plan is finalised to communicate the programme of work and to gain support and collaboration in achieving Council’s objectives.

**Contents**

The following pages of this report expand on the overall performance of each major area of capital delivery, and provide a brief overview by exception of the top twenty projects in that Service Area. The reporting is based on the Delivery Unit responsibility.

- Te Kaha & Parakiore
- Three Waters
- Transport & Waste Management
- Vertical Capital Delivery
- Parks & Recreation
- Digital
- Other Capital

## Te Kaha and Parakiore

### Overall Summary Table

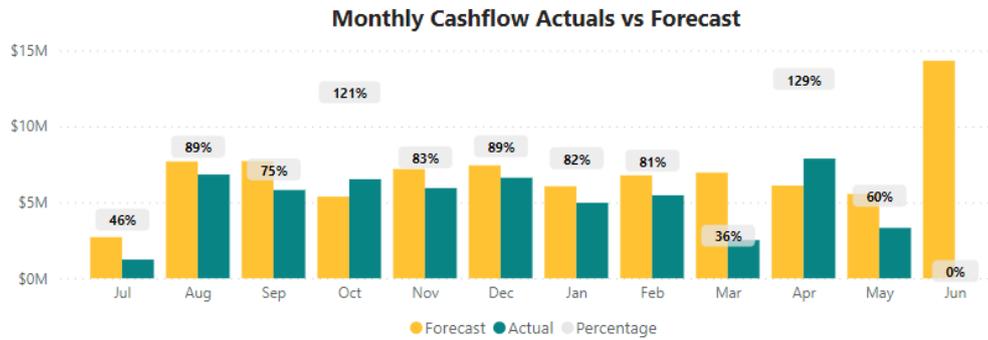
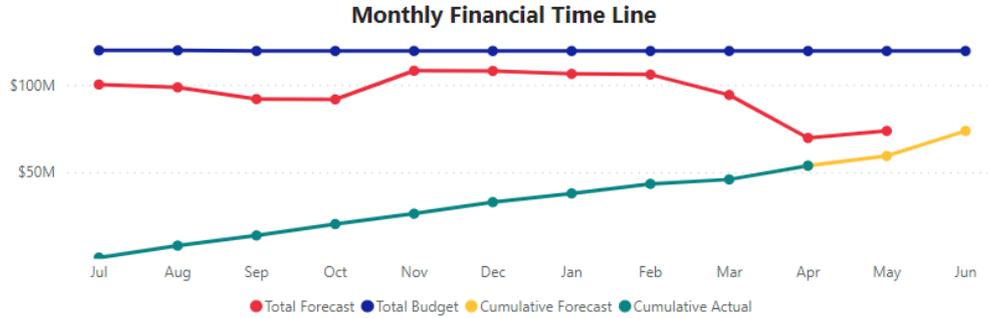
	Budget	Forecast	Actual	Forecast Result
<b>Te Kaha</b>	\$59.3m	\$28.7m	\$25.1m	48%
<b>Parakiore</b>	\$60.0m	\$36.7m	\$31.9m	61%

The budget schedule as recorded in the Long Term Plan (LTP) for FY22 has not proved accurate for these two very large capital projects.

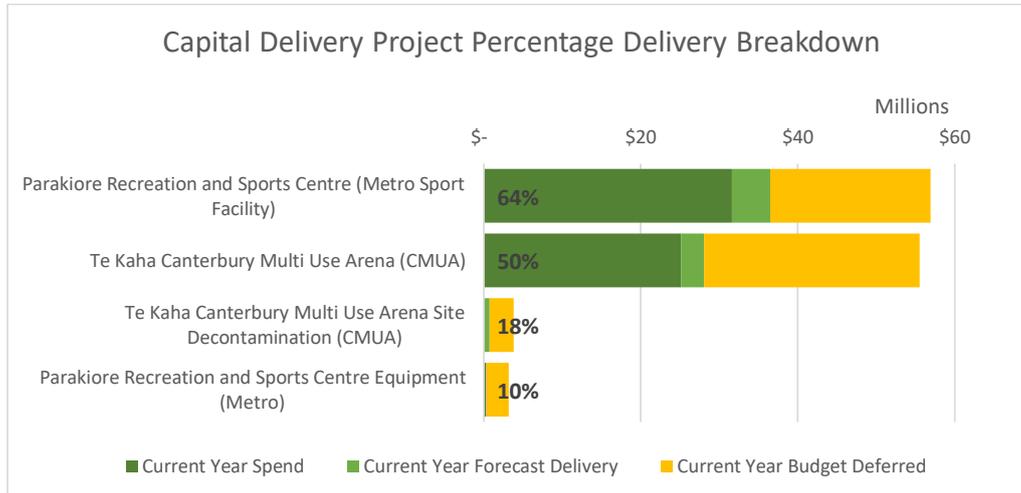
As already reported substantial completion for Parakiore has been delayed to October 2023.

Developed Design was completed in June 2022 with BESIX Watpac price submission (together with risk assessment and programme impacts) now under Council consideration including community consultation.

### Financial Year Summary



### Project Breakdown



**Project Commentary on Projects with Current Year Budget Deferred**

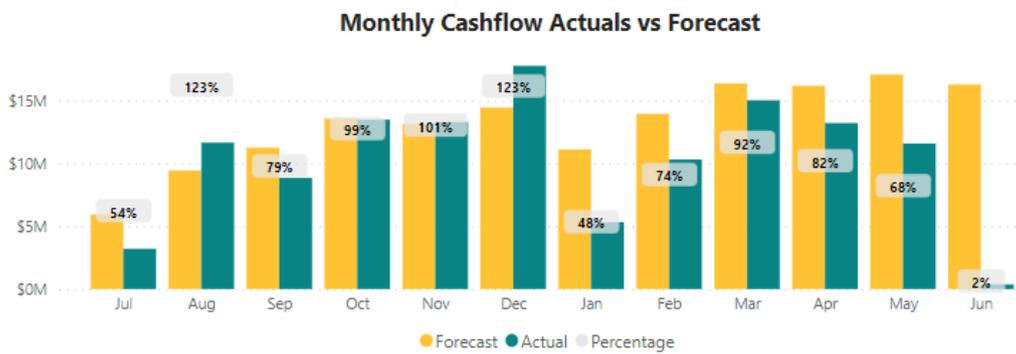
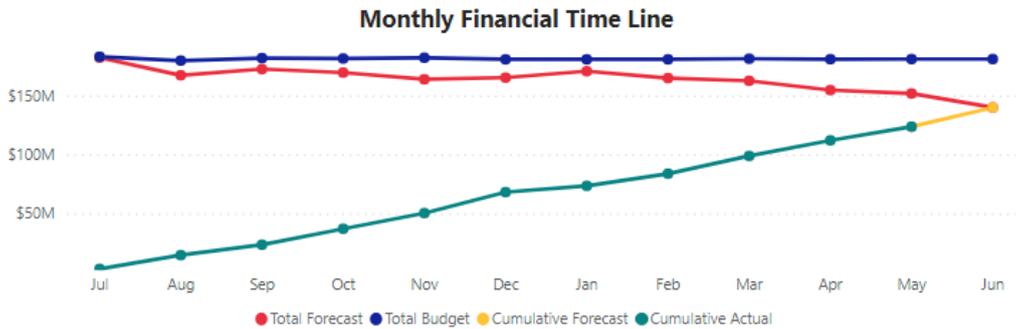
Project	Progress
Parakiore Recreation and Sports Centre (Metro Sport Facility)	<p>The construction programme has been impacted by COVID-19, including the availability of specialist overseas and Auckland subcontractors due to the border and Covid restrictions. The programme and completion date are being reviewed monthly by Contractor and Ōtākaro. Current completion is forecast for October 2023.</p> <p>Refer to the Watchlist Report for additional details.</p>
Te Kaha Canterbury Multi Use Arena (CMUA)	<p>BESIX Watpac's price submission is under Council consideration including consultation and will be discussed at Council on 14 July.</p>
Te Kaha Canterbury Multi Use Arena Site Decontamination (CMUA)	<p>Discrete areas of decontamination have been carried out as part of the Enabling Works.</p>
Parakiore Recreation and Sports Centre Equipment (Metro)	<p>For the purchase of specific equipment to operate the facility. Planning is underway on finalising the equipment requirements, and some equipment, which was required at this stage by the contractor, has been procured. Due to the later completion date for Parakiore, the majority of the equipment won't be procured until mid to late 2023.</p>

## Three Waters

### Overall Summary Table

	Budget	Forecast	Actual	Forecast
<b>CCC Core</b>	\$156.1m	\$118.8m	\$102.8m	76%
<b>External Funded</b>	\$24.8m	\$22.5m	\$20.7m	91%
<b>Total</b>	<b>\$180.9m</b>	<b>\$141.3</b>	<b>\$123.6m</b>	<b>78%</b>

### Financial Year Summary



### Three Waters - Programme Commentary

- Risks that have previously been highlighted could not be sufficiently mitigated to maintain the forecast. Many of the unresolved issues involves external stakeholders including ECAN, Orion, developers and private property owners.
- The planning and asset management teams enabled the initiation of more than 90% of projects funded for FY23, allowing the delivery teams to plan the delivery for next year.
- Although additional resourcing has (mostly) been achieved for the capital delivery teams, the resourcing of the planning and asset management teams are yet to be enhanced to improve efficiencies in the project design stages.
- The asset management team is continuing to package renewals to; provide economic benefits, reduce delays tendering for individual projects, and provide certainty of work to consultants/contractors and in turn the Council.
- Review of current delivery mechanisms to enable speed to market, and increased programme is ongoing.
- The planning and asset management teams will be requested to generate more opportunities by completing future year project briefs so that when other projects are delayed we can start delivering alternative projects through 'bring backs'. In order to achieve this milestone, increased resourcing is needed as well as enhanced planning budgets (opex) that will allow the fast tracking of master plans and infrastructure plans.

### Three Waters - Financial Commentary

Last financial year Three Waters spent \$153m. The forecasted expenditure for this financial year has dropped from previous projections to \$141m (78%).

The programme consists of three areas with varying performance this year:

- Wastewater remains on track to deliver 96% of the budgeted \$57m. Actual expenditure is \$50.7m or 89% of the budget (this forecast does not include the recovery work at the wastewater treatment plant, which is presently funded external to the capital programme).
- Water Supply are currently forecasting to deliver 80% of the \$59m programme this year.
- Stormwater forecasting is around 63% delivery of its \$53m budget. The key reasons behind performance this year are delays in obtaining consenting and land purchases, supply chain issues (mainly timber) and resource constraints, including Covid absences among design staff and contractors.
- A third of the drop in forecast this month is due to an unrecoverable delay in honouring two Stormwater Infrastructure Provider Agreements (IPA). Although in both cases, the work related to these IPAs have essentially been complete. Council is unable to pay the developers for the work completed, because S224 has not been issued for these subdivisions.

### Three Waters - Risks and Issues

- Severe delays are being experienced due to ECAN consenting delays over groundwater and wetlands.
- Orion to resolve their RRZ planning responsibilities as this is impacting on OARC Stormwater projects.
- Land purchase negotiations are taking longer because of high variance in valuations.
- The constrained labour market is challenging for recruitment and it is proposed that the retention of CCC specialist staff should be given higher priority. The loss of technical resources are increasing the workload of remaining staff which impacts also on project planning and delivery.

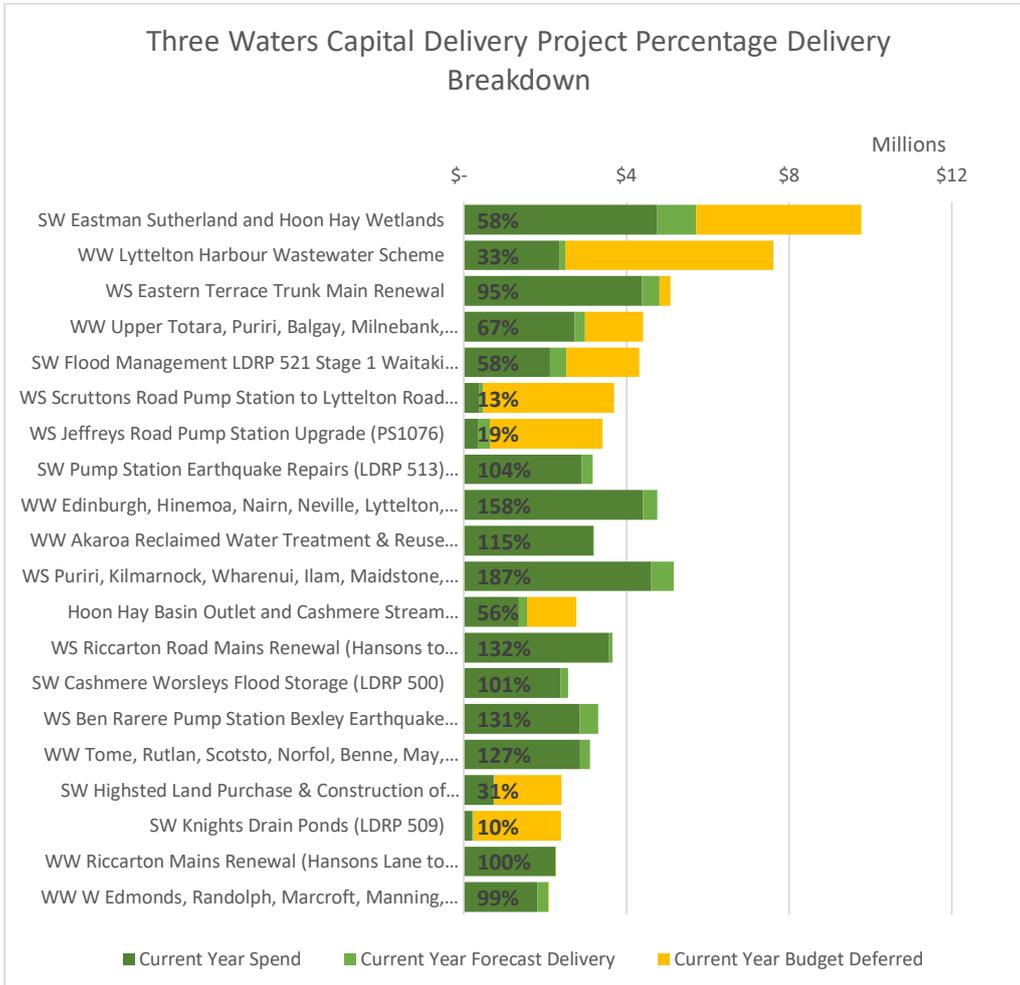
There are other risks which are unlikely to affect the forecast at this stage but which can affect things from a value perspective in FY23:

- Inflation - Likelihood of rising prices going forward into FY23.
- Material prices - We are struggling to lock in some material prices due to volatility in prices. Likelihood of more tendered prices being higher than the budget.

### Three Waters - Resources

- Three Waters have reviewed resources to meet the demands of an increased programme in FY23 and future LTP years. The request for additional planning and asset management resources are pending approval.
- Existing resources are supporting growth and improvement work, while also completing Asset Management Unit tasks and reactive requests from across the organisation.
- The many changes in the regulatory environment are placing an additional demand on the planning and asset management resources, and this is contributing to bottlenecks in project planning and design phases.

Top Twenty Projects Current Financial Year Spend Summary



Project Commentary on Projects with Current Year Budget Deferred

Project	Progress
SW Eastman Sutherland and Hoon Hay Wetlands	Multiple covid related delays and extended consenting processing time have impacted negatively on the planned progress of this project. Work has ceased for winter because the contractor is unable to work due to high groundwater levels.

	Refer to the May Capital Watchlist Report for additional details.
WW Lyttelton Harbour Wastewater Scheme	The delays in the commissioning phase is impacting the completion of the final stage of the work, which would comprise the decommissioning of the existing treatment plants. Part of the under spend is expected to be confirmed as savings in the final account negotiations.  Refer to the May Capital Watchlist Report for additional details.
WS Eastern Terrace Trunk Main Renewal	On track overall with a planned completion date of November 2022.
WW Upper Totara, Puriri, Balgay, Milnebank, Karamu, Field, Wharenui, Weka, Tui, Leinster & Bristol Mains Renewal	Works is going well for a planned completion date of November 2022.  Refer to the May External Funded Report - DIA for additional details
SW Flood Management LDRP 521 Stage 1 Waitaki	Wetland construction delayed up to 9 months due to design and consenting delays. Delays by Orion are contributing to the design delays also. Asbestos found under main excavation for raft. This has stopped work till an asbestos management plan can be put in place.
WS Scruttons Road Pump Station to Lyttelton Road Tunnel	Construction is ongoing. The design stage of the project was delayed because the geotechnical assessment could not be completed as a result of the Covid lockdown. Delays also due to the supply chain of pipe material currently sitting at 20 weeks (ordered in March 22) due to disruption to shipment & manufacturing from international supplier.
WS Jeffreys Road Pump Station Upgrade (PS1076)	During the tender phase, construction start was assumed to be 1 <sup>st</sup> April, but due to budget change approval being delayed, award took longer than anticipated. Work on the pump station could start during the peak summer period.
SW Pump Station Earthquake Repairs (LDRP 513) (PS205)	On track overall for a Project Delivery Complete date of August 2022.  A new programme is expected from the Contractor to reflect recent construction delays. Pump 3 upgrade is underway with

	<p>return to service now expected by 13 June 2022.</p> <p>A Change Request for additional funding has been approved.</p>
WW Edinburgh, Hinemoa, Nairn, Neville, Lyttelton, Torrens, Dundee, Somers & Hillier Mains Renewal	<p>The project is tracking ahead of programme, and it was started 2 months before the planned start date of October 2021.</p>
WW Akaroa Reclaimed Water Treatment & Reuse Scheme	<p>The project is now in phase of preparing a resource consent application.</p> <p>Refer to the May Capital Watchlist Report for additional details.</p>
WS Puriri, Kilmarnock, Wharenui, Ilam, Maidstone, Wainui, George, Division, Deans & Waimairi Mains Renewal Hoon Hay Basin Outlet and Cashmere Stream Control Structure (Eastman Sutherlands)	<p>Kilmarnock St, balance of works - rail crossing section to be completed, delay by Kiwirail.</p> <p>Deed of Grant now issued and looking to start again on Kilmarnock Street. Balance of project in construction.</p> <p>Work could be fast tracked and the additional expenditure comprises a \$2.3m bring back.</p>
Hoon Hay Basin Outlet and Cashmere Stream Control Structure (Eastman Sutherlands)	<p>Construction in progress with GSL and largely complete. Separable portion for siphon near practical completion. Stream structure to follow after gate installed in February. Delays were experienced in the supply of the actuator for the control structure.</p>
WS Riccarton Road Mains Renewal (Hansons to Matipo)	<p>The physical works are now complete and the project is in the defects liability stage</p> <p>Refer to the May External Funded Report - DIA for additional details.</p>
SW Cashmere Worsleys Flood Storage (LDRP 500)	<p>Construction for upper valley earthworks and landscaping is complete. Resource Consent for dam has been granted. Project completion now on track as baseline completion date has been revised to FY23.</p> <p>Refer to the May Capital Watchlist Report for additional details.</p>
WS Ben Rarere Pump Station Bexley Earthquake Replacement	<p>Progress of work is going well. Pumps are due to be delivered on 20th June 2022, and will be installed early July.</p> <p>Pipeline is 2/3 installed to connect to existing Council pipe. Electrical and instrumentation is</p>

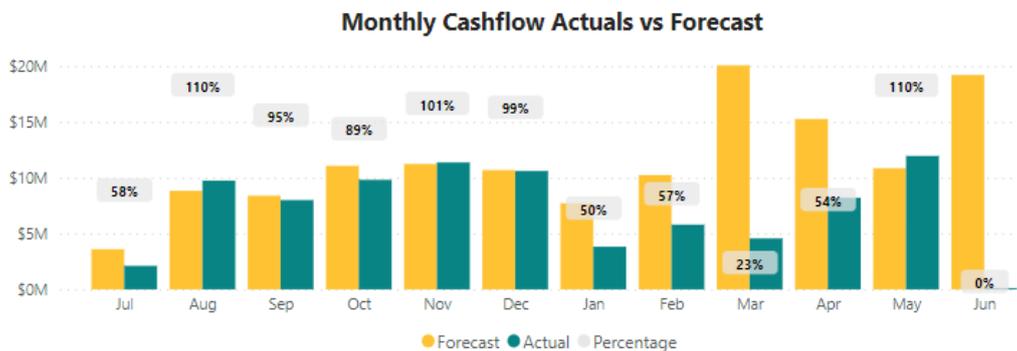
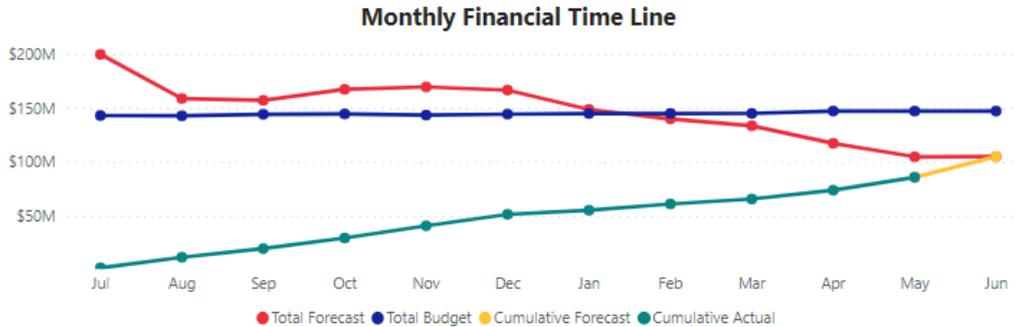
	going well. Expected Practical Completion remains as reported before 4 August 2022.
WW Tome, Rutlan, Scotsto, Norfol, Benne, May, Tavendal, Chapte, Lingar, Mathia, Paparo & Claremo Mains Renewal	Construction is in progress. Design for additional works between Tome and Mays Road properties in progress.
SW Highsted Land Purchase & Construction of Waterways, Basins & Wetlands	Main construction has been completed, but a variation added to the works. Therefore a time delay with delivery due to delay in land purchase.
SW Knights Drain Ponds (LDRP 509)	Construction delayed due to design changes which were necessitated to incorporate value engineering to enable delivery within budget. Construction to be completed in FY23.
WW Riccarton Mains Renewal (Hansons Lane to Euston Street)	The physical works are now complete and the project is in the defects liability stage.
WW W Edmonds, Randolph, Marcroft, Manning, Wildberry, Hopkins, Ferry & Okeover Mains Renewal	The project is in construction phase and will continue into the next Financial Year.

## Transport and Waste Management

### Overall Summary Table

	Budget	Forecast	Actual	Forecast Result
CCC Core	\$106.8m	\$86.0m	\$72.2m	81%
External Funded	\$40.5m	\$18.4m	\$13.0m	45%
<b>Total</b>	<b>\$147.3m</b>	<b>\$104.4m</b>	<b>\$85.2m</b>	<b>71%</b>

## Financial Year Summary



## Transport and Waste Management - Programme Commentary

A focus on accurate end-of-year forecasts has continued, resulting in a drop in the end of year forecast. The biggest movers are:

- Lincoln Road and Barrington Intersection projects where the forecast is now aligned with the contractor schedule. Work is ongoing, with night works generally being well tolerated by the community.
- Land Purchase for Mass Movement Remediation where one outstanding piece of works is being tendered for delivery at the start of FY23 rather than late FY22. There is a small remaining piece of work which is still in design, aiming for delivery in FY23.
- Nor'West Arc MCR. Staff have reviewed the Shovel Ready programme of works to develop realistic and deliverable schedules based on experience and our current understanding of the projects. This has resulted in the forecast for Nor'West Arc being reduced in the Financial Year.

## Transport and Waste Management - Financial Commentary

Staff had anticipated May and June FY22 actuals to increase, due to COVID resourcing issues beginning to ease, historic chipseal costs being costed to the correct projects, and a number of larger projects starting on site, such as Rapanui-Shag Rock MCR; Coastal Pathway; and Lincoln Road. This has been borne out in May, which is the highest spending month in the Financial Year to date, and we would expect this to increase further in June.

### Transport and Waste Management - Risks and Issues

There is a growing focus on FY23 forecasts, and trying to better forecast the likely works for next year. The biggest risks to delivery of this are:

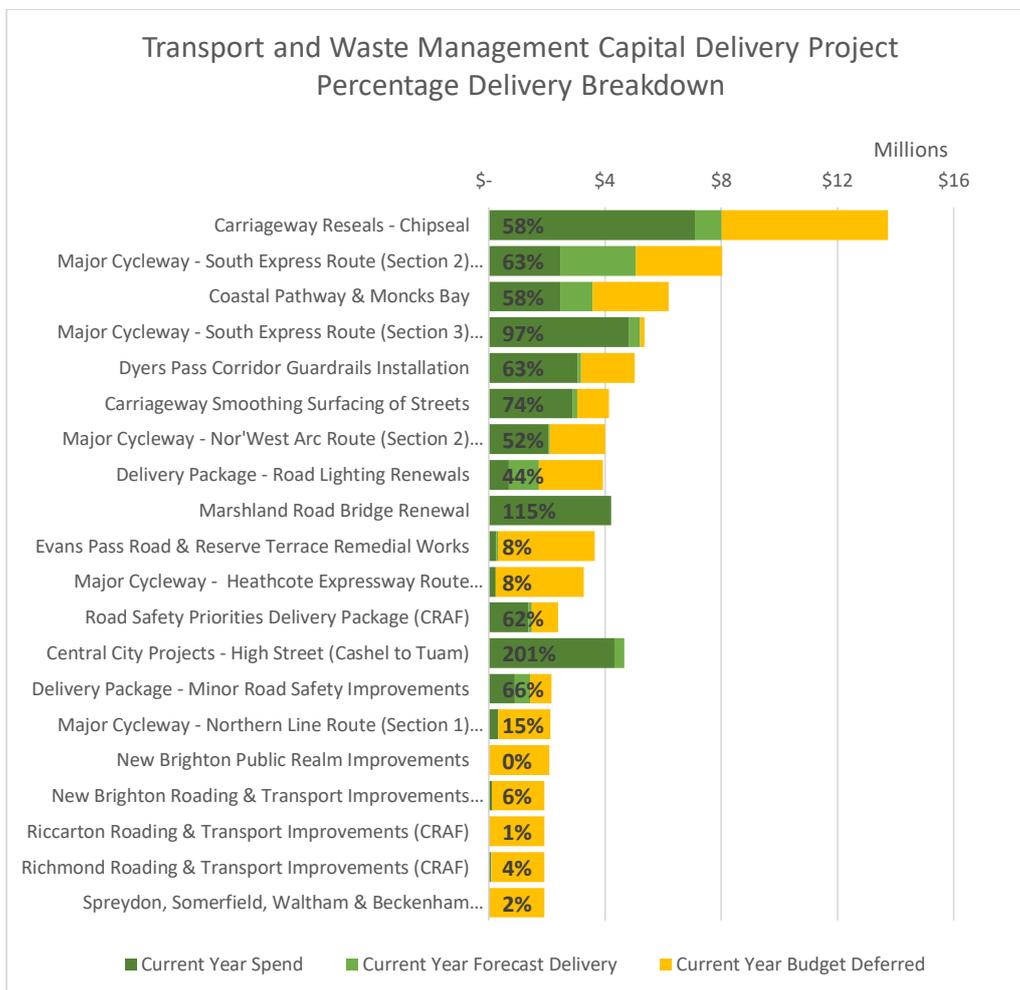
- KiwiRail interface - A number of our larger spend projects, most notably parts of Halswell Junction Road and a large quantity of the MCR programme, are at risk due to issues resulting from KiwiRail resource problems. Regular meetings are ongoing to understand and mitigate this risk, but this is likely to impact FY23 and FY24 spend.
- COVID shutdown impact - Changes to levels and/or outbreaks may affect access to resources. Isolation requirements have caused delays to some projects, although this appears to be easing, and would expect to continue into FY23.
- Supply Chain issues - exposure to imported goods such as bitumen and LED lights could impact overall spend and/or scope.
- Resourcing - Projects are seeing delays due to a lack of specialist staff, both internally, and with external consultants and contractors.
- Cost inflation - We are seeing new tenders consistently coming in higher than expected. Unless this eases, this will prevent projects from progressing to tender or construction in line with the programme.

### Transport and Waste Management - Resources

Improved communication with KiwiRail is giving us a more realistic view of the likely project timeframes, although in many cases this has resulted in a significant increase in costs and timeframes. KiwiRail and CCC managers are meeting monthly to understand each other's requirements and mitigate the project slippage and cost increases.

Supply chain risks are also being managed at a programme level, for example, by trying to involve contractors early in planning renewals works so they can guarantee bitumen supply.

### Top Twenty Projects Current Financial Year Spend Summary



### Project Commentary on Projects with Current Year Budget Deferred

Project	Progress
Carriageway Reseals - Chipseal	The accelerated \$3.5m of capital work brought forward from FY23 has not been able to be delivered early as planned.
Major Cycleway – South Express	Detailed updates on the progress of the MCR projects are covered in the May External Funded Report for Shovel Ready.

	Where possible, work is ongoing and progressing well. However, various parts of the route are reliant on KiwiRail crossings and land access agreements which are taking much longer to agree than expected.
Coastal Pathway & Moncks Bay	Onsite work is ongoing and progressing well, with support from the local communities. Refer to the May External Funded Report - Shovel Ready for additional details.
Major Cycleway - South Express Route (Section 3) Curletts to Old Blenheim	Work is complete, and claims from the contractor are being assessed. Refer to the May External Funded Report - Shovel Ready for additional details.
Dyers Pass Corridor Guardrails Installation	Dyers Pass Road projects for the installation of guardrails, sealed shoulder widening, and drainage channels. First phase complete, second phase has been tendered, and negotiations with the preferred contractor are ongoing. Refer to the May Capital Watchlist Report for additional details.
Carriageway Smoothing Surfacing of Streets	This project is for streets with roughness or vibration issues. Work remains ongoing in this Financial Year, and a comprehensive programme of streets for next Financial Year has been developed that should allow us to deliver in line with budget.
Major Cycleway - Nor'West Arc Route (Section 2) Annex & Wigram Road to University	The section showing as under-delivering in the year has been substantially completed, and the under spend will be returned to the Contingency to support later Shovel-Ready funded sections. Refer to the May External Funded Report - Shovel Ready for additional details.
Delivery Package – Road Lighting Renewals	LED works are progressing, but the proposed carry forward into FY23 reflects the delays in international freight, particularly for specialist electronic goods. Given the pace of design and expected ordering, we would expect to over deliver in FY23, leading to a bring back from FY24.
Marshland Road Bridge Renewal	Practical completion issued 21 <sup>st</sup> December 2021, 6 months ahead of schedule.

	The physical works are now complete and the project is in defects liability stage.
Evans Pass Road & Reserve Terrace Remedial Works	<p>Designs and tender documentation are being finalised, aiming for a start on site in Spring 2022.</p> <p>Delays have been experienced due to COVID-related design constraints.</p>
Major Cycleway – Heathcote Express Route	<p>Tenders have been evaluated and final negotiations with preferred tenderers are ongoing.</p> <p>Refer to May External Funded Report - Shovel Ready for additional details.</p>
Road Safety Priorities Delivery Package (CRAF)	<p>The projects to be delivered as part of this package have mostly been agreed, and the final ones are moving into consultation, community board agreement, and then detailed design. These were delayed by COVID-related resource constraints.</p> <p>Construction of these is expected in FY23.</p>
Central City Projects - High Street (Cashel to Tuam)	<p>Construction of High Street between Cashel Street and Tuam Street has mostly been completed, with a few bits of landscaping and tie-in to ongoing third party works remaining. An official opening of this and the new Tram loop happened in late May.</p>
Delivery Package - Minor Road Safety Improvements	<p>Cowes/Orrick and Banks Peninsula Speed Reviews projects have been delayed by COVID. These have now been consulted and are expected to be approved by community boards and council before the end of the Financial Year, ready for delivery in the next FY.</p>
Major Cycleway - Northern Line Route (Section 1) Blenheim to Kilmarnock and Harewood Crossing & Restell	<p>There is an ongoing civils design review by Kiwirail which has pushed out parts of the programme, and this remains at risk until this is approved.</p> <p>Refer to the May External Funded Report – Shovel Ready for additional details.</p>
New Brighton Public Realm Improvements	<p>High-level scheme options as to the various road layout are complete. However, this cannot be advanced further until the property purchases can be secured.</p>

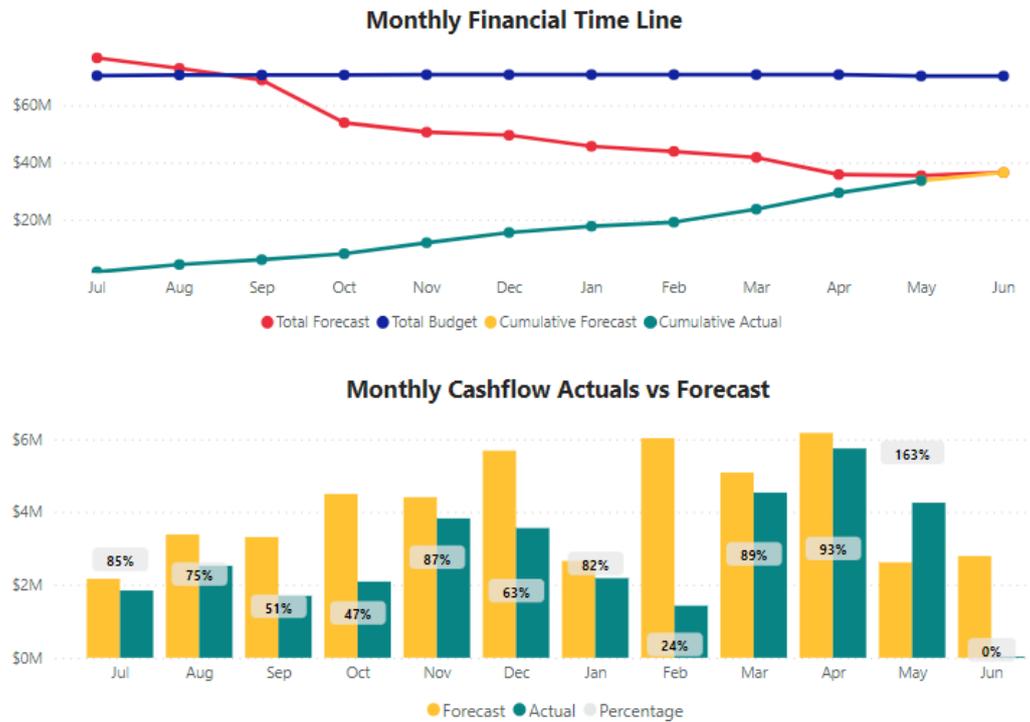
Christchurch Regeneration Acceleration Fund: Roading & Transport Improvements (CRAF)	<p>The five areas have been delayed due to the period taken to agree the scope. This has driven a significant proposed carry forward from FY22.</p> <p>Three areas (New Brighton, Linwood and Woolston, and Richmond) have now been agreed, so are advancing to design and consultation, and early works.</p> <p>The remaining two areas (Riccarton, and Spreydon, Somerfield, Waltham and Beckenham) are still to be agreed with Community Boards, so remain at risk of further slippage in FY23.</p>
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## Vertical Capital Delivery

### Overall Summary Table

	Budget	Forecast	Actual	Forecast Result
<b>CCC Core</b>	\$63.2m	\$29.0m	\$26.3m	46%
<b>External Funded</b>	\$8.0m	\$8.1m	\$7.9m	102%
<b>Total</b>	<b>\$71.1m</b>	<b>\$37.1m</b>	<b>\$34.2m</b>	<b>52%</b>

## Financial Year Summary



## Vertical Capital Delivery - Programme Commentary

Overall the Vertical Capital Delivery programme is looking to deliver half of its budgeted programme.

This is primarily due to delays with the top three projects in this portfolio of work as shown on the graph below with Hornby Library, Organics Processing Plant and Performing Arts Precinct.

## Vertical Capital Delivery – Financial Commentary

- The end of year forecast v actual is significantly affected by a handful of projects with very large budgets, which offset the remainder of the portfolio. None of this portfolio operates as a programme, which limits the ability to substitute as seen in other Council portfolios.
- Budget for the Organics Processing Plant will be moved to Transport and Waste Management for delivery from FY23.

## Vertical Capital Delivery - Risks and Issues

- Inflationary Pressures – inflation is rising rapidly affecting all aspects of project budgets.
- Cost Volatility – costs that were relatively stable and predictable are increasingly volatile.
- Logistics – Shipping, logistics and general high level supply issues.

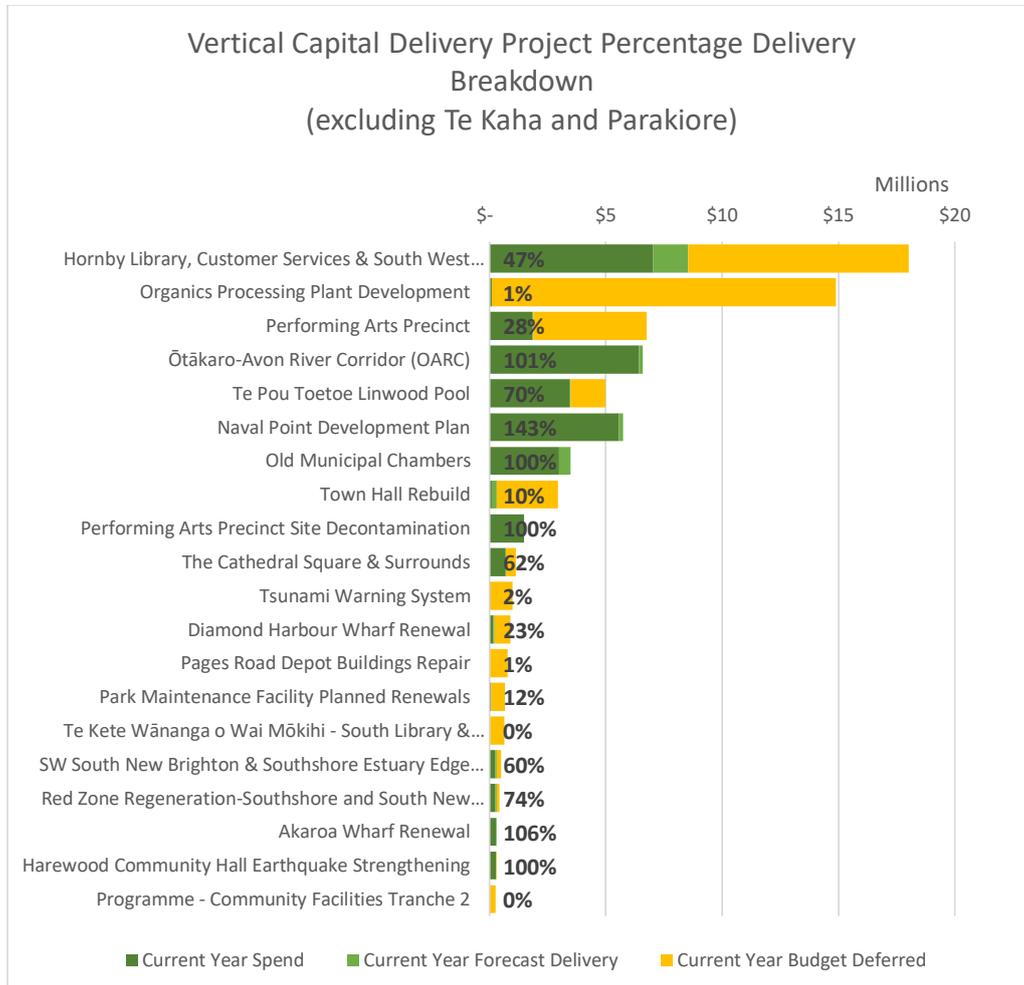
**Mitigations:**

- Off-site payments
- Ordering early
- Storing materials
- Increased contingencies
- Negotiated tenders

**Vertical Capital Delivery - Resources**

- Current vertical construction contractors continue to submit and actively participate in the tender process.
- Regular engagement with the professional services/consultants market also improves visibility on the front end/design phase of each capital projects.

### Top Twenty Projects Current Financial Year Spend Summary



### Project Commentary on Projects with Current Year Budget Deferred

Project	Progress
Hornby Library, Customer Services & South West Leisure Centre	<p>The piling delay has reduced the forecast spend for this financial year, and together with the hydrotherapy pool addition will push completion later in 2023.</p> <p>Refer to the May Capital Watchlist Report for additional details.</p>

Organics Processing Plant Development	Options are being prepared for alternative locations for this project. This project will leave this portfolio and will report under the Transport and Waste Management Unit in the new FY.
Performing Arts Precinct	The early civil work is complete. The tender for main contractor is in the market and close at end of June. Contract start and finish dates will be available once the tender process is complete  Refer to the Capital Watchlist Report for additional details.
Ōtākaro-Avon River Corridor (OARC)	All bridges are complete and open as is the landing. This project will leave this portfolio and go report under the Parks portfolio in the new FY.  Refer to the May External Funded Report for Shovel Ready.
Te Pou Toetoe Linwood Pool	Defects rectification and minor improvements are ongoing.
Naval Point Development Plan	Stage one car park and utility upgrade works for Naval Point to support the SailGP is complete. Stage two works started in April with a water main upgrade and are scheduled to be completed in October 2022.  Refer to the May Capital Watchlist Report for additional details.
Old Municipal Chambers	Project remains on budget and is due for completion in April 2023.
Town Hall Rebuild	With the completion of this project, the remainder of the budget funds are now surplus.
The Cathedral Square & Surrounds	Positive stakeholder meetings have been ongoing. Physical works around Distinction hotel and outside The Grand due to start in August.
Tsunami Warning System	The project scope has now been defined and project has been initiated.  To be refined as project progresses.

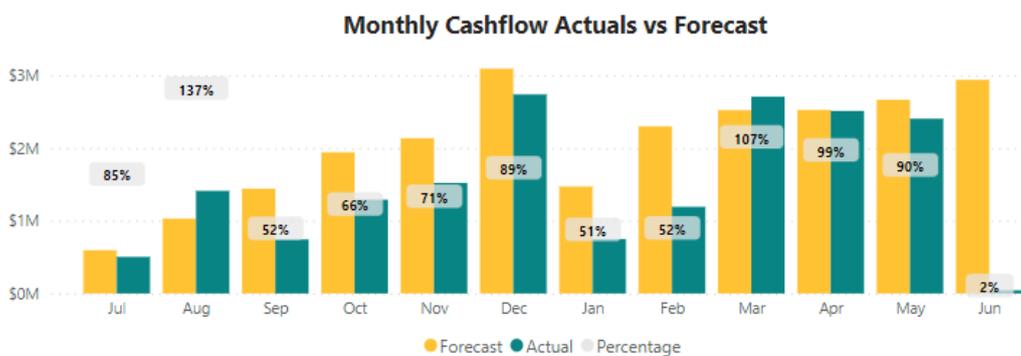
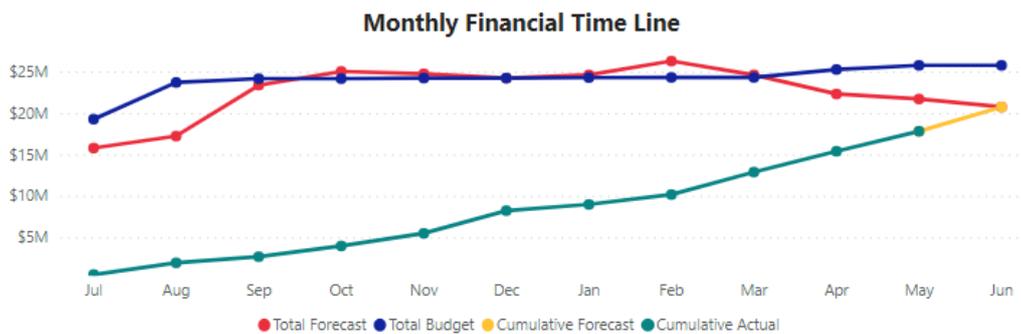
Diamond Harbour Wharf Renewal	Main contract has now been awarded with construction due to begin August 2022. Public meeting scheduled.
Pages Road Depot Building Repair	Detailed design is underway and tendering is expected to be in June 2022. The budget requirement cannot be confirmed until the detailed design is finished and an updated cost estimate is completed. Covid is delaying completion of detailed design.
Te Kete Wānanga o Wai Mōkihi - South Library & Service Centre Earthquake Repairs	An updated scope and costs of repair has been completed. Direction to progress rebuild design has been approved by Councillors.
SW South New Brighton & Southshore Estuary Edge Flood Mitigation	The project is currently working through the Preliminary Design Phase, which is planned to be completed in August 2022. This is likely to result in a carry forward of the FY22 budget.  Refer to the May Capital Watchlist Report for additional details.
Red Zone Regeneration-Southshore and South New Brighton Estuary Edge Erosion Management	Early planning underway now including statements of work, programming and survey in order to create a sound layer of data for design development.  Refer to the May Capital Watchlist Report for additional details.
Akaroa Wharf Renewal	The current LTP includes \$19.1M for the delivery of this project. Project risks are mainly in relation to budget. The project team will continue to manage costs.  Refer to the May Capital Watchlist Report for additional details.
Harewood Community Hall Earthquake Strengthening	This project is now complete.
Programme - Community Facilities Tranche 2	This is a programme with funds to support the delivery of multiple projects that were approved as TRANCHE 2 by Council.

## Parks

### Overall Summary Table

Budget	Forecast	Actual	Forecast Result
\$24.8m	\$20.1m	\$17.3m	81%

### Financial Year Summary



### Parks - Programme Commentary

The Parks unit now includes the Parks Project Management team (historically part of Community Capital Delivery Team). Deliverability commentary now reflects the combined Parks Unit.

Activities to improve delivery are as follows:

- A revised approach to the Parks programme is continuing to be implemented to enable delivery to a larger capital budget in FY23 and beyond including reviewing the capacity and capability of the current teams.
- Fortnightly meetings with sponsors to review progress on current year’s programme including accuracy of forecast and commitments (purchase orders raised).

### Parks - Financial Commentary

- The total Parks Unit budget for FY22 is \$40.2M. The \$24.8M budget total stated above only represents projects being delivered by Parks Unit staff.
- The remaining \$16M is delivered by Vertical Capital on behalf of the Parks Unit. The combined summary is as follows
- Summary performance overall for the Parks Unit is as follows:

Budget	Forecast	Actual	Forecast Result
\$40.2M	\$36.5M	\$33.6M	90.8%

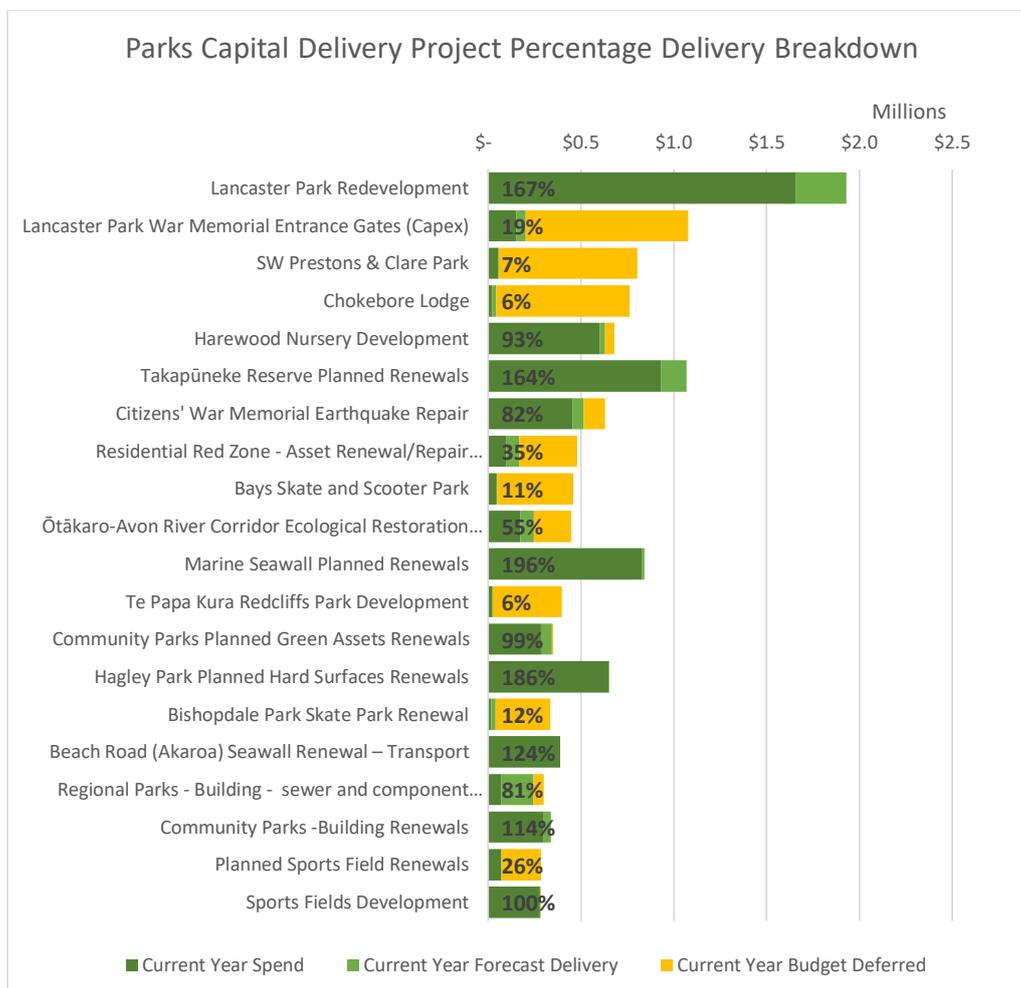
### Parks – Risks and Issues

- Ongoing COVID impacts - Repeated waves of COVID and associated isolation requirements have caused delays to some projects.
- Supply chain issues - Delays in receiving both domestic and imported goods.
- Cost inflation - It is likely that scoped projected work costs will soon start to exceed current project budgets. This may prevent projects from progressing through to tender or construction without the need to alter project scopes.
- Contractor availability - COVID isolation requirements have caused delays to some projects.

### Parks –Resource

- Dedicated resources have been assigned to scope projects, assess deliverability and define the delivery mechanism (through Community, Rangers, Parks project managers). Priority is on completing this activity for FY22, with a wider focus on the next three years to enable a rolling programme of work in construction for future years.
- The Capital Programme SME will brief all Community Boards on the Parks Unit FY23 Capital programme as well as requesting the Boards provide ‘Ward priority’ projects for inclusion into the FY24 and FY25 programmes.

### Top Twenty Projects Current Financial Year Spend Summary



### Project Commentary on Projects with Current Year Budget Deferred

Project	Progress
Lancaster Park Redevelopment	<p>The park will be opened in June 2022 without the memorial gates restoration, paved area and retaining wall being completed.</p> <p>Refer to the May Capital Watchlist Report for additional details.</p>

Lancaster Park War Memorial Entrance Gates (Capex)	Construction on site has now commenced and progressing well. The project budget will be updated to include the \$450K CEAT funding once the Deed has been executed.
Chokebore Lodge	Works are now forecast for delivery in the FY23 financial year (Jul-Dec 2023).
SW Prestons & Clare Park	Construction has been delayed due to consenting issues. The consent is currently lodged but has been rejected on interpretation issues. Project is still on track within the overall construction period.
Harewood Nursery Development	Various parts are all progressing. Some slightly delayed by Omicron and the ongoing effects of that. Additional delays around the new resource consent.
Takapūneke Reserve Planned Renewals	The site is on track for the opening on 24 <sup>th</sup> June 22 with celebrations being held by Onuku.  Change Request in progress for future funding.
Citizens' War Memorial Earthquake Repair	Work underway on site. Sound progress to date. The deadline for completion of the memorial has been revised to 30 September 2022. This provides a month's contingency in the programme for completion ahead of Armistice Day on 11/11.
Residential Red Zone – Asset Renewal/Repair	All works are now complete and the project is in the defects liability stage.
Bays Skate & Scooter Park Development	Resource Consent application is being prepared, the affected properties owners will be notified prior to the application being submitted to Council (notification expected to be completed in June 2022)  A Panel agreement is being put in place that will streamline the procurement process.  Tender to be issued as soon as the Resource Consent has been granted (expected to be in Spring 2022)
Ōtākaro-Avon River Corridor Ecological Restoration (OARC)	We have 26,250 plants ordered and held with local nurseries for planting at six Ōtākaro Avon River Corridor locations. These sites will be

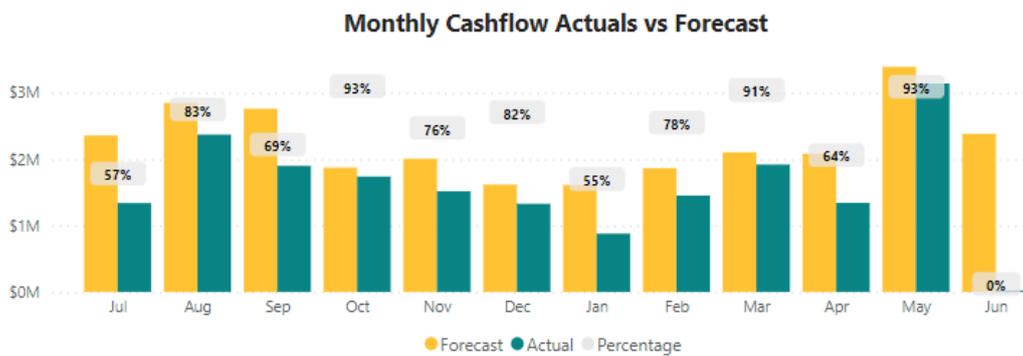
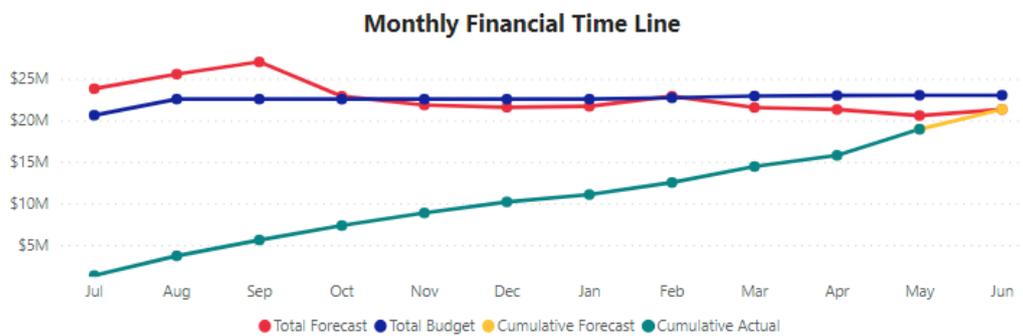
	planted by community groups and our staff in June, with site preparation carried out prior to that.
Marine Seawall Planned Renewals	Akaroa seawalls in construction with planting works only to complete in June 2022 at the Recreation Grounds.  Other sites for FY22 are Sumner seawall which is working through the consenting requirements. Construction to begin in FY23/24.
Te Papa Kura Redcliffs Park Development	Funding was split between two financial years so the completion date has been pushed out to Dec 23 to align with the funding.  Continued engagement with Heritage NZ/Archaeologists/MKT regarding the site continues as required.
Community Parks Planned Green Assets Renewals	Parks Unit have planting work underway with volunteer groups. Staff scoping ornamental garden renewals works for FY 23.
Bishopdale Park Skate Park Renewal	Construction underway with completion in July 2022.
Beach Road (Akaroa) Seawall Renewal – Transport	Project completed with final contract payment in June.
Regional Parks - Building - sewer and component renewals	Halswell completed, Styx house refurbish in progress. Invoices on the final sewer project is expected in June.
Community Parks Play Item Renewal	Cashmere Valley Playground – replacement of tube slide was delayed due to issues while installing. This is expected to be completed by the end of June 2022.
Planned Sports Field Renewals	Currently on track with the current planning although it will be a very tight timeline to complete the Elmwood cricket block re-alignment by end of June 2022.
Sports Fields Development	The project is now in Handover phase.

## Digital

### Overall Summary Table

Budget	Forecast	Actual	Forecast Result
\$23.0m	\$21.3m	\$18.9m	93%

### Financial Year Summary



### Digital - Programme Commentary

Current status as follows:

- The annual 'review and reset' of the Digital Portfolio is currently underway workshop sessions were held 23<sup>rd</sup> and 24<sup>th</sup> May, analysis is in progress and will be taken to ELT for final approval following Digital and Business input and consultation.

- Risks to delivering against current forecast due to continued constraints around resourcing and IT system environments to support current projects in-flight.

### Digital - Financial Commentary

- Project budget forecasts are conservative and in accordance with phase and whether the solution is known or not. 23 projects in early phases; 13 in planning phase, 7 initiated to start and 3 in process of preparing to initiate.
- Portfolio is on track to spend forecast of 93.8% of FY22 budget
- SAP Improvement and Modern Workplace Programmes now have approved programme level capital budgets in addition to the already approved project budgets. Programme budgets now make up 12% of the total 3 Year Digital Capital Portfolio
- Digital Citizen Experience Programme is being established with programme Business Case in progress. Employee Experience Programme is also in the early stages of being formed with Business Case to be progressed.

### Digital - Risks and Issues

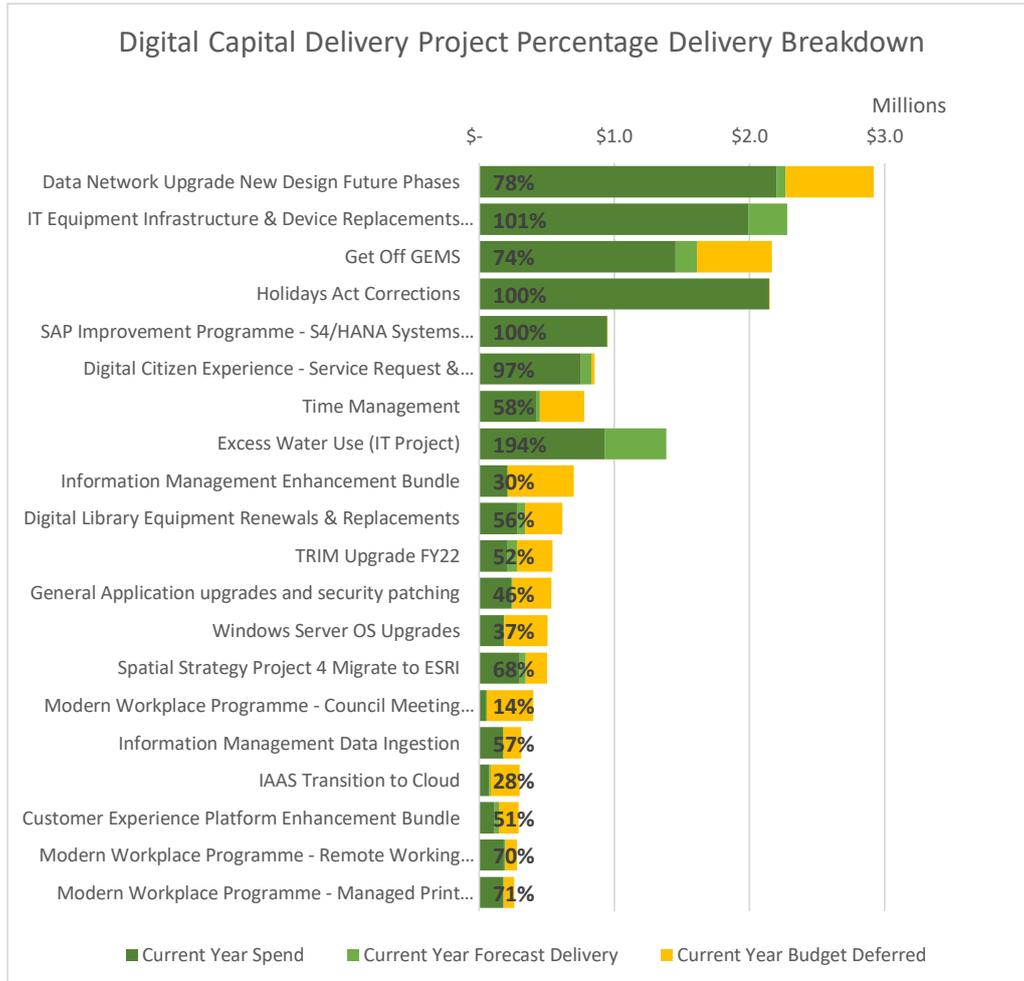
- Current portfolio level risks and issues are largely centred on resource availability and scheduling conflicts:
- Recruitment continues and at last assessment existing vacancies for permanent staff had decreased slightly. Programmes and complex projects have increase demand for resources, contractors and fixed term arrangements are being used to mitigate impacts to the Digital Portfolio.
- A Portfolio Delivery Risk Management Working Group has been established to address management of dependencies, risks and issues across the Portfolio, this group meets monthly or as required to respond to the current risk/issue level. Areas of concern are identified around interdependencies between various projects and programmes, special Risk Management Working Group are set-up to look closely at any developing situation to ensure any portfolio level risks and issues are managed and if there are conflicting priorities across the portfolio that decisions are escalated to the right level of governance.
- The Portfolio Review and Re-set will also be taking into consideration any changes to the Portfolio Plan and priorities that will reduce risks and issues and support deliverability of the plan.

### Digital - Resource

- Pipeline will need to be slowed while resource constraints are addressed. Additional initiatives will only proceed if delivery resource is not constrained or where necessary that it is an organisational priority in which case portfolio priorities will be re-set and teams informed of a change in priorities.
- Recruitment of permanent staff and contractors/fixed term for vacant and key roles continues but is made increasingly difficult by skill shortage and a competitive market.
- Cost of resources has also increased putting additional strain on programme and project budgets.

- Resource constraints amongst multiple high-priority projects, continues to be a major risk.

**Top Twenty Projects Current Financial Year Spend Summary**



**Project Commentary on Projects with Current Year Budget Deferred**

Project	Progress
Data Network upgrade New Design Future Phases	High certainty in delivering against current forecast. Detailed planning (Elaboration) has just been completed.

IT Equipment Infrastructure & Device Replacements & Renewals	Awaiting quotes for the last hardware order for this financial year, Delivery to be expected by end of June 22.
Get off GEMS (Government Enterprise Management System)	High certainty to spend due to increased resources brought on to the project to increase output.
Holidays Act Corrections	The project was delivered within the agreed scope, time and budget. Project is now closed.
SAP Improvement Programme - S4/HANA Systems Upgrade	The project delivered all of the agreed scope within the baseline schedule. Project is now closed.
Digital Citizen Experience - Service Request & Related Enhancements	Following a system health check this project has delivered three of the five main deliverables and several minor improvements. The deliverables are focused on improving notifications back to the citizen and configuring the system for a more service based approach. Due to resourcing issues and system complexities the project is forecast to deliver four months over time in October and around 10% over budget.
Time Management	The project is in plan phase and is working to confirm resourcing, and project solution decisions.
Excess Water Use (IT Project)	High certainty in delivering against current forecast. Detailed planning has been recently completed.
Information Management Enhancement Bundle	“Bundle” style projects are made up on backlogs of tasks, and are low on the project priority list, therefore work is completed when resources are available i.e. not working on higher priority items. Project forecasts reflect this and therefore are realistic
Digital Library Equipment Renewals & Replacements	Working to complete final libraries replacement and renewals purchases for FY22. Project forecast is based on this and is therefore realistic.

TRIM Upgrade FY22 (TRIM is the Council's enterprise record and document management system)	To date the project has been in planning where it has explored various options available whilst waiting for the latest version to be delivered. The project has now confirmed what options to implement and is producing a detailed plan and design with view to implement the new version in September.
General Application upgrades & security patching	This project manages three streams of work, namely Libraries applications, Security Upgrades and other minor upgrades for business. Most work assigned this FY has been completed, any other work has been scheduled in next financial year. Project forecasts reflect this and therefore are realistic
Windows Server Operating System Upgrades	Project is progressing through Windows Server upgrades. This work will continue into next FY
Spatial Strategy Project 4 - Migrate to ESRI (ESRI is a Geographic Information System (GIS))	These tranches of work will not be completed by the end of the FY22, therefore work has been scheduled into next financial year. Project forecasts reflect this and therefore are realistic
Modern Workplace Programme - Council Meeting Rooms Audio Visual Upgrade	Early estimates of hardware costs indicate additional budget will be required.  Working though the contract with Delivery Partner is in progress.
Information Management Data Ingestion	The project approach is being reviewed to ensure the best solution for the business.
Infrastructure as a Service (IAAS) Transition to Cloud	RFP responses have now been received and are being reviewed. Expect to require additional funds in FY23 - to be confirmed during Planning.
Customer Experience Platform Enhancement Bundle	"Bundle" style projects are made up on back-logs of tasks, and are low on the project priority list, therefore work is completed when resources are available i.e. not working on higher priority items.  Working with senior leads to ascertain priority and timeline against other urgent work and Business as Usual (BAU).

	Project forecasts reflect this and therefore are realistic
Modern Workplace Programme – Remote Working Solutions	Forecast completion of Plan Phase is June 2022. At this time total time, cost and scope for project will be confirmed.
Modern Workplace Programme - Managed Print Services Implementation.	All deployment phases has been completed. Project is preparing to move into closure.

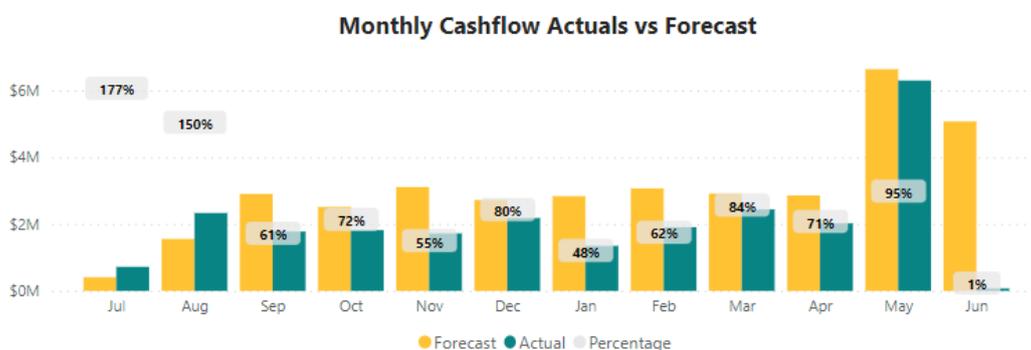
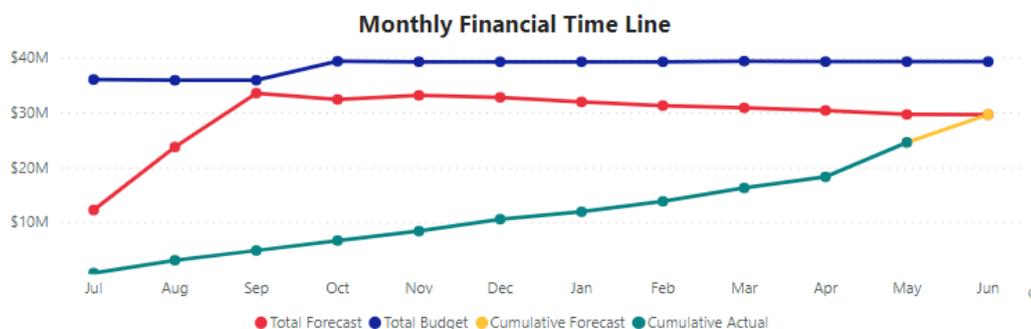
## Other Capital

(Includes Facilities, Property & Planning; Recreation Sports & Events; Libraries; Financial Management; Smart Cities and Other)

### Overall Summary Table

Budget	Forecast	Actual	Forecast Result
\$39.3m	\$29.6m	\$24.7m	75.4%

## Financial Year Summary



## Other Capital - Financial Commentary

- This final section of the capital programme is dominated (50%) by four high value items: library book purchase project, social housing renewals, general property purchase and corporate investments. The remaining projects are on a smaller scale and involve the recreation and sport portfolio of work across the city.
- The current forecast of \$29.6m will result in 76% of this year's programme being delivered. The significant driver of this underspend is in Corporate Investments \$4m (Housing Accord and Insurance Equity) and the projects at Pioneer, Cowles Stadium and Jellie Park (\$2.7m)

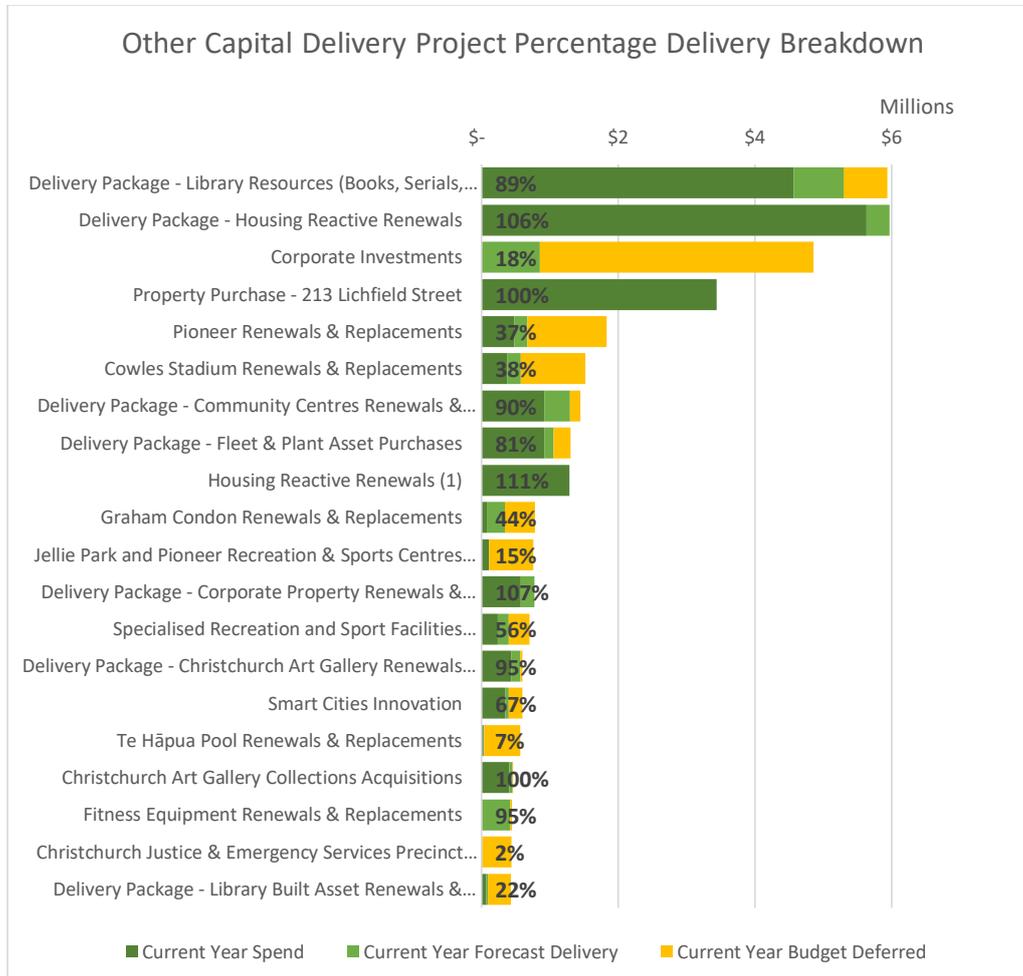
## Other Capital - Risks and Issues

- The same risks and issues that have been highlighted across the capital programme have also had an impact on the delivery of other capital – Covid-19, supply chain, cost escalation and availability of resources.

## Other Capital - Resource

- Staff resources remain stretched and retention/recruitment are critical to performance against capital programme objectives both this year and going forward. There is considerable competition in the market for skilled resources.

Top Twenty Projects Current Financial Year Spend Summary



Project Commentary on Projects with Current Year Budget Deferred

Project	Progress
Delivery Package – Library Resources (Books, Serials, AV, Electronic)	COVID19 has impacted on the publication and distribution of some new material, and this will remain unpredictable for some time. A surplus is expected for the remaining FY22.

Delivery Package - Housing Reactive Renewals	This is currently being managed as a programme of work with OCHT.
Corporate Investments	The forecast underspend reflects the current predicted spend profile of the Housing Initiative.
Property Purchase – 213 Lichfield Street	On track to be completed before end of the financial year.
Pioneer Renewals & Replacements	There have been significant delays working through the alternative heat sources for the pool heating including resource consent, ECan, procurement and contractor delays.
Cowles Stadium Renewals & Replacements	The exterior cladding is to be replaced at the same time as the roof replacement project. The Australian contractor has advised that roof bending and contractor availability will most likely occur after current restrictions ease.  Cladding replacement unable to occur this FY.
Delivery Package - Community Centres Renewals & Replacements	Construction is ongoing. Budget has been fully allocated for FY22. No expected over or underspend on this project.
Delivery Package – Fleet & Plant Asset Purchases	Vehicles have arrived.  Project is preparing for closure.
Housing Reactive Renewals (1)	This is currently being managed as a programme of work. This is being delivered in conjunction with the Delivery Package - Housing Reactive Renewals project.
Graham Condon Renewals & Replacements	There have been delays in confirming the lease with the High School/Ministry of Education, limited contractors who can do the work and supply chain delays on equipment (22-30 weeks).
Jellie Park & Pioneer Recreation & Sports Centres	The Stage 4 strengthening & earthquake repair works at Jellie Park/Pioneer will be delayed until Metro Sports has opened to ensure capacity is maintained across the recreation and sports centre network.
Delivery Package - Corporate Property Renewals & Replacements	Current work in progress for the following:

	Civic Building LED Lighting renewals, Smith Street building and lighting renewals and the Dog Pound renewals.
Specialised Recreation and Sport Facilities Equipment Planned Renewals & Replacements	Currently completing Cowles Stadium renewals – bleachers, scoreboard and sound system.
Delivery Package - Christchurch Art Gallery Renewals & Replacements	Current renewal/replacement work in progress for the following: Security room, Roof protection, Cable network Chilled water pipes, Gallery refurbishments, Projector
Smart Cities Innovation	Recent Covid level changes and supply chain issues have delayed the progress of some initiatives.
Te Hapua Pool Renewals & Replacements	A comprehensive review of the electrical/power supply found that substantial upgrades were required and this delayed getting the contract to market until March 2022.
Christchurch Art Gallery Collections Acquisitions	Art acquisitions are made as and when suitable works become available. If there are any unspent funds at year end they are carried forward to enable more ambitious acquisitions to be made.
Fitness Equipment Renewals & Replacements	Orders placed and awaiting delivery of the spin bikes and other fitness equipment.
Christchurch Justice & Emergency Services Precinct	There is further work required on the SCADA project and EOC related equipment. This work has been delayed due to resource constraints and changes in staff.
Delivery Package - Library Built Asset Renewals & Replacements	A Carry Forward to FY23 is expected due to the delay in the final design and availability of mechanical equipment and parts.

CHRISTCHURCH CITY COUNCIL - CAPITAL PROGRAMME WATCHLIST

May 2022

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				STATUS	COMMENTARY - BUDGET / TIME / RISKS
			Time Status	Original Delivery Date	Current Approved Delivery Date	Current Forecast Delivery Date	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date		
Parks	Lancaster Park Enabling Works <i>(pre-requisite to redevelopment)</i>	Close	●	Jun-19	Mar-22	Sep-22	●	\$3.0 M	\$3.0 M	\$3.0 M	Green	Operational funded project. The Park is due to be opened in mid June with all the remaining work complete with the exception of the retaining wall. The small retaining wall is being built in conjunction with the Memorial Gate restoration and the connecting paving. The final enabling works are the perimeter bollarding for site security. these are underway and scheduled for completion by the end of July.
	Lancaster Park Redevelopment	(Execute) Construction	●	Jun-26	Jun-26	Jun-26	●	\$8.7 M	\$8.3 M	\$1.7 M	Green	Capital funded project. The park will be opened on 19th June 2022, without the memorial gates restoration, paved area and retaining wall being completed. This is to enable the community to enjoy the Park through the winter sports season.
	Citizens War Memorial Earthquake Repair	(Execute) Construction	●	Jun-19	Oct-22	Feb-23	●	\$0.8 M	\$1.6 M	\$0.6 M	Red	The deadline for completion of the memorial has been revised to 30 September 2022. This provides a months contingency in the programme for completion ahead of Armistice Day on 11/11. A further request for additional budget will need to be sourced to ensure the project continues efficiently.
Vertical Capital Delivery	Hornby Library, Customer Services and South West Leisure Centre	(Execute) Construction	●	Apr-20	Dec-22	Sep-23	●	\$35.9 M	\$40.0 M	\$11.4 M	Red	The programme has slipped from baseline due to the late arrival of pile steel and piling issues. In addition, integration of the hydrotherapy pool extension has caused further delay. The current milestones are a current best estimate, taking the delays into account. The main project risks are the shipping of overseas supplied items, resource competition, and scope variations. In addition, the effect of Covid-19 on the workforce and community funding for the hydrotherapy pool are also risks.
	Naval Point Development Plan	(Execute) Investigate	●	Jun-15	Aug-31	Aug-31	●	\$29.7 M	\$29.2 M	\$8.7 M	Green	Stage one car park and utility upgrade works for Naval Point to support the SailGP is complete. Stage two works started in April with a water main upgrade and are scheduled to be completed in October 2022. Subsequent stages of the plan will be developed in more detail and once the Leasing and Operational Plan has been confirmed. The 2021 - 2031 LTP includes \$26.825M for the delivery of the project over the next 10 years. Project is currently forecast to deliver within budget. The major risks within the project include the ongoing coordination of event requirements, stakeholder groups and future development stages of work.
	Akaroa Wharf Renewal	(Execute) Investigate	●	Feb-23	Aug-25	Aug-25	●	\$20.2 M	\$20.2 M	\$1.2 M	Amber	The current LTP includes \$19.1M for the delivery of this project. The project includes a number of risks including project budget (particularly at this early stage), currently escalating material and shipping costs, availability of specialist materials, the needs of the community, heritage requirements and associated costs, the management of the existing use of the wharf structure and the future of privately-owned buildings.

	Project Title	Current Phase	TIME				BUDGET				STATUS	COMMENTARY - BUDGET / TIME / RISKS
			Time Status	Original Delivery Date	Current Approved Delivery Date	Current Forecast Delivery Date	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Overall Status	
	<b>Red Zone Regeneration-Southshore and South New Brighton Estuary Edge Erosion Management</b>	(Execute) Investigate	●	Jun-25	Jun-25	Jun-25	●	\$5.7 M	\$5.7 M	\$0.3 M	Green	Early planning underway now including statements of work, programming and survey in order to create a sound layer of data for design development. The preliminary design is currently planned to complete with submission of the Resource Consent in September 2022.
	<b>Performing Arts Precinct</b>	(Execute) Procure	●	Jun-18	Jul-24	Nov-24	●	\$36.0 M	\$36.1 M	\$3.9 M	Amber	The project has considerable challenges. The programme through to when The Court Theatre's current building lease ends will remain very tight. The cost estimates show significant cost escalations projected over the next two years, these will be confirmed by the tender bids [currently in the market]. Given the project stage and the present risks, the projected construction contingency available is possibly insufficient to complete the project. This indicates significant risk to the project. Other considerable risks are shipping of overseas supplied items, Covid-19 affecting resourcing, resource competition, and scope variations.
	<b>High Street Tram Extension</b>	(Execute) Construction	●	Jun-21	May-22	May-22	●	\$3.7 M	\$3.5 M	\$3.4 M	Green	Project mostly complete with official opening ceremony in early June. Some minor areas of paving around Cotters building to be completed. Preliminary results from the power study suggest any problems with power availability will be fairly limited, and talks with the tram company to agree constraints and future options are underway
	<b>Barrington, Lincoln &amp; Whiteleigh Intersection Improvement</b>	(Execute) Construction	●	Jun-17	Oct-23	Oct-23	●	\$1.5 M	\$1.5 M	\$0.2 M	Green	This project will be delivered in conjunction with the Lincoln Road Phase 1 Public Transport project. Site works are underway, with slight changes to the raised platform to address drainage and wheelchair accessibility issues
	<b>Core Public Transport Route &amp; Facilities - South-West Lincoln Road (Phase 1)</b>	(Execute) Construction	●	Jun-20	Oct-23	Oct-23	●	\$6.2 M	\$6.2 M	\$1.4 M	Amber	Site works are underway and progressing well, and a change request is in chain to address the escalation which has caused the budget issue. Main construction risk is related to previously unidentified clashes with verandas, which may need removing/resizing.

	Project Title	Current Phase	TIME				BUDGET				STATUS	COMMENTARY - BUDGET / TIME / RISKS
			Time Status	Original Delivery Date	Current Approved Delivery Date	Current Forecast Delivery Date	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Overall Status	
Transport and Waste Management	<b>Wigram &amp; Hayton Intersection Improvement</b>	(Execute) Design	●	Jun-21	Jul-22	May-23	●	\$1.0 M	\$0.9 M	\$0.2 M	Red	The Netsal development at Nga Puna Wai has now decided to make use of the underpass at Wigram Road as an entrance to the development, in the past this option was ruled out. This project needs to be reviewed by transport planners and it is highly likely the design need to change to accommodate the traffic using the entrance to the Netsal development. Red status reflects this change, as the integration means the project has been delayed, and a current high risk of cost escalation. There is a possibility of cost sharing with the Netsal development for changes to original design.
	<b>Downstream Intersection Improvements: Cranford Street</b> <i>(Includes Downstream of Christchurch Northern Corridor (Project 1 and 2) in Handover</i>	Close	●	Jun-20	Oct-20	Oct-20	●	\$12.3 M	\$12.1 M	\$12.1 M	Green	Overall on Track
	<b>Dyers Pass Corridor Safety Improvements (Guardrails, Cycle Safety and Pedestrian)</b>	(Execute) Construction	●	Jun-19	Dec-22	Dec-22	●	\$13.4 M	\$13.5 M	\$9.9 M	Green	Overall the project is currently on track and within budget. Negotiation with preferred tenderer is underway, with work expected to start on Stage 2 in late June 22
	<b>Evans Pass Road and Reserve Terrace Remedial Works</b>	(Execute) Design	●	Jun-19	Jun-28	Jun-28	●	\$24.5 M	\$24.5 M	\$1.7 M	Green	The finalisation of design and tender documentation will be delayed until May 2022 and construction will begin in August 2022. Due to covid related consultant design resource constraints. Separate minor packages as preparatory works are being considered to advance construction.
	<b>Halswell Junction Road Extension</b>	(Execute) Construction	●	Jun-16	Jul-24	Jun-23	●	\$12.5 M	\$18.1 M	\$7.2 M	Red	Project timeline is still at risk and CCC are working very closely with Kiwirail to ensure programme is on track. A shortfall of around \$5.5mil (including contingency) for Kiwirail additional costs and some increases on road works has been identified, and additional funding has been requested from Council. If this cannot be agreed swiftly then there is a chance that the planned Kiwirail blockade in July and August may be missed, which would lead to a minimum 9 month delay until the next available opportunity to work on the railway.
	<b>Road Lighting LED Installation</b>	(Execute) Design	●	Jun-18	Jun-23	Jun-23	●	\$1.3 M	\$1.7 M	\$0.2 M	Green	Overall programme on track. The first round of procurement has been approved, lead time in 3-5 months. Design work is ongoing and the Install work is expected to start in July 2022. A change request will be submitted to seek the budget that was approved in the LTP from related lighting programmes which will then resolve the current forecast overspend showing. The main risk to the project remains the supply chain which is unpredictable as a result of Covid. Longer lead times are being used when forecasting to take account of this.

	Project Title	Current Phase	TIME				BUDGET				STATUS	COMMENTARY - BUDGET / TIME / RISKS
			Time Status	Original Delivery Date	Current Approved Delivery Date	Current Forecast Delivery Date	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Overall Status	
Three Waters	SW Cashmere Worsleys Flood Storage (LDRP 500)	(Execute) Construction	●	Apr-17	Jun-23	Jun-23	●	\$31.2 M	\$31.0 M	\$24.1 M	Red	Construction for upper valley earthworks and landscaping is complete. Resource Consent for dam has been granted which would allow work to progress with dam construction planned to commence October 2022. Cost estimate has been updated and a change request has been agreed to increase budget - currently with Finance to action. Project completion now on track as baseline completion date has been revised.
	SW South New Brighton & Southshore Estuary Edge Flood Mitigation	Plan	●	Jun-26	Jun-26	Jun-26	●	\$6.5 M	\$6.5 M	\$0.2 M	Green	Ecology mapping in Southshore has identified that the proposed design encroaches existing areas of saltmarsh, salt meadow and seagrass which are protected under National Environment Standards, NZ Coastal Policy Statement and National Policy Statement. The exact policies and regulations which apply are being investigated with Council's external specialist counsel from Buddle Findlay, as this may have a significant impact on the project design. The immediate impact on the project is a slight delay whilst this issue is investigated, however the extent of this will not be known until a way forward is identified.
	SW Eastman Sutherland and Hoon Hay Wetlands <i>(including Eastman Wetlands (LDRP 528))</i>	(Execute) Construction	●	Jun-24	Jun-24	Jun-24	●	\$39.6 M	\$39.8 M	\$26.2 M	Green	This project and budget has now been combined to the Combined Sutherland Eastman Project.
	WW Akaroa Reclaimed Water Treatment & Reuse Scheme	(Execute) Investigate	●	Jun-16	Jul-29	Jul-29	●	\$74.5 M	\$75.0 M	\$12.3 M	Green	The key project risk regarding where to discharge the treated wastewater was closed in December 2020 and the project is now in phase of preparing a resource consent application.
	WW Lyttelton Harbour Wastewater Scheme	(Execute) Construction	●	Feb-19	Jun-22	Jun-22	●	\$60.8 M	\$60.8 M	\$53.7 M	Green	Fully connected system from Lyttelton Harbour through to Bromley in place by the end of June 2022, though some delays due to COVID. Completion of works still scheduled for the end of July 2022. Main risks are commissioning of the waste water system as a whole and demolition of the treatment plants. It is expected following delays in commissioning that all flows will be diverted through the tunnel to PS15 and then to Pages Road by Mid June 2022, which means no further discharge to harbour will occur.

	Project Title	Current Phase	TIME				BUDGET				STATUS	COMMENTARY - BUDGET / TIME / RISKS
			Time Status	Original Delivery Date	Current Approved Delivery Date	Current Forecast Delivery Date	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Overall Status	
Third Party Delivery / Funding	Third Party Delivery / Funding						#N/A					
	Parakiore Recreation and Sports Centre (Metro Sport Facility)	(Execute) Construction	●	Jan-20	Jun-23	Dec-23	●	\$151.3 M	\$151.3 M	\$28.7m	Red	Delays due to slower progress than current construction programme and COVID-19 flow on effects. The completion date for the main construction work is forecast as Q4 2023. Timing of the Council's Contribution and cashflow is subject to invoicing from Ōtākaro based on their expenditure on the project.
	Te Kaha Canterbury Multi Use Arena (CMUA)	(Execute) Investigate	●	Jun-25	Jun-25	Dec-25	●	\$521.8 M	\$521.7 M	\$36.6 M	Red	Developed Design was completed in June 2022 with BESIX Watpac price submission (together with risk assessment and programme impacts) now under Council consideration and community consultation (10 June – 5 July). BESIX Watpac's price submission identified that significant additional budget will be required for the project. The results of the consultation and the evaluation/recommendation report on BESIX Watpac's tender will be presented to Council on 14 July.
	Multicultural Recreation and Community Centre	(Execute) Investigate	●	Jun-21	Jan-23	Jan-23	●	\$3.0 M	\$3.0 M	\$2.9 M	Green	Purchase completed. Canterbury Netball will continue to lease the building at the Hagley Netball Centre until their new site at Nga Puna Wai is completed.

CHRISTCHURCH CITY COUNCIL - EXTERNAL FUNDED PROJECTS - DIA  
May 2022

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.

	Project Title	Current Phase	TIME			BUDGET					RISKS (BUDGET AND TIME)		
			Time Status	Current Approved Delivery Date	Current Forecast Delivery Date	Budget Status	Council Funded	Govt Funded	TOTAL Approved Budget	Current Forecast	Actuals to Date	Status	Risk Commentary (By Exception)
Capital Expenditure	WS Riccarton Rd Mains Renewal (Hansons to Matipo)	Close	●	Jun-22	Apr-22	●	\$2.3 M	\$2.0 M	\$4.3 M	\$4.2 M	\$4.2 M	Green	The physical works are now complete and the project is in the defects liability stage.
	WS Libeau and Chemin Du Nache Mains Renewal	(Execute) Construction	●	May-22	Aug-22	●	\$0.1 M	\$1.2 M	\$1.3 M	\$1.3 M	\$0.9 M	Green	Construction in progress, with June 2022 forecast as the construction completion date which aligns with the DIA timeframe. QA to be handed in by Aug 2022. Risks of rock in Rue Pompallier, risk of damage to existing watermain during construction, contractor notified.
	WW Upper Totara, Puriri, Balgay, Milnebank, Karamu, Field, Wharenui, Weka, Tui, Leinster & Bristol Mains Renewal	(Execute) Construction	●	Nov-22	Nov-22	●	\$3.6 M	\$2.2 M	\$5.8 M	\$5.3 M	\$3.1 M	Green	Construction works still ongoing for a planned completion date. Cycleways projects will gain overall programme time.
	WW Trafalgar, Dover, Cornwall, Lindsay, Caledonian and Ranfurly Mains Renewal	Close	●	May-23	Aug-22	●	\$1.8 M	\$1.7 M	\$3.4 M	\$3.3 M	\$3.2 M	Green	Construction completed. QA in submission. In defects. Archaeology findings, delays, could impact the duration of the project and productivity based on HNZ requirements.
	WW Philomele, Inverell, Pegasus, Endeavour, Royalist, Effingham, Monowai, Nile Mains Renewal	(Execute) Construction	●	May-23	May-22	●	\$1.3 M	\$2.5 M	\$3.8 M	\$3.8 M	\$3.2 M	Green	Construction completed part 1. In defects. To reduce PO value for the project. Part 2, busy with design investigation, an additional street added to project - Pacific Drive.
	WW Nalder, Ruru, McLean, Wyon, Rudds, Griffiths, Digby, Rasen and Tilford Mains Renewal	Close	●	May-23	Aug-22	●	\$0.8 M	\$1.3 M	\$2.0 M	\$2.0 M	\$1.9 M	Green	Construction completed. Project now in defects liability stage. No risks currently. No Archaeology findings in this area.
	WW Sails, Langdons, Hoani, Wilmot, Cone, Perry, Gambia, Frank, Sturrocks, Grassmere Mains Renewal	Close	●	May-23	Aug-22	●	\$1.5 M	\$2.6 M	\$4.1 M	\$4.0 M	\$3.9 M	Green	Project Completed and now in defects liability stage. 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.

CHRISTCHURCH CITY COUNCIL - EXTERNAL FUNDED PROJECTS - DIA

May 2022

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.

Project Title	Current Phase	TIME			BUDGET						RISKS (BUDGET AND TIME)	
		Time Status	Current Approved Delivery Date	Current Forecast Delivery Date	Budget Status	Council Funded	Govt Funded	TOTAL Approved Budget	Current Forecast	Actuals to Date	Status	Risk Commentary (By Exception)
WW Akaroa Inflow and Infiltration Renewals	(Execute) Construction	●	Mar-22	Mar-22	●	\$1.1 M	\$2.7 M	\$3.8 M	\$3.0 M	\$2.0 M	Green	Construction is progressing. Due to a number of approved variations, COVID delays and archaeological delays.
WW Duvauchelle Inflow and Infiltration Renewals	(Execute) Investigate	●	Jun-22	May-22	●	464,999.96	\$1.5 M	\$1.9 M	\$1.9 M	\$0.4 M	Amber	The construction is significantly delayed due to the Archaeology authority. Also, contamination was found. DIA money will need to be returned for other project to use.
WW Lift Station SCADA Renewals	(Execute) Construction	●	Mar-22	Mar-22	●	-	\$0.5 M	\$0.5 M	\$0.5 M	\$0.4 M	Amber	Advised by the Supplier that the delivery of units is now likely to be in mid May. The contract has now been awarded at this stage but the evaluation team are working through the tags. Critical risk of getting works ordered and completed prior to end of financial year.
WS Rawhiti Smart Water Network	(Execute) Construction	●	May-22	Mar-22	●	-0.5 M	\$2.6 M	\$2.1 M	\$2.1 M	\$2.0 M	Green	From April 2022, the rest of this project scope will delivered under Smart water LTP funded project.
WS L'Aube Hill Reservoir Bypass	(Execute) Construction	●	Apr-24	Apr-22	●	-	\$1.14 M	\$1.1 M	\$1.1 M	\$0.9 M	Amber	Bypass works on main set of 14 tanks of 30m <sup>3</sup> each complete. Secondary storage in the form of a single 500m <sup>3</sup> tank also complete in service. Currently we are trialing the use of the old reservoir in summer as a run of stream water storage tank. This will help reduce some of the summer supply risks for Akaroa. We will continue with the repair of the old reservoir for ongoing raw water service in March 2022.

CHRISTCHURCH CITY COUNCIL - EXTERNAL FUNDED PROJECTS - DIA  
May 2022

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.

	Project Title	Current Phase	TIME			BUDGET					RISKS (BUDGET AND TIME)		
			Time Status	Current Approved Delivery Date	Current Forecast Delivery Date	Budget Status	Council Funded	Govt Funded	TOTAL Approved Budget	Current Forecast	Actuals to Date	Status	Risk Commentary (By Exception)
Capital Expenditure	WS Sydenham Suction Tank Replacment	(Execute) Procure	●	Mar-23	May-23	●	\$5.9 M	\$0.42 M	\$6.3 M	\$5.9 M	\$0.8 M	Red	The CCC project manager is working to resolve a risk around the piling design which has been highlighted by the preferred bidder before awarding the contract. The late start is because there is a significant lead time on the stainless steel tank. Construction is likely to start in August 2022 and a revised programme will be prepared once the contract is awarded. Tender awarded on 3rd June 2022.
	WW Mains Renewal - Tomes, Rutland, Scotston, Norfolk, Bennet, Mays, Tevendale, Chapter, Lingard, Mathias, Paparoa and Claremont	(Execute) Construction	●	Jun-23	May-23	●	\$4.1 M	\$2.0 M	\$6.1 M	\$6.1 M	\$3.2 M	Green	Construction programme will go into FY23. Construction is now in progress. Further delay due to evaluation process, COVID 19, Contractors, Resources and conditions. Design for additional works between Tome and Mays Road properties in progress. Risks are currently being managed to take into account standard risks associated with WW mains renewals. Pipes to be renewed along Tomes Rd, Rutland St, Mays Rd and Paparoa St are critical so special consideration required regarding customers affected.
	WW - Heathcote Valley Pipeline	(Execute) Construction	●	Apr-22	Apr-22	●	\$0.0 M	\$1.3 M	\$1.3 M	\$1.3 M	\$1.0 M	Green	Work is progressing with the pipe in manufacture, pipe footings almost constructed. Work is still scheduled to be complete by the end of May. Contractors spend profile is falling behind programme, engineers representative is investigating.
	WW Sewer Lateral Renewals	Initiate				●	\$0.0 M	\$1.4 M	\$1.4 M	\$0.0 M	\$0.0 M	Green	
	WS Sample Points	Initiate			Jun-22	●	\$0.00 M	\$0.47 M	\$0.47 M	\$0.3 M	\$0.0 M	Red	Established the sampling points (80). Bollard casings and components delivered to Citycare. Discussion ongoing with Citycare to firm up the costs for the supply (now the actual costs are known) and awaiting the price for the installation.
	WW Odour Bed Renewals	Concept				●	\$0.00 M	\$0.28 M	\$0.28 M	\$0.0 M	\$0.0 M	Green	
<b>Sub-Total Capital</b>							\$22.4 M	\$ 27,487,810.00	\$49.9 M	\$46.2 M	\$31.3 M		

CHRISTCHURCH CITY COUNCIL - EXTERNAL FUNDED PROJECTS - DIA  
May 2022

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.

Project Title	Current Phase	TIME			BUDGET					RISKS (BUDGET AND TIME)		
		Time Status	Current Approved Delivery Date	Current Forecast Delivery Date	Budget Status	Council Funded	Govt Funded	TOTAL Approved Budget	Current Forecast	Actuals to Date	Status	Risk Commentary (By Exception)
WS Reservoirs & Suction Tanks (Condition assessments of high priority tanks)	Plan			Ongoing	●	\$0.00 M	\$0.70 M	\$0.70 M	\$0.7 M	\$0.6 M	Green	Planned to spend the budget by end of June 2022. Internal cleaning programme commenced. Impacts of COVID on resources and availability. Inspections were carried out last year and another tranche is underway this year.
Small Community Private Water & Wastewater Scheme Needs Assessment	(Execute) Construction			Mar-22	●	-	\$0.30 M	\$0.30 M	\$0.3 M	\$0.3 M	Green	Final report delivered 10 May 2022. Final invoice to follow.
WS Water Pump Station Deferred Maintenance	(Execute) Construction	●	Jun-22	Jun-22	●	\$0.38 M	\$3.5 M	\$3.9 M	\$4.0 M	\$3.5 M	Green	Work is progressing with no issues. All stations have been scoped. 63 Water Stations completed. 20 Wellhead Cages are complete and 16 Ladders are complete. All funding has been confirmed except for Takahe. All outstanding stations work has been started. Full allocated budget will be spent by end of June 2022
WW Pump Station Deferred Maintenance	(Execute) Construction	●	Jun-22	Jun-22	●	\$0.10 M	\$2.27 M	\$2.4 M	\$2.5 M	\$2.1 M	Green	All work progressing very well. We will complete the Stage II waste stations by March2022 and then move onto Stage IV stations to have all WW stations completed by June 2022. All stations have been scoped and there are no risks to delivery. Funding has been confirmed for the remainder of the project.
WW CCTV Inspections	(Execute) Construction	●		May-22	●	\$0.00 M	\$1.8 M	\$1.8 M	\$2.2 M	\$1.4 M	Green	All nine packages awarded with works to be completed before the end of June. CCTV data is being audited by an external party. Awaiting DIA funds to be formalised.
Business Case for Regional Water Services Entity (CCC contribution)	Closed	●	Jun-21	Jun-21	●	\$0.00 M	\$0.22 M	\$0.22 M	\$0.2 M	\$0.2 M	Green	Project is closed
WS Pressure Management and Water Supply Rezoning	(Execute) Investigate	●	Feb-22	Dec-22	●	\$0.00 M	\$0.25 M	\$0.25 M	\$0.3 M	\$0.3 M	Green	no change The DIA milestones for this project complete - the fuller project is co-funded by OPEX and that part is continuing.
WW Duvauchelle Wastewater Treatment Plant Deferred Maintenance	Closed			Feb'21	●	\$0.00 M	\$0.09 M	\$0.09 M	\$0.1 M	\$0.1 M	Green	Project is closed.
Asset Lifecycle Maintenance Optimisation	(Execute) Investigate	●	Dec-21	Jul-22	●	\$0.00 M	\$2.87 M	\$2.9 M	\$2.5 M	\$2.2 M	Red	The proposed contract start date has moved to late June 2022. Whilst this reduces the risk there is still not any slack on the timeline given the delay in the contract documents being ready for release onto GETS. The budget has been flagged from Red to green following the completion of a change request to increase funds. Close collaboration with Citycare Water on the timeline to go-live and the work required in mobilisation and transition. The timeline will be reviewed and confirmed by Citycare Water in the next two weeks, after which if a further timeline extension is required it will be requested.
Chlorination System Remedial Work	Initiate			Jun-22	●	\$0.00 M	\$1.0 M	\$1.0 M	\$2.0 M	\$1.8 M	Green	
<b>Sub-Total Operational</b>						<b>\$0.5 M</b>	<b>\$13.0 M</b>	<b>\$13.5 M</b>	<b>\$14.8 M</b>	<b>\$12.4 M</b>		
<b>TOTAL DIA</b>						<b>\$22.9 M</b>	<b>\$40.5 M</b>	<b>\$63.4 M</b>	<b>\$61.0 M</b>	<b>\$43.6 M</b>		

**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%

<b>Previous Report</b>	<b>\$19.8 M</b>	<b>\$40.1 M</b>	<b>\$59.9 M</b>	<b>\$60.7 M</b>
<b>Total Revenue - Variances</b>	(\$3,161,554)	(394,855.00)	(\$3,556,409)	\$284,522
CHECK CAPEX			FALSE	
CHECK OPEX			FALSE	

# CHRISTCHURCH CITY COUNCIL - EXTERNAL FUNDED PROJECTS - SHOVEL READY

May 2022

## INDUSTRY REFERENCE GROUP: SHOVEL READY (\$133.2M)

	Project Title	Current Phase	TIME			BUDGET				RISKS (BUDGET AND TIME)		
			Time Status	Current Approved Delivery Date	Current Forecast Delivery Date	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Risk Status	Risk Commentary (By Exception)	
Heathcote Expressway	Section 2 - Tannery to Martindales	Procurement	●	Jun-25	Oct-23	●	\$13.6 M	\$12.2 M	\$1.0 M	Amber	Additional funding approved by Finance and Performance Committee on 24 March 2022 has now been transferred into the project, driving the change to green budget status. Pre-let meetings have been held with the preferred contractors, and contracts are expected to be signed in early June. Further value engineering meetings will be held in early-June to mitigate areas of significant risk. Ongoing discussions with Kiwirail mean that we now have a clearer idea of the timing of crossing works, driving the significant change to completion date. Kiwirail works are still in design phase and risks exist until design, costs, and supply of materials are confirmed	
	Programme Contingency - Major Cycleway - Heathcote Expressway							\$0.0 M	\$0.0 M			\$0.0 M
								<b>\$13.6 M</b>	<b>\$12.2 M</b>			<b>\$1.0 M</b>
Northern Line Cycleway	Section 1 - Major Cycleway - Northern Line Route (Section 1) Blenheim to Kilmarnock, and Harewood Crossing and Restell	Detailed Design	●	Jun-23	Apr-24	●	\$8.1 M	\$8.1 M	\$4.6 M	Red	Ongoing discussions with Kiwirail have given us a clearer idea of their timeframes, and the delay to completion dates reflects the delivery dependencies with KiwiRail on the design and implementation of the crossings. Good progress has been made on the Signalling Design and Civils Design which are now in the final stages. Kiwirail have confirmed resources are booked for Aug-Oct for crossing works. Construction programmes are still to be confirmed by KiwiRail which will further inform the completion milestone. Deed of Grant and Lease Agreements are being finalised. Potential for lizards to be at some locations which will require relocation. Cost estimates are based on high level estimates from 2017 and are being updated through the design process.	
	Section 2a - Major Cycleway - Northern Line Route Tuckers to Sturrocks including crossings	Detailed Design	●	Jun-21	May-23	●	\$3.2 M	\$3.2 M	\$0.3 M			
	Section 2b - Major Cycleway Northern Line Route (Section 2b) Sturrocks to Barnes & Main North Road	Detailed Design	●	Oct-22	May-23	●	\$2.2 M	\$2.2 M	\$0.6 M			
	Section 3a - Major Cycleway Northern Line (Section 3a) Styx Mill Overbridge to Northwood Boulevard	Construction	●	Dec-22	Jun-22	●	\$1.5 M	\$1.0 M	\$0.5 M			
	Major Cycleway - Northern Line Route (Section 1) Railway Crossings	Detailed Design	●	Dec-23	Aug-23	●	\$5.4 M	\$5.3 M	\$0.1 M			
	Programme Contingency - Major Cycleway Northern Line Cycleway							\$1.5 M	\$0.0 M	\$0.0 M		
							<b>\$21.8 M</b>	<b>\$19.8 M</b>	<b>\$6.1 M</b>	Green	Construction is split in 2 portions. Main North Road is completed. Styx Mill intersection commenced in late-May after signal pole procurement delays, and is expected to be completed in early-June	
										Red	Construction programmes still to be confirmed by Kiwirail which will further inform the completion milestone. External resource for Kiwirail signal design has been procured. For efficiency of delivery, rail crossings may be procured with other Northern Line sections. To be confirmed with Kiwirail. Cost estimates are based on high level estimates from 2017 and are being updated through the design process.	

## CHRISTCHURCH CITY COUNCIL - EXTERNAL FUNDED PROJECTS - SHOVEL READY

May 2022

	Project Title	Current Phase	TIME			BUDGET				RISKS (BUDGET AND TIME)		
			Time Status	Current Approved Delivery Date	Current Forecast Delivery Date	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Risk Status	Risk Commentary (By Exception)	
Nor'West Arc	<b>Section 1a</b> - Major Cycleway Nor'West Arc Route (Section 1a) Cashmere To Sparks	Defects Liability	●	Dec-20	Dec-20	●	\$4.8 M	\$4.7 M	\$4.7 M	Green	Construction is now complete.	
	<b>Section 1b</b> - Major Cycleway Nor'West Arc Route (Section 1b) Sparks to Lincoln & Halswell intersection	Defects Liability	●	Oct-20	Mar-21	●	\$4.0 M	\$4.0 M	\$4.0 M			
	<b>Section 1c</b> - Major Cycleway Nor'West Arc Route (Section 1c) Lincoln & Halswell Intersection to Annex & Southern Motorway Underpass	Defects Liability	●	Mar-22	Dec-20	●	\$2.2 M	\$2.2 M	\$2.2 M			
	Annex, Birmingham & Wrights Corridor Improvement	Construction	●	Mar-24	Jul-25	●	\$7.1 M	\$7.1 M	\$1.7 M	Red	The Intersection Works have been tendered, and will constructed in Dec 22 when signal poles are available. The forecast milestone date reflects the work that is required at the Annex Road Rail Crossing, options for treatment at this crossing and how the cycleway ties into this are currently under investigation. Cost estimates will be updated once a proposed treatment is agreed, however there is a high risk of a budget shortfall.	
	Ilam, Middleton & Riccarton Intersection Improvement	Defects Liability	●	Dec-21	Jan-22	●	\$1.3 M	\$1.2 M	\$1.2 M	Green	Construction is now complete.	
	<b>Section 2</b> - Major Cycleway - Nor' West Arc Route (Section 2) Annex & Wigram Road to University	Construction	●	Jul-22	Jul-22	●	\$13.2 M	\$8.1 M	\$7.2 M	Green	This section is primarily complete and the MCR operational. The completion date reflects the delivery of the remaining works in Suva Street, which will be delivered in Dec 22 alongside the Annex Intersection works. \$2M allowance under contingency to be transferred to NWA Section 3.	
Nor West Arc	<b>Section 3</b> - Major Cycleway - Nor' West Arc Route (Section 3) University to Harewood	Investigation and Scheme Design	●	May-25	Jun-23	●	\$10.8 M	\$10.8 M	\$1.2 M	Amber	Detailed Design underway, with Construction expected towards the end of 2022. Revised project budget to be determined based on approved design, with remaining funds from section 2 to be transferred to this project	
	Programme Contingency - Nor' West Arc						\$2.0 M	\$0.0 M	\$0.0 M			
							<b>Total</b>	<b>\$45.4 M</b>	<b>\$38.1 M</b>	<b>\$22.2 M</b>		

## CHRISTCHURCH CITY COUNCIL - EXTERNAL FUNDED PROJECTS - SHOVEL READY

May 2022

	Project Title	Current Phase	TIME			BUDGET				RISKS (BUDGET AND TIME)	
			Time Status	Current Approved Delivery Date	Current Forecast Delivery Date	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Risk Status	Risk Commentary (By Exception)
Rapanui - Shag Rock	Section 3 - Major Cycleway - Rapanui Shag Rock Route (Section 3) Dyers to Ferry Road Bridge	Construction	●	Jun-23	Oct-22	●	\$9.0 M	\$9.0 M	\$4.4 M	Green	Construction start on site was delayed due to a COVID 19 outbreak within the contractor, however, work on site is now progressing well.
	Programme Contingency - Major Cycleway Rapanui Shag Rock						\$0.4 M	\$0.0 M	\$0.0 M		
						<b>Total</b>	<b>\$9.4 M</b>	<b>\$9.0 M</b>	<b>\$4.4 M</b>		
South Express	Section 1 - Major Cycleway - South Express Route (Section 1) Hei Hei to Jones	Construction	●	Dec-22	Dec-24	●	\$9.2 M	\$9.2 M	\$3.2 M	Red	The majority of the works are forecast for completion in May 2023, based on getting all Lease Agreements and Deeds in place by the end of 2022 to allow construction to start at the start of FY23. The work around Gilberthorpes Road and Halswell Junction Road has KiwiRail dependency and so the programme for this section is based on our latest understanding of their programme. This remains unconfirmed, so the Risk status continues to reflect the dependency on KiwiRail and the risk to both time and budget beyond what is forecast.
	Section 2 - Major Cycleway - South Express Route (Section 2) Craven to Buchanans	Construction	●	Dec-22	Dec-22	●	\$15.5 M	\$14.8 M	\$0.9 M	Green	Shovel Ready funded. The first contract awarded in July 2021 (this includes some work at Halswell Junction road which started in August). Second Awarded in February 2022. The bulk of Construction is planned for 2022. Traffic lights at Waterloo/Hei Hei were awarded and construction started in June 2021.
	Section 3 - Major Cycleway - South Express Route (Section 3) Curletts to Old Blenheim	Construction	●	Dec-21	Dec-21	●	\$17.1 M	\$16.9 M	\$15.5 M	Green	Risk Status has now changed to green to reflect the additional funding approved. Work is complete, and claims from the Contractor are being assessed.
	Programme Contingency - Major Cycleway - South Express						-0.0 M	\$0.0 M	\$0.0 M		
						<b>Total</b>	<b>\$41.8 M</b>	<b>\$41.0 M</b>	<b>\$19.7 M</b>		

## CHRISTCHURCH CITY COUNCIL - EXTERNAL FUNDED PROJECTS - SHOVEL READY

May 2022

Project Name	Status	Start Date	End Date	Risk Level	Budget				
					2022	2023	2024		
Coastal Pathway & Moncks Bay	Construction	●	Nov-23	Nov-23	●	\$16.2 M	\$16.1 M	\$2.1 M	<p><b>Amber</b></p> <p>Work is progressing well on site, and the significant work done to mitigate issues around Noise and Traffic Management Delays appears to be working well. Interface with Orion to relocate their services is ongoing, with the critical works by their contractor expected in July 22.</p> <p>There remain significant risks and constraints to be worked through - minimal space in road corridor, clashes with existing services, traffic management, property issues, geotech, coastal marine environment (sensitive ecology, consenting, and complex engineering), stormwater/flooding issues, archaeology. These have the potential to cause significant delays, but are being managed closely.</p>
Programme Contingency - Coastal Pathway						\$2.2 M	\$0.0 M	\$0.0 M	
<b>Total</b>						<b>\$18.4 M</b>	<b>\$16.1 M</b>	<b>\$2.1 M</b>	
<b>TOTAL SHOVEL READY</b>						<b>\$150.3 M</b>	<b>\$136.1 M</b>	<b>\$55.5 M</b>	

Total Budget of \$149.1M is Shovel Ready funding plus historic costs

## CHRISTCHURCH CITY COUNCIL - EXTERNAL FUNDED PROJECTS - SHOVEL READY

May 2022

### CROWN REGENERATION ACCELERATION FUND - CRAF (\$40M)

Across all CRAF Transport Improvement projects listed below, further projects will be drawn down once scope has been defined to provide visibility of the confirmed initiatives.

Project Title	Current Phase	TIME			BUDGET				RISKS (BUDGET AND TIME)	
		Time Status	Current Approved Delivery Date	Current Forecast Delivery Date	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Risk Status	Risk Commentary (By Exception)
Linwood & Woolston Roading & Transport Improvements	Investigation and Scheme Design	●	Jun-26	Jun-26	●	\$6.6 M	\$6.6 M	\$0.2 M	Green	The Linwood-Central Heathcote Community Board have approved the CRAF programme of work for Linwood and Woolston. This is now progressing to Scheme Design.
New Brighton Roading & Transport Improvements	Investigation and Scheme Design	●	Jun-26	Jun-26	●	\$6.6 M	\$6.6 M	\$0.2 M	Green	The Coastal-Burwood Community Board have approved the CRAF programme of work for New Brighton. This is now progressing to Scheme Design.
Riccarton Roading & Transport Improvements	Investigation and Scheme Design	●	Jun-26	Jun-26	●	\$6.6 M	\$6.6 M	\$0.1 M	Green	The project team have met with the two Boards (Halswell-Hornby-Riccarton and Fendalton-Waimairi-Harewood) and are being supplied with additional information to inform their decision on the CRAF work in their area. The scope remains un-agreed, so work has not progressed
Richmond Roading & Transport Improvements	Investigation and Scheme Design	●	Jun-26	Jun-26	●	\$4.1 M	\$4.1 M	\$0.2 M	Green	The Papanui-Innes Community Board have decided on the CRAF programme of work for Richmond. This is now progressing to Scheme Design
Spreydon, Somerfield, Waltham & Beckenham Roading & Transport Improvements	Investigation and Scheme Design	●	Jun-26	Jun-26	●	\$6.6 M	\$6.6 M	\$0.2 M	Green	The project team have met with the two Boards (Spreydon-Cashmere & Lindwood-Central-Heathcote) and have agreed a programme of work for the CRAF area. This programme will be drawn up and sent to the Boards, and investigation can begin on delivering the individual projects. The tender has been awarded.
Road Safety Priorities Delivery Package (CRAF)	Construction	●	Jun-24	Jun-24	●	\$5.0 M	\$4.2 M	\$1.8 M	Green	Six projects have been identified, which are now progressing through Scheme Design, with Consultation expected soon in some of them
Public Transport - Bus Priority, Riccarton Rd, Matipo to Waimairi (CRAF)	Investigation and Scheme Design	●			●	\$1.3 M	\$1.3 M	\$0.0 M	Green	Project in early planning phase. Consultation Expected Early 2023. Construction anticipated FY 24.
Public Transport - Advance Bus Detection (CRAF)	Plan	●			●	\$0.6 M	\$0.5 M	\$0.0 M	Green	Project in early planning phase
Public Transport - Intersection Improvements, Bus Transfers (CRAF)	Plan	●			●	\$0.1 M	\$0.1 M	\$0.0 M	Green	Project in early planning phase
Public Transport - Bus Priority, Gloucester St (CRAF)	Plan	●			●	\$0.4 M	\$0.3 M	\$0.0 M	Green	Project in early planning phase
Public Transport - Bus Priority, Shirley Rd (CRAF)	Plan	●			●	\$0.2 M	\$0.2 M	\$0.0 M	Green	Project in early planning phase

## CHRISTCHURCH CITY COUNCIL - EXTERNAL FUNDED PROJECTS - SHOVEL READY

May 2022

Public Transport - Bus Priority, Lincoln Rd from Whiteleigh to Wrights (CRAF)	Investigation and Scheme Design			Sep-24		\$2.1 M	\$2.1 M	\$0.0 M	Green	Schedule in line with PT priority Curletts to Wrights. This section of work can be brought earlier if required.
Public Transport - Bus Priority, Cashmere Rd (CRAF)	Plan					\$0.1 M	\$0.1 M	\$0.0 M	Green	Project in early planning phase
Public Transport - Bus Priority, Ferry Rd (CRAF)	Initiate					\$0.2 M	\$0.2 M	\$0.0 M	Green	Project in early planning phase
<b>TOTAL CRAF (\$19.6m still to be allocated - refer progress update)</b>						<b>\$40.3 M</b>	<b>\$39.3 M</b>	<b>\$2.7 M</b>		

## CHRISTCHURCH CITY COUNCIL - EXTERNAL FUNDED PROJECTS - SHOVEL READY

May 2022

CHRISTCHURCH EARTHQUAKE APPEAL TRUST (\$13.8M) and CROWN REGENERATION ACCELERATION FUND (\$40M)										
Project Title	Current Phase	TIME			BUDGET				RISKS (BUDGET AND TIME)	
		Time Status	Current Approved Delivery Date	Current Forecast Delivery Date	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Risk Status	Risk Commentary (By Exception)
Ōtākaro Avon River Corridor - 3x Footbridges & Landing (CEAT)	Construction (Bridges) Construction (Landing)	●	Jun-30	Jun-30	●	\$13.8 M	\$13.8 M		Green	
Ōtākaro Avon River Corridor - City to Sea Pathway, Ecological Restoration, Landings (CRAF)	Plan	●	Jun-30	Jun-30	●	\$40.0 M	\$40.0 M	\$7.2 M	Green	Key programme risks relate to expectations around Third Party infrastructure, particularly Orion assets (escalated to CE level to be addressed initially with Orion counterpart, and consenting interpretations, particularly ECan positions on contamination and passive groundwater take. Specific representative of ECan has been appointed and is now a member of the Project Steering group to provide advice and support. Other key risks captured in a programme wide register, actively managed and reviewed by PM, PCG and PSG meetings.
<b>TOTAL CEAT AND CRAF</b>						<b>\$53.8 M</b>	<b>\$53.8 M</b>	<b>\$7.2 M</b>		

Time (Deviation from Baseline)



Budget (Deviation from Baseline)



**CHRISTCHURCH CITY COUNCIL - MAJOR CYCLEWAYS PROGRAMME**  
May-22

All Major Cycleway Shovel Ready projects are reported through the "Externally Funded" report

Project Title	Current Phase	TIME			BUDGET				RISK (BUDGET AND TIME)		
		Time Status	Current Approved Delivery Date	Current Forecast Delivery Date	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Status	Risks	
Wheels to Wings	Section 1 - Major Cycleway - Wheels to Wings Route (Section 1) Harewood Road to Greers Road	(Execute) Investigate	●	Jun-27	Jun-27	●	\$8.9 M	\$8.8 M	\$2.5 M	Green	The Hearings have been completed, and the Panel recommendation is to approve the staff preferred option. There are ongoing discussions with a landowner along the route, and once these are completed the decision will be taken to Council.
	Section 2 - Major Cycleway - Wheels to Wings Route (Section 2) Greers Road to Wooldridge Road	Concept			Jun-27	●	\$8.8 M	\$8.8 M	\$0.0 M	Green	
	Section 3 - Major Cycleway - Wheels to Wings Route (Section 3) Wooldridge Road to Johns Rd Underpass	Concept			Jun-28	●	\$5.0 M	\$5.0 M	\$0.0 M	Green	
							<b>\$22.7 M</b>	<b>\$22.6 M</b>	<b>\$2.5 M</b>		
Little River Link	Major Cycleway – Little River Link Route Rail Crossing	(Execute) Design	●	Jun-25	Dec-23	●	\$0.4 M	\$0.4 M	\$0.0 M	Red	Expected budget shortfall due to a scope increase as Kiwi Rail are requiring automated gates either side of the Grove Road crossing which was not originally allowed for.
							<b>\$0.4 M</b>	<b>\$0.4 M</b>	<b>\$0.0 M</b>		
Southern Lights	Section 1 - Major Cycleway - Southern Lights Route (Section 1) Strickland Street to Tennyson St	Concept	●	Jun-27	Jun-27	●	\$4.4 M	\$4.4 M	\$0.4 M	Green	The draft scheme was completed in FY19. Funding was pushed out in the 2021 LTP, but scheme design was almost completed. The project was pushed back to 'Concept' phase in April 22 as no budget available until FY25.
							<b>\$4.4 M</b>	<b>\$4.4 M</b>	<b>\$0.4 M</b>		

Avon-Otākaro	Section 1 - Major Cycleway Otākaro-Avon Route (Section 1) Fitzgerald Avenue to Swanns Road Bridge	(Execute) Investigate	●	Jun-28	Jun-28	●	\$8.1 M	\$8.0 M	\$0.2 M	Green
	Section 2 - Major Cycleway Otākaro-Avon Route (Section 2) Swanns Road Bridge to ANZAC Drive Bridge	Concept			Jun-28	●	\$11.1 M	\$11.1 M	\$0.0 M	Green
	Section 3 - Major Cycleway Otākaro-Avon Route (Section 3) ANZAC Drive Bridge to New Brighton	Concept			Jun-28	●	\$11.1 M	\$11.1 M	\$0.0 M	Green
								<b>\$30.4 M</b>	<b>\$30.3 M</b>	<b>\$0.2 M</b>
Opāwaho River Route	Section 1 - Major Cycleway Opāwaho River Route (Section 1) Princess Margaret Hospital to Corson Avenue	Initiate	●	Jun-29	Jun-29	●	\$11.6 M	\$11.6 M	\$0.1 M	Green
	Section 2 - Major Cycleway Opāwaho River Route (Section 2) Corson Avenue to Waltham Road	Concept			Jun-28	●	\$6.1 M	\$6.1 M	\$0.0 M	Green
	Section 3 - Major Cycleway Opāwaho River Route (Section 3) Waltham Road To Ferrymead Bridge	Concept			Jun-29	●	\$37.9 M	\$37.9 M	\$0.0 M	Green
								<b>\$55.5 M</b>	<b>\$55.5 M</b>	<b>\$0.1 M</b>

MAJOR CYCLEWAYS - SECTIONS COMPLETE											
	Project Title	Current Phase	TIME			BUDGET				RISK (BUDGET AND TIME)	
			Time Status	Current Approved Delivery Date	Current Forecast Delivery Date	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Status	Risk Commentary
Papanui Parallel	Section 1 - Grassmere to Tomes	Closed	●	Oct-15	Oct-15	●	\$1.7 M	\$1.7 M	\$1.7 M	Green	
	Section 2 - Bealey Ave to Trafalgar	Closed	●	Aug-17	Aug-17	●	\$11.1 M	\$11.1 M	\$11.1 M	Green	
	Section 3 - Trafalgar to Tomes	Closed	●	May-17	May-17	●	\$0.0 M	\$0.0 M	\$0.0 M	Green	
	Section 4 - Grassmere to Sawyers Arms Road	Closed	●	Aug-17	Aug-17	●	\$3.4 M	\$3.4 M	\$3.4 M	Green	
							<b>\$16.2 M</b>	<b>\$16.2 M</b>	<b>\$16.2 M</b>		
Quarrymans Trail	Section 1a - Hoon Hay Road to Roker/Strickland Street	Closed	●	Jun-18	Jun-18	●	\$17.5 M	\$17.5 M	\$17.5 M	Green	
	Section 1b - Victors Rd to Hoon Hay Road	Closed	●			●	\$0.0 M	\$0.0 M	\$0.0 M	Green	
	Section 2 - Halswell to Victors Road	Closed	●	Jun-19	Oct-19	●	\$6.1 M	\$6.2 M	\$6.2 M	Green	
							<b>\$23.6 M</b>	<b>\$23.7 M</b>	<b>\$23.7 M</b>		
Uni-Cycle	Section 1 - Matai St East	Closed	●	Jan-16	Jan-16	●	\$3.3 M	\$3.1 M	\$3.1 M	Green	
	Section 2 - Hagley Park to Riccarton Bush	Closed	●	Nov-17	Nov-17	●	\$3.3 M	\$3.3 M	\$3.3 M	Green	
	Section 3 - Ngahere St to Dovedale Ave	Closed	●	Sep-17	Sep-17	●	\$4.2 M	\$4.2 M	\$4.2 M	Green	
	Section 4 - Railway Line Crossing	Closed	●	Sep-17	Sep-17	●	\$0.3 M	\$0.3 M	\$0.3 M	Green	
							<b>\$11.0 M</b>	<b>\$10.8 M</b>	<b>\$10.8 M</b>		

Heathcote Express	Section 1 A- Ferry Rd	Closed	●	Oct-19	Oct-19	●	\$6.2 M	\$6.2 M	\$6.2 M	Green	
	Section 1 B- Charles St to Tannery	Closed	●	Oct-19	Oct-19	●	\$11.2 M	\$11.2 M	\$11.2 M	Green	
							<b>\$17.4 M</b>	<b>\$17.4 M</b>	<b>\$17.4 M</b>		
Little River Link	Section 1 - Moorhouse Avenue to Edinburgh Street	Closed	●	Sep-18	Sep-18	●	\$6.6 M	\$6.6 M	\$6.6 M	Green	
	Section 2 - Wigram Magdela Link	Closed	●	Jan-17	Jan-17	●	\$0.2 M	\$0.2 M	\$0.2 M	Green	
	Section 3 - Little River Township	Closed	●	Oct-16	Nov-16	●	\$0.8 M	\$0.8 M	\$0.8 M	Green	
							<b>\$7.5 M</b>	<b>\$7.5 M</b>	<b>\$7.5 M</b>		
Northern Line	MCR Northern Line Cycleway - Section 1b- South Hagley Park Connection	Closed	●		Sep-14	●	\$0.0 M	\$0.0 M	\$0.0 M	Green	
							<b>\$0.0 M</b>	<b>\$0.0 M</b>	<b>\$0.0 M</b>		
Rapanui Shag Rock	MCR Rapanui - Shag Rock Cycleway - Section 1 - Worcester Street to Linwood Ave	Closed	●	Oct-18	Jan-18	●	\$9.2 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	●	\$7.1 M	\$7.1 M	\$7.1 M	Green	
							<b>\$16.3 M</b>	<b>\$16.3 M</b>	<b>\$16.3 M</b>		
<b>TOTAL MCR PROGRAMME (EXCLUDING EXTERNAL FUNDED SHOVEL READY)</b>								<b>\$178.0 M</b>	<b>\$177.7 M</b>	<b>\$92.2 M</b>	

**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%

## 11. Elected Member Update Vertical Capital Delivery June 2022

Reference / Te Tohutoro: 22/708519

Report of / Te Pou  
Matua:

Darren Moses, Manager, Project Management Team, VCD

General Manager /  
Pouwhakarae:

Mary Richardson, General Manager, Citizens & Community

### 1. Brief Summary

- 1.1 The purpose of this report is to inform the Finance and Performance Committee of the status of some of the higher profile projects within the portfolio of the Vertical Capital Project Management team. These are included in **Attachment A**.
- 1.2 The Vertical Capital Delivery Project Management Team holds a current portfolio of 27 projects with a financial year budget of \$37.9M. This excludes the budgets for Te Kaha and Parakiore Recreation and Sports centre.
- 1.3 Note that the Canterbury Multi-Use Arena /Te Kaha project is reported separately.

### 2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. [Receive the information in the Vertical Capital Delivery : Bi-Monthly Update Report](#)

### Attachments / Ngā Tāpirihanga

No.	Title	Page
A 	Elected Member Update VCD June 2022	117

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

Document Name	Location / File Link
Nil	Nil

### Confirmation of Statutory Compliance / Te Whakatūturutanga 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

<b>Authors</b>	Corrine Early - Senior Project Coordinator Rita Estrella - Senior Project Coordinator
<b>Approved By</b>	Darren Moses - Manager - Project Management Team Brent Smith - Acting Head of Vertical Capital Delivery Mary Richardson - General Manager Citizens & Community

# Vertical Capital Delivery

ELECTED MEMBER UPDATE  
JUNE 2022

Attachment A  
Item 11

## Vertical Capital Delivery

### Akaroa Wharf



Project Budget: \$19.1M  
Project Delivery: Q4 2025  
Phase: Investigation & Design

#### SCOPE

The renewal of the Akaroa Wharf considers the replacement of the existing wharf and requires careful consideration of functional requirements, heritage and community inputs.

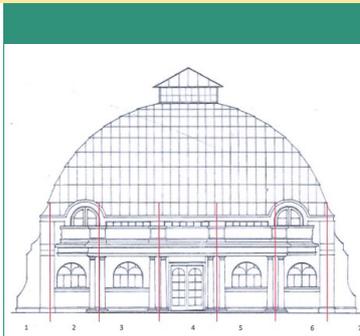


#### UPDATE

Council approved the Concept Design on the 12th May 2022 which includes rebuilding the wharf back in its current location. The report reviews the feedback from the consultation process with a concept option for moving forward.

DESIGN							
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2022				2023			

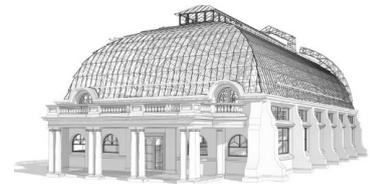
### Cunningham House



Project Budget: \$6.2M  
Project Delivery: Q1 2024  
Phase: Detailed Design

#### SCOPE

Refurbish the building and glasshouses so it is fit for purpose in time for its Centenary Celebration in 2024.



#### UPDATE

Heritage Architectural consultants are currently working through preliminary investigation and methodology for the repair and refurbishment of this building. The work and research into the building and the design options are now well advanced with detailed design due to commence in the next two months. Construction is anticipated to start in February 2023.



DESIGN				CONSTRUCTION			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2022				2023			

## Vertical Capital Delivery

### Diamond Harbour Wharf



Project Budget: \$3.1M  
Project Delivery: Q1 2023  
Phase: Construction

#### SCOPE

The Diamond Harbour wharf, given its age and condition is due for renewal. The community is requesting the wharf be brought up to fit for purpose standard; primarily to improve accessibility for ferry transport.

The scope includes repairing and upgrading the existing wharf, adding a shelter and non-slip decking, as well as the addition of an 18m x 6m floating pontoon connected to the wharf by an 18m gangway which provides step-free access to the ferry.

#### UPDATE

The main contract has now been awarded and materials are being ordered from overseas. Works will begin on site in the coming months.



				↓	CONSTRUCTION							
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2022								2023				

### Hornby Centre



Project Budget \$39.9M  
Project Delivery Q3 2023  
Phase: Construction

#### SCOPE

Hornby Centre will comprise customer services facilities, a library and swimming pools. The pools will include a lap pool, hydrotherapy pool, learn to swim pool, family spa and a toddler's pool. In addition to the usual collections spaces, the library will include a creative activities space.

#### UPDATE

The piling will finish around 10 June. Naylor Love will then begin the concrete foundations and lower floor slab to support the pools.

We have received building consent for the hydrotherapy pool foundations. The design team will complete the balance of the amendments to include the hydrotherapy pool in June.

The fabrication and shipping of the hydrotherapy pool liner will likely dictate the overall construction programme and, ultimately, the opening date.

				↓	CONSTRUCTION							
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2022								2023				

## Vertical Capital Delivery

### Naval Point



**Project Budget: \$26.8M**  
**Project Delivery: Q4 2031**  
**Phase: Investigation & Design**

#### SCOPE

The Naval Point Development Plan includes a future vision for the overall development of Naval Point. The draft 2021 - 2031 LTP includes \$26.825M for the delivery of the project over the next 10 years.

#### UPDATE

Stage One works for Naval Point are complete and include the development of the car parking and utility upgrades to support the SailGP event.

Additional scope (Stage 2) was added to the programme works to complete the western parking lot works and is consistent with the Naval Point Development Plan.

Stage 2 works will start in early June and include additional car parking and utility upgrades.

The dates for SailGP in 2023 have now been set for 18th and 19th March 2023.



Photo Credit: David Gray for SailGP

DESIGN		CONSTRUCTION					
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

### Old Municipal Chambers



**Project Budget \$10.0M**  
**Project Delivery Q1 2023**  
**Phase: Construction**

#### SCOPE

The main objective is to preserve, restore and reconstruct the Old Municipal Chambers so it can remain a living part of the City and enhance the historic memory within the community.

- West basement concrete cutting complete ready for removal
- Temporary propping removal underway to turret level 1 and ground floor façade

#### UPDATE

- Library arch reinstated
- Reinforcing and inspection complete to grid C shear wall and main chamber north wall up to ceiling height
- Chimneys 1,2 and 3 top frames now in-place



				CONSTRUCTION			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2022				2023			

## Vertical Capital Delivery

### Parakiore Recreation & Sport Centre - Metro Sports Facility



**Project Budget: \$300M+ Total  
\$151.3M (CCC)  
Project Delivery: Q4 2023  
Phase: Construction**

**SCOPE**

The Parakiore Recreation & Sport Centre will provide an aquatic and indoor recreation and sport facility catering for the day-to-day needs of the leisure, sporting, recreational and high performance sport communities in Canterbury. The project is being delivered by Ōtākaro Ltd.

**UPDATE**

Construction programme has been impacted by COVID-19, including the availability of materials and specialist subcontractors. The revised completion date advised by Ōtākaro shows the facility opening in Q4 2023.

Façade and roof installation continue across the Leisure Pool, Competition Pool, Admin Hub and Social Central Hub. Birdcage scaffolding to the Competition Pool is ongoing and work continues on the dive tower structure and installation of high-level services. Work also continues on the VIP seating and installation of the hydroslices at the St Asaph Street end of the building. The installation of Mechanical/Electrical/Plumbing first-fix services, partitioning, pool installation and speedwall are continuing in all zones. The enclosure for the Waste Water Heating Recovery system and construction of the car parks is continuing.

CONSTRUCTION							
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2022				2023			

### Performing Arts Precinct



**Project Budget: \$39M Total  
\$33.0M (CCC)  
\$6.0M (Court Theatre)  
Project Delivery: Q3 2024  
Phase: Detailed Design**

**SCOPE**

The Performing Arts Precinct will position the area north of Cathedral Square as a vibrant and diverse performance hub for Canterbury and Aotearoa.

**UPDATE**

The early civil works is now complete and Practical Completion has been issued. The many archaeological finds require a significant reporting effort and consequently significant cost.

Detailed design for the Court Theatre and public realm is complete. We will undertake some early materials procurements to reduce the chance of supply issues.

The main building tender is currently in the market with the four shortlisted contractors.

At its 10 & 15 March meeting, the Council resolved that the 131 Gloucester Street site was no longer needed for a car park building. We are considering the impacts of this on the balance of the Precinct.

We have put the evaluation of the proposals for development of 128 Armagh Street on hold to consider the overall process for completing the Precinct.

THEATRE CONSTRUCTION							
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2022				2023			

## Vertical Capital Delivery

### South Library and Service Centre – Te Kete Wānanga o wai Mōkihi



Project Budget \$13.59M  
Project Delivery TBA  
Phase: Pre-project Investigation

#### SCOPE

Christchurch City Council's Sustainability and Community Resilience Committee has agreed at the 1<sup>st</sup> of June 2022 meeting that it makes more financial sense to build a new facility than to repair the existing building, which is nearly 20 years old and suffered significant structural damage in the earthquakes.

Council will need to address the issue of additional funding for the new facility in a future Annual or Long-Term Plan as currently there is only \$13.6 million set aside for the project.

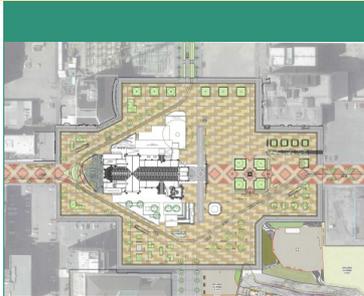
Construction will be sequenced to start after the new Hornby Centre is opened to ensure that another facility was available within the libraries network. It is estimated that the construction work would take about 18 months. No start date has been set.

#### UPDATE

A concept design and more detailed cost estimate for the rebuild of the facility, on the existing site, will be developed for consideration by Council in the first quarter of 2023.

PRE-PROJECT				DESIGN			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2022				2023			

### Cathedral Square



Project Budget \$9.2M (\$3.6M initial phases)  
Project Delivery TBA  
Phase: Design

#### SCOPE

The project will focus on delivering public-realm improvements, in the whole of the Square in conjunction with private sector developments in the immediate vicinity (the Cathedral, Te Pae, Old Post Office Building, Spark Building, Turanga and others).

**The Citizens War Memorial** has begun with a scheduled completion date of November 2022.

**Toilet Block** - relocation of the existing temporary toilets are being moved to the open space adjacent to Te Pae. The consenting is being finalised with the moving in the third quarter of 2022 before the Armistice day commemoration

#### UPDATE

**Phase Two (South-East Corner zone 2A and 2B):** MIQ to Distinction has been removed and the design and documentation has been reactivated.

**General Activity.** Private development is now increasing significantly with the Carter Group in planning for a new office building for the Regent site, A new 5 star hotel for the grassed site between Te Pae and the Ridges complex

**Phase 2 Three (Zone 3a and 3b to the glass building and Post office)** construction is starting mid-July

CONSTRUCTION ON HOLD							
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2022				2023			

## 12. Venues Ōtautahi - Quarter 3 2021/22 Performance Report

Reference / Te Tohutoro: 22/573612

Report of / Te Pou Linda Gibb, Performance Advisor, Resources Group

Matua: (linda.gibb@ccc.govt.nz).

General Manager / Leah Scales, General Manager, Resources Group

Pouwhakarae: (leah.scales@ccc.govt.nz).

### 1. Brief Summary

- 1.1 The purpose of this report is to present Venues Ōtautahi's (VŌ's) Quarter 3 2021/22 performance which also includes year to date performance for the period 1 July 2021 to 31 March 2022. The report is at **Attachment A**.
- 1.2 This report has been written as a result of receiving VO's performance report on 30 May 2022, in accordance with section 66 of the Local Government Act 2002. This section requires a Council-controlled organisation to report on its operations to its shareholders within two months after the end of the third quarter of each financial year.
- 1.3 VŌ will provide a short presentation to the Committee on its Quarter 3 (year to date) 2021/22 performance including its expectations for full year outturn.

#### COVID-19

- 1.4 When its Statement of Intent (SOI) targets were set in March/April 2021, little was known of when COVID-19 restrictions might be lifted and the level of volatility of the COVID-19 environment more broadly. SOI targets assumed an easing in COVID-19 restrictions during 2021/22 but noted the high degree of uncertainty underpinning this assumption. The restrictions between August 2021 and April 2022 were longer and harsher than VŌ forecast) and the government's wage subsidy and resurgence payments both which stopped in December.
- 1.5 VŌ's full year EBITDA expectations is a deficit of \$97,000, compared with its SOI target of +\$437,000. This is a substantial improvement on its estimate at the half year of a \$1 million EBITDA deficit due to the caps on numbers attending events lifted entirely in April.

### 2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives Venue Ōtautahi's Quarter 3 2021/22 Performance Report.

#### Financial performance

- 2.1 The following table shows VŌ's operating performance for the nine months to 31 March 2022.

	Actual \$000	SOI target \$000	Variance \$000	Prior year \$000	Variance \$000
Direct operating income	6,535	10,226	-3,691	8,626	-2,091
Council subsidy	3,038	3,038	-	1,125	+1,913
Direct operating expenses	(6,845)	(8,443)	-1,598	(6,661)	-184
Overheads	(2,359)	(4,698)	-2,339	(2,573)	+214
<b>EBITDA</b>	<b>368</b>	<b>122</b>	<b>+246</b>	<b>-496</b>	<b>+864</b>

2.2  
The  
EBITDA  
surplus

of \$368,000 for the current year to date includes \$1.8 million of wage subsidy and resurgence payments from the government and Council operating subsidy of \$3 million.

- 2.3 The improvement in EBITDA **against SOI target** of \$0.25 million reflects VŌ's strong start to the financial year and the measures it has taken to reduce its overhead costs.
- 2.4 The improvement **against last year's** Quarter 3 (year to date) EBITDA of \$0.86 million reflects a higher Council subsidy of \$1.9 million and higher government wage subsidy and resurgence payments of \$0.9 million. Offsetting the increased revenue was lower events' income of \$2 million and lower operating costs and overheads of \$1 million.
- 2.5 The major items excluded from operating performance are depreciation on facilities (Town Hall and Christchurch Arena) of around \$6.9 million and debt servicing costs of \$1.1 million both of which are fixed costs, below the EBITDA line.
- 2.6 VŌ is currently working through its forecasts for its final SOI due by 30 June 2022. The impact of inflation will be carefully considered and in particular the extent to which VŌ is able to offset the impacts. Staff note that in its Budget Economic and Fiscal Update May 2022, the Treasury's inflation forecasts were 6.7% for 2021/22, 5.2% in 2022/23 coming back in 2023/24 to 3.6%.

#### Non-financial performance

- 2.7 Many of VŌ's non-financial performance targets will not be met due to COVID-19 impacts on its core business. However, it should be noted that all targets for progressing work on Te Kaha that VŌ is charged with leading have been met. While the target for the cultural rate is currently low relative to the SOI target, this has been due to COVID-19 restrictions and is expected to be achieved by 30 June 2022 with event activity returning to more normal levels.

### Attachments / Ngā Tāpirihanga

No.	Title	Page
A  	Venues Ōtautahi Quarter 3 2021/22 Performance Report	126

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

Document Name	Location / File Link
na	na

### Confirmation of Statutory Compliance / Te Whakatūrutanga 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

<b>Author</b>	Linda Gibb - Performance Monitoring Advisor CCO
<b>Approved By</b>	Bruce Moher - Acting Head of Finance Leah Scales - General Manager Resources/Chief Financial Officer

# PERFORMANCE REPORT

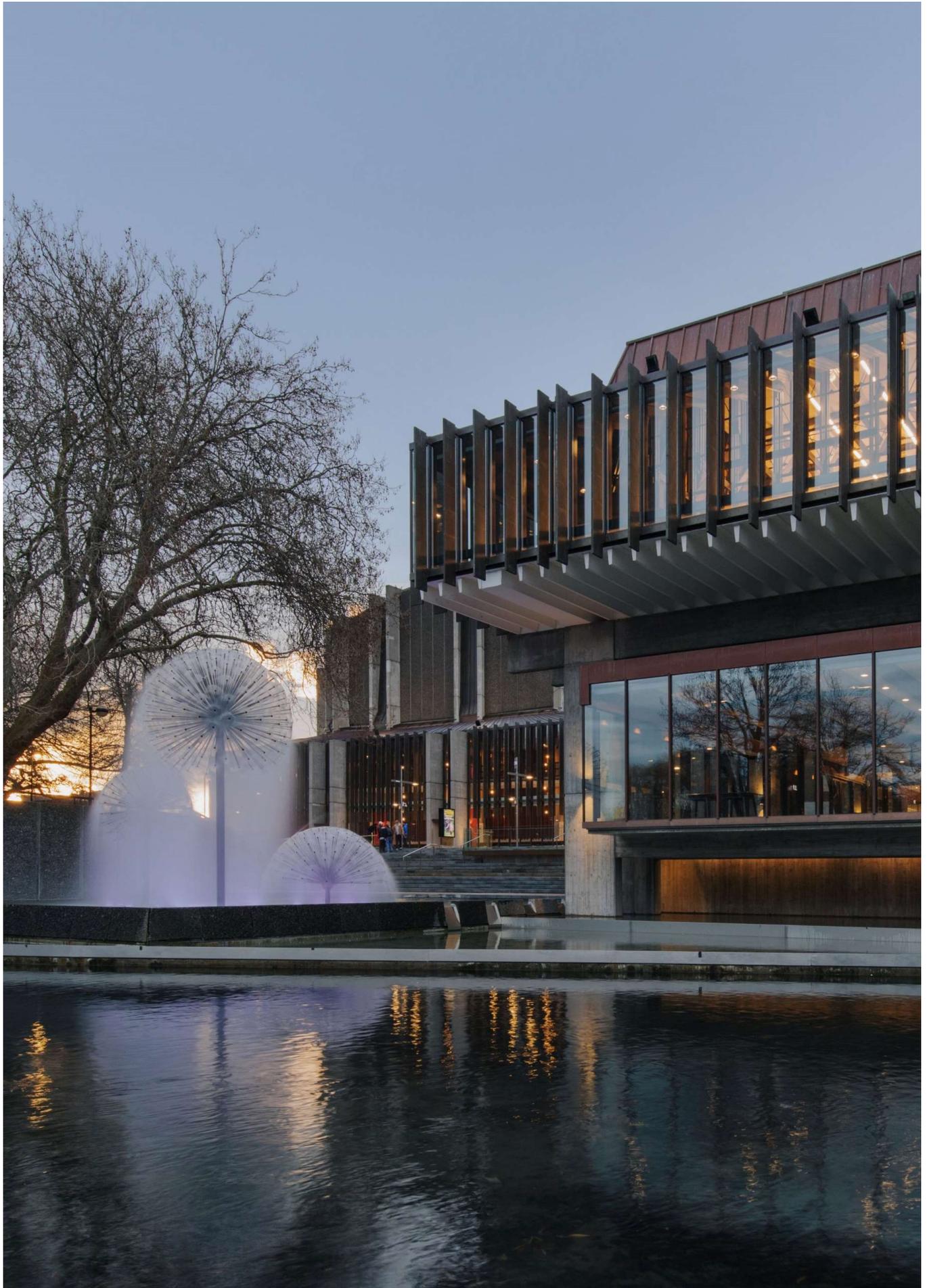
FOR THE NINE MONTHS TO  
31 MARCH 2022

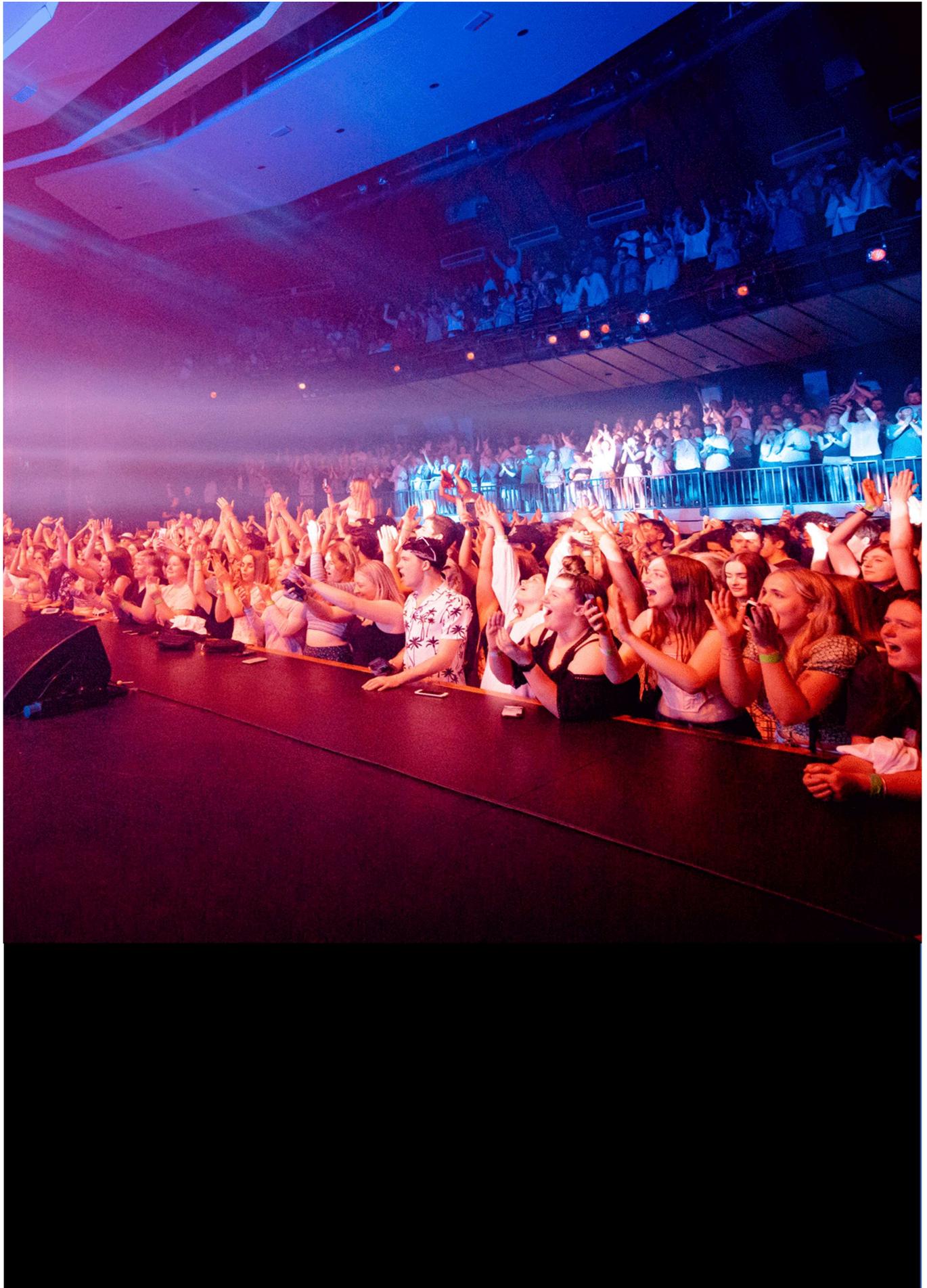


VENUES  
ŌTAUTAHI

Item 12

Attachment A





Attachment A Item 12

## 0.1 CHIEF EXECUTIVE REPORT

Covid-19 continued to challenge the Venues Ōtautahi (VŌ) business, and wider events and venues industry, in the third quarter of FY21/22 with New Zealand moving to the red traffic light system under the Covid-19 Protection Framework on 23 January 2021.

Red traffic light settings restrict gatherings to 100. With events across the VŌ portfolio generally much greater than 100, this change, had a severe impact on the forecast event schedule and, in addition to the removal of the Government Employer Wage Subsidy, subsequent revenue for the quarter.

With a sense of fear and subsequent self-imposed isolation with the onset of the Omicron variant in the community albeit some events could continue, businesses, individuals and groups chose not to, exacerbating the extent of the challenge.

In summary of the total events scheduled for the period we saw around 30% proceed as planned or with limited attendees, 45% postpone, and 25% cancel.

Despite however the severe impact of this change in settings, with the development and activation of another Covid-19 response and recovery strategy VŌ, albeit being faced with an immense challenge, prepared well to come out the other side even stronger than before.

Included and fundamental to the VŌ Covid-19 Omicron response and recovery strategy, with immediate effect, permanent staff replaced all casual staff for the delivery of any event activity able to proceed (including the Canterbury District Health Board (CDHB) Vaccination Clinic at Christchurch Arena), all annual leave balances were reviewed, and an Easter closedown period planned, and all services that could be terminated, suspended, or reduced were so.

VŌ also took the opportunity to progress ways the business could support the community in an incredibly challenging environment. VŌ have commercial kitchens, the ability to mass produce and deliver high quality food and have a large team of casual and part time flexible staff.

This provided an opportunity for VŌ to offer support to organisations across the Canterbury region who were planning for potential loss of staff or services because of mass infection or required isolation periods. VŌ developed plans in support of several schools, universities, aged care facilities and the CDHB which provided comfort, support, and assurance of continued delivery of essential services to these businesses.

The performance of the business with a \$246k ahead of budget EBITDA for the nine months to 31 March 2022 both demonstrates and is testament to the transformational changes made to the business in mid-2020, the implementation of the Covid-19 Omicron response and recovery strategy, the strong start to the FY21/22 year and the support of Central Government in the latter half of 2021.

I would like to acknowledge the VŌ team, who have endured so much over the past years, for their flexibility and willingness to do whatever it takes, their continued support of one another, their focus on looking after and giving confidence to our valuable clients and guests and for their utmost grace as they have navigated their way through this difficult time.

As we look forward, the outlook from May 2021, with a return to orange traffic light settings, is positive with the business on track to return a year end surplus EBITDA result. This a result not otherwise expected or able to be achieved under these circumstances.

Further afield the outlook for FY22/23 is also positive with a strong event forecast and a business and team ready to embrace the optimism of the future. VŌ will continue to focus on attracting those events that deliver the most significant and positive impact to the social, cultural, and economic wellbeing of the region and to the business itself and on celebrating and sourcing local in any way we can.

As always, we remain committed, in close collaboration with our shareholder, Christchurch City Council, to continuing to navigate our way through challenges and to ensuring VŌ keeps getting better, stronger, and more resilient and the venues are the pride and delight of everyone, especially the people of Christchurch who own them.



CHIEF EXECUTIVE

Caroline Harvie-Teare

30 May 2022

DATE

## 0.2 FINANCIAL PERFORMANCE

### Income Statement for the nine months ended 31 March 2022

	Mar-22 YTD Actual \$000	Mar-22 YTD Budget \$000	YTD Act vs Bud Variance \$000	Mar-21 YTD Actual \$000	Full Year Budget \$000
<b>Income</b>					
Venue rental and event revenue	1,801	3,128	(1,327)	1,902	4,484
Food and beverage	2,530	5,076	(2,547)	3,794	6,798
Grant revenue received from Council	3,038	3,038	-	1,125	4,050
Covid-19 Wage Subsidy and Resurgence Support Payment (Extraordinary)	1,846	-	1,846	925	-
Other	2,304	2,330	(27)	2,071	2,991
	11,518	13,572	(2,054)	9,816	18,323
<b>Less Expenditure</b>					
Food and beverage	2,237	4,000	1,763	3,159	5,314
Events and hosting costs	2,274	2,089	(185)	1,589	2,829
Facilities	2,793	3,244	452	2,194	4,183
Administration and other	3,846	4,116	270	3,369	5,560
	11,151	13,450	2,300	10,312	17,886
<b>EBITDA</b>	<b>368</b>	<b>122</b>	<b>246</b>	<b>(496)</b>	<b>437</b>

#### Commentary on actual verses budget result

The year-to-date EBITDA is \$368k against a budget of \$122k for the nine-month period to 31 March 2022.

Event income and contribution was strong in July and August 2021 with 56 events held across all venues prior to the return to Alert Level 4 from 18 August 2021. This allowed for a strong start to the financial year with a positive variance of \$574k against budget for the first quarter to 30 September 2021.

VÖ held 53 events (Budget: 113) between 1 October and 31 December 2021 under alert level restrictions. The negative event income against budget for the second quarter, including food and beverage was \$2.2 million

For the period 1 January to 31 March 2022 VÖ held 28 events (Budget: 60) with a negative event income variance of \$0.8 million (YTD \$3.9 million).

The loss in revenue has been partially offset by the Covid-19 Wage Subsidy and Inland Revenue Resurgence Support Payment with \$1.8 million received for the period to 31 December 2021.

Non-event operating expenses are \$0.7 million lower than budget for the period to 31 December 2021 with savings across facilities, administration and other expenses.

Events and hosting costs are higher than budget with eligible casual employees receiving the Covid-19 Wage Subsidy up until December 2021.

**Full year forecast**

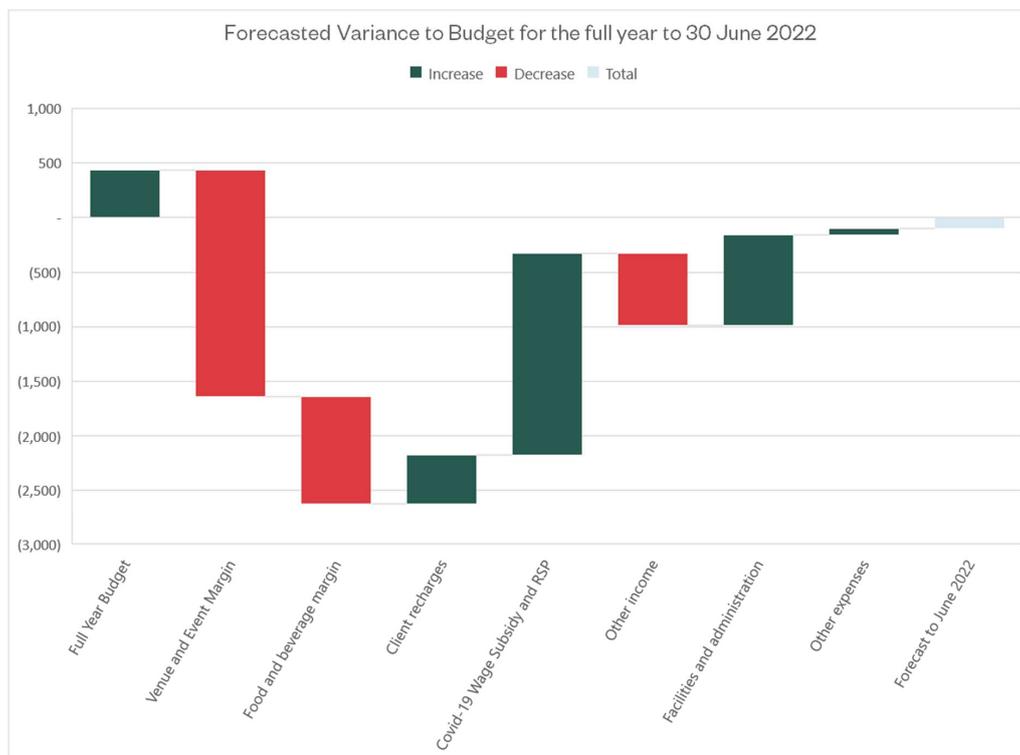
A reforecast through to 30 June 2022 has been completed with projected EBITDA deficit of \$97k versus a budget of \$437k for the full year.

Direct operating income is forecasted at \$8.9 million versus a target of \$13.9 million, a negative variance of \$5 million which is offset by direct operating, overhead and fixed cost reductions of \$4.5 million against budget for the full year to 30 June 2022.

VÖ are well placed to respond with events returning to the company's venues with an easing of alert level restrictions, although the venues and events sector will remain challenging with the Company forecasting a long, slow recovery over the next couple of years.

	30 Jun 2022 Forecast	30 June 2022 Target	Forecasted Variance
	\$000	\$000	\$000
Direct operating income	8,868	13,863	(4,994)
Grant revenue received from Council	4,050	4,050	(0)
Direct operating expenses	8,966	11,160	2,194
Net operating overheads and fixed costs	4,050	6,316	2,266
<b>EBITDA</b>	<b>(97)</b>	<b>437</b>	<b>(534)</b>

**Budget to actual EBITDA bridge**



## 0.3 OPERATIONAL PERFORMANCE TARGETS

OBJECTIVE & STRATEGY	PERFORMANCE MEASURE	
	2021/2022	PROGRESS AS AT 31 MARCH 2022
<b>Economic Impact</b>		
Attract and manage events that generate positive financial impact contributing to a Prosperous Economy, Liveable City and Strong Community as is defined under the Council strategic framework outcomes	Maximise visitor spending by holding at least 13 major ticketed events at Venues Ōtautahi venues <sup>1</sup> 'Events Economics Tool' used to estimate visitor spending on a sample of major events	Due to the return to Alert Level 4 from 18 August 2021 Venues Ōtautahi had not held a major event in the first half of the 2022 financial year.  There were 7 major events held in the period 1 January to 31 March 2022 including three Test Matches between the Black Caps vs Bangladesh and South Africa and ICC Women's Cricket World Cup (4 matches at Hagley Oval)
Contribute direct economic benefit to the region <sup>2</sup> through implementation of local procurement strategy where commercially viable	70% of food and beverage product lines procured from Canterbury	Venues Ōtautahi focus remains strongly on continuing to celebrate and source local with 78% of all food and beverage sourced from Canterbury suppliers for the period 1 July 2021 to 31 March 2022
<b>Social and Cultural Impact</b>		
Maximise attendance at Venues Ōtautahi venues which contributes to a Liveable City and Strong Community Council strategic framework outcomes	Guests to venues exceed 500,000	Attendance at Venues Ōtautahi venues prior to the Alert Level change on 18 August 2021 was 88,379. Total attendance for the nine months to 31 March 2022 including the CDHB vaccination drive through at the Christchurch Arena was 194,520.  Due to the restrictions under the current Covid-19 Framework (red setting) this target will not be met in the 2022 financial year.
Develop and implement a prioritisation framework to reflect non-discretionary community benefit events.	Prioritisation framework developed	Development of the prioritisation framework will commence in 2022 in conjunction with CCC officers.  The number of community events and the discounted value associated is reported to CCC to assure the shareholder of VŌ's prioritisation of community connection and access to the venues.
Develop and implement a prioritisation framework to reflect syndicate community fund allocation	Prioritisation framework developed	The community fund and supporting prioritisation framework for its allocation will be established when the Ōtautahi Collective syndicate is formally in place. Ōtautahi Collective discussions commenced in October 2021 but were paused until a normal level of event activity returns to the venues.
Make venues available to support local community groups/individuals	At least 35 events receive the community rate or \$50,000 of syndicate community funds are allocated to community groups or individuals	Venues Ōtautahi focus remains strongly on community access and connection to the venues. With 11 groups or individuals having received the community rate in July and August 2021, this target is well on track.

OBJECTIVE & STRATEGY	PERFORMANCE MEASURE	
	2021/2022	PROGRESS AS AT 31 MARCH 2022
<b>Client and Guest Experience</b>		
Client Net Promoter Score (NPS <sup>3</sup> )	Achieve greater than 45 NPS <sup>3</sup> during the year	Given the constraints on delivering events in the latter half of the quarter and the development of new supporting software, the first client surveys for FY21/22 will be distributed in mid-2022 once a normal level of event activity returns to the venues.
Guest NPS <sup>3</sup>	Achieve greater than 45 NPS <sup>3</sup> during the year	Given the constraints on delivering events in the latter half of the quarter and the development of new supporting software, the first guest NPS surveys for FY21/22 will be distributed in mid-2022 once a normal level of event activity returns to the venues.
<b>People and Relationships</b>		
Employee NPS <sup>3</sup>	Implement an employee NPS <sup>3</sup> target using baseline data	New supporting software for staff NPS surveys is confirmed and the baseline target of greater than 45 agreed but the implementation of such was paused as a cost reduction measure in response to Covid-19. The first survey for FY21/22 will be distributed, in Q4 on a return to a more normalised level of event activity.
<b>Asset Care</b>		
Ensure assets are maintained at a suitable level for general use at all venues.	The Asset Management Plan (AMP) is reviewed and updated annually, and asset maintenance is compliant with the AMP timetable.	Due to constraints of Covid-19 on supply of materials and services, the Asset Management Plan is slightly off track however is expected to return to on track by January 2023 with the reprioritisation of some aspects of the capital programme. Of note, there have been no delays to any capital projects associated with ensuring the venues are both safe and compliant.
<b>Health, Safety and Wellbeing</b>		
Maintain a comprehensive health, safety, and wellbeing strategy	Continuously improve the health, safety, and wellbeing strategy	Venues Ōtautahi focus remains strongly on the continuous improvement of the health, safety, and wellbeing of all key stakeholders. A review of the current software system, third party engagement, safe delivery of events where possible under Covid-19 restrictions and preparing for a return to events with Covid-19 vaccination certificates has been a focus of the quarter.
<b>Digital Transformation</b>		
Reimagine the Venues Ōtautahi business through digital transformation	Develop digital transformation strategy	Digital transformation strategy on track to be developed by Q4 FY21/22

OBJECTIVE & STRATEGY	PERFORMANCE MEASURE	
	2021/2022	PROGRESS AS AT 31 MARCH 2022
<b>Te Kaha Multi Use Arena (formerly CMUA)</b>		
Play our part in the design of Te Kaha and ensure the operational fundamentals are reflected in the design of the new venue	Operator engagement in the design and early construction phases of Te Kaha	As operator of Te Kaha Venues Ōtautahi has had intensive engagement in the preliminary and developed design phases of the project during the quarter.
Maximise the social, cultural, and economic impact of Te Kaha for the people of Christchurch	Develop commercial and community engagement strategy for Te Kaha	Commercial strategy is in development and is on track to be developed by Q4 FY21/22.  Brand development strategy is well on track will be completed by end Q3 FY21/22.  Community and stakeholder engagement strategy is on track to be developed by end Q3 FY21/22.
<b>Sustainability and Environment</b>		
Contribute to reducing the City's carbon footprint	Develop and implement a sustainability strategy that supports the reduction in the city's carbon footprint target	Sustainability strategy is off track to be developed by Q4 FY21/22 however VŌ have engaged Toitū in developing a sustainability strategy by end Q1 FY22/23 in addition to enviro-mark and carbon mark accreditation by end Q2 FY22/23.
	Develop benchmark sustainability targets to contribute to reducing the city's carbon footprint.	Overall sustainability target developed with a target to achieve net carbon neutrality by 2030 confirmed. Sustainability benchmarking in development with support from Toitū with the intention VŌ with acquire enviro-mark and carbon mark accreditation by end Q2 FY22/23.
<b>Governance</b>		
Report to Shareholder	Meet all Local Government Act (LGA) and Council reporting deadlines.	All Local Government Act (LGA) and Council reporting deadlines met.

**1 Major Events are defined as follows:**

- Arena: Event attendance > 5000
- Stadium: Ticketed events other than Super Rugby and NPC games
- Hagley Oval: International cricket or large ticketed matches such as the Black Clash

**2 Region defined as:**

- Christchurch/Canterbury – can include National or International suppliers if their point of origin is Canterbury

**3 Net Promoter Score**

- Any Net Promoter Score above 0 is 'good' and means that your audience is more loyal than not.
- A score above 20 is considered 'favourable'.
- Anything above 50 is excellent and means your organisation has considerably more satisfied customers than dissatisfied ones.
- An NPS score above 80 is World Class and means customers love you and your company generates a lot of positive word-of-mouth referrals.

## 13. ChristchurchNZ Holdings Ltd - Quarter 3 2021/22 Performance Report

Reference / Te Tohutoro: 22/573564

Report of / Te Pou Linda Gibb, Performance Advisor, Resources Group  
Matua: (linda.gibb@ccc.govt.nz).

General Manager / Leah Scales, General Manager, Resources Group  
Pouwhakarae: (leah.scales@ccc.govt.nz).

### 1. Brief Summary

- 1.1 The purpose of this report is to present ChristchurchNZ Holdings Ltd's (CNZHL's) performance for Quarter 3 2021/22 and year to date results for the period 1 July 2021 to 31 March 2022. CNZHL's report is appended at **Attachment A**.
- 1.2 This report has been written after receiving CNZHL's Quarter 3 performance report on 30 May 2022, in accordance with section 66 of the Local Government Act 2002 (if requested by a local authority, a Council-controlled organisation is to report on its operations to its shareholders within two months after the end of the first and third quarters of each financial year).
- 1.3 The Chair of the CNZHL board and Chief Executive will provide a presentation to the Committee on the company's performance, as well as expectations for full year outturn and activity for the period coming in which international borders will re-open to tourists.
- 1.4 This report includes the following:
  - comment on CNZHL's Quarter 3 2021/22 performance and expected full year outturn;
  - funding (mostly from the government and CNZHL's reserves<sup>1</sup>) for a range of activities that has not been expended due to COVID-19 restrictions;
  - key challenges that CNZHL is facing going into a period of high global inflation and strong international and domestic competition for events; and
  - a proposal to refresh the approach to CNZHL's quarterly reporting for 2022/23.

### 2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives ChristchurchNZ Holdings Ltd's Quarter 3 2021/22 Performance Report; and
2. Requests Council staff to work with ChristchurchNZ Holdings Ltd to refresh the quarterly reporting framework for 2022/23.

<sup>1</sup> CNZHL's reserves were largely created from the amalgamation of CRIS Ltd whose purpose was to provide stimulus funding/investment to enhance economic transformation.

## Financial management

2.1 Funding and expenditure analysis is shown in the table below:

	Actual \$000	SOI target \$000	Prior year \$000
CCC funding	11,926	11,926	8,675
3 <sup>rd</sup> party funding	4,533	5,780	3,949
Expenditure	(13,999)	(19,061)	(12,924)
<b>Total surplus/(loss)</b>	<b>2,514</b>	<b>(1,355)</b>	<b>(300)</b>

2.2 **The variance in surplus against the SOI target of \$3.8 million** largely reflects funding from central government for COVID-19 relief activities that has not yet been expended, coupled with a timing lag between revenue received and urban development functions delivered of around \$0.6 million.

**The variance in surplus with last year of \$2.8 million** reflects increased Council funding (largely urban development and Screen Office) and increased third party funding from the government for COVID-19 relief. Expenditure is lower mostly due to the delay in COVID-19 relief activities and a timing variance in urban development expenditure (\$0.6 million).

2.3 CNZHL advises that the last quarter of the 2021/22 financial year is expected to be one of high activity due to borders opening reducing the forecast surplus. However, expenditure against the government's COVID-19 relief funding is likely to cross over into the new financial year.

2.4 At year end, CNZHL expects to have around \$6.5 million of mostly government revenue held in advance of expenditure, of which more than \$4 million is for other regional councils for tourism 'Kick-start' in Kaikoura and MacKenzie District. If there are no eligible businesses in those areas to apply for the funding it is required to be returned to the government.

2.5 As part of its presentation to the Committee, CNZHL will discuss its programme for utilising all funding that it has received over the COVID-19 period.

## Non-financial performance – levels of service

2.6 Five of the 25 non-financial performance targets are identified as 'off track' and will not recover by 30 June 2022. These are targets that COVID-19 restrictions have impeded, such as contribution to job creation and visitor spend from major events, completion of a major events seeding round and target investment value of \$0.5 million secured into destination promotion and product development.

## Structure of CNZHL's performance report

2.7 The report serves three core purposes:

- advises key economic indicators for Christchurch and the Canterbury region;
- informs the Council in its capacity as owner of CNZHL – including how the company is progressing in meeting its strategic objectives and the benefits achieved for the city; and
- informs the Council, as purchaser of services and activities from CNZHL on the progress it is making delivering against its levels of service.

2.8 Staff from CNZHL and the Council consider the current approach taken to reporting could be improved by, for example being more focussed on metrics, graphical trend analysis and interventions that CNZHL is or could be making to address particular key issues facing the city.

2.9 It is a challenge finding ways of measuring the value of CNZHL's specific interventions and measuring performance in the short term when its focus is long term and outcomes can lag interventions significantly in some cases.

2.10 This work would include incorporating a ‘return on investment’ metric, notwithstanding it will inevitably require caveats as to its usefulness.

**Delivery risks**

2.11 A crucial part of CNZHL’s value proposition is that it retains flexibility to adapt to oncoming economic challenges that will impact Christchurch city and Canterbury. This is a large part of the reason for its corporate organisational form, governed by an independent board. The onus on the company is to reprioritise within its budgets as appropriate to ensure it is achieving the best value for each funding dollar it receives (other than that which is tagged for specific purposes). Where changes in focus materially impact CNZHL’s ability to meet its levels of service (i.e. contractual conditions for funding) and/or negative public or media comment might be anticipated as a result of the changes, the CNZHL board would be expected to engage with the Council.

2.12 CNZHL has a meaningful prioritisation framework that underpins its broad allocation of funding to activities. It includes weighting its various activities in terms of both their potential impact on its strategic objectives as well as taking into account the network behaviour of its activities (ie many of CNZHL’s activities are linked).

2.13 Council staff consider that this principled approach to budget allocation supports value for money, transparency and accountability.

2.14 Emerging critical risks that CNZHL is faced with include:

- cost pressure from high inflation rates that are forecast<sup>2</sup> to be 6.7% in the current year, 5.2% in 2023/24 coming back in 2023/24 to 3.6%. CNZHL has been able to manage this pressure to some extent this year, having entered into contracts prior to the upward swing in prices. However, the pressure will crystallise when contracts are renewed;
- volatility in employment markets for a number of reasons, one of which is more attractive remuneration packages offered in the market, brought about by the reduction in purchasing power caused by inflation. During the quarter, CNZHL has lost several key staff members; and
- strong global competition for events post COVID-19 that ultimately raises prices.

2.15 CNZHL will address its financial challenges as a result of market price pressures alongside its final Statement of Intent, due by 30 June 2022.

**Attachments / Ngā Tāpirihanga**

No.	Title	Page
A  	ChristchurchNZ Holdings Ltd - Quarter 3 2021/22 Performance Report	139

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

Document Name	Location / File Link
Nil	Nil

**Confirmation of Statutory Compliance / Te Whakatūturutanga ā-Ture**

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

<sup>2</sup> New Zealand Treasury Budget and Fiscal Update May 2022.

- (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**

<b>Author</b>	Linda Gibb - Performance Monitoring Advisor CCO
<b>Approved By</b>	Bruce Moher - Acting Head of Finance Leah Scales - General Manager Resources/Chief Financial Officer

**ChristchurchNZ Holdings Ltd**  
**Quarterly Report**  
**31 March 2022**



**ChristchurchNZ**

**Attachment A**  
**Item 13**

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1. Executive Summary
2. Notable Activity in the Quarter
3. Coming up
4. Health, Safety and Wellbeing Practices
5. Risks
6. Financial Report

## APPENDICES

1. Performance Measures

### 1. EXECUTIVE SUMMARY

The Canterbury Economic Activity Index (CEAI) shows that activity in Canterbury has been stronger than New Zealand since the first quarter of 2021, however in March 2022 both Canterbury and national economic activity was down -0.8 compared with the previous year. This reflects reduced activity during the COVID Omicron outbreak and a levelling of restrictions around the country.

There have been several significant deliverables for the organisation during the quarter. These include:

- Progress towards the official formation of CNZ as an Expanded Economic Development Agency (EEDA) through the integration of the Urban Development function. This has been a significant collaborative effort between ChristchurchNZ and Council staff.
- The successful delivery of the Women's Cricket World Cup, including a sold out Hagley Oval on a perfect late summer day showcasing Christchurch to the world. Independent experts FreshInfo determined the event delivered a net benefit to the city of \$2,313,449.
- Supported by a virtual famil and introductions from Screen CanterburyNZ, the founders of game development and virtual production business The Granary have relocated to Christchurch.

### 2. NOTABLE ACTIVITY IN THE QUARTER

#### Economy Overview

The CEAI for March 2022 reflected the impact of Omicron on economic activity in Canterbury. The region experienced a drop in performance across three out of five key indicators (the performance of Manufacturing Index, heavy traffic flows, and the value of exports from Canterbury ports) compared to March last year.

**Economic Activity Index – New Zealand and Canterbury**  
January 2020 – March 2022 (in %)

Source: ChristchurchNZ



In the week ending 22 April 2022, the number of Jobseeker support recipients in Canterbury was 24.9 percent higher than the number of recipients registered in the first week of January 2020 (16,554 recipients vs. 13,256 recipients), indicating that despite very low unemployment there is still a cohort of covid disrupted individuals that are yet to re-enter the workforce.

March 2022 was another record-setting month for building consent issuance, with consents for new buildings hitting new highs in Christchurch, Canterbury and New Zealand. Compared to March 2021, consent issuance for new homes increased by 84.2 percent in Christchurch, 34.8 percent in Canterbury and 25.7 percent across New Zealand. This shows that there is still a national and local shortage in supply of building stock even though immigration movements have reduced to exceptionally low levels over the last couple of years.

Retail spending in Canterbury reached \$725.2 million during March 2022, an increase of 0.8 percent compared to March 2021. However, the number of retail transactions in Canterbury fell by -10.8 percent over the same period. This indicates that the recorded increase in retail spending in March 2022 was driven by price inflation, rather than an uplift in the volume of spending.

### **Innovation and Business Growth**

#### **Business Sustainability & Growth**

- The Regional Business Partners (RBP) and Tourism Communities Support (TCSSR) contracts currently being delivered on behalf of MBIE are on track. Since the end of the quarter, ChristchurchNZ has been advised that Canterbury Regional Business Partner Ltd (Joint venture CNZ and Chamber of Commerce) has been successful in winning the tender for the continued delivery of RBP beyond June 30.
- MBIE has been signalling, but are yet to confirm, an extension to the TCSSR contract beyond the current end date of August. These delays and uncertainty continue to adversely impact our ability to forward plan and manage staff on fixed-term contracts.
- The Te Ōhaka and ThincLab incubators have 30 businesses currently under incubation and have graduated another 30 businesses this financial year. The incubators have raised over \$9m in venture capital funding for those businesses involved. Te Ōhaka has been accepted as a Callaghan Innovation vendor for the national Founder Incubator and Accelerator Programme.

#### **Clusters & Sector Growth**

Judging and acceleration continues in the HealthTech, Aerospace and Food Fibre and Agritech (FFA) challenges. The Start Me Up unemployment to self-employment accelerator is working with 27 applicants, and Electrify Aotearoa is supporting an intensive 10-person accelerator for women. There is strong technology coming through to the start-up ecosystem from ChristchurchNZ programmes – and we look forward to the FFA Challenge Finale at E Tipu (Agri Summit) again.

#### **Business and Investment attraction**

The “Christchurch – gateway to growth” publication has instigated / supported several genuine business attraction leads, and we are in the process of partnering with KEA to further distribute the White Paper.

#### **Skills & Employment**

In response to the well-documented skills shortage, ChristchurchNZ is preparing a report which uses data

and case-studies to highlight real and opportunity costs to individual businesses and to the regional economy. The report includes a range of recommended policy changes to alleviate the skills shortage through targeted migration in the short-term, while maintaining strategic focus on local skills development. The report will be sent to relevant ministers, politicians, and officials on behalf of ChristchurchNZ, Canterbury Employers Chamber of Commerce and industry. A media outreach programme is planned to support the findings using impacted industry leaders as spokespeople.

#### **Screen CanterburyNZ**

Supported by a virtual famil and introductions from Screen CanterburyNZ, the founders of game development and virtual production business The Granary have relocated from Wellington to Christchurch. In addition, ScreenCanterburyNZ's regional production incentive has awarded grants to six productions and three of these will go ahead this financial year.

#### **Antarctic Office**

The Christchurch Antarctic Network continued to grow, with 75 members registered. The Head of the Antarctic Office is being recruited as a priority, given David Kennedy's resignation during the quarter.

#### **Urban Development**

Significant progress has been made on the establishment of an Expanded Economic Development Agency including work on the capitalisation, prioritisation framework for urban development opportunities and how value might be shared. Due diligence on the pipeline of urban development projects is progressing with Council ahead of next financial year.

This quarter has seen construction commence at Peterborough Street (the former convention centre site) in the Central City and all three developments (hotel, residential and commercial) have now obtained consent.

#### **New Brighton Regeneration Project**

- This period saw stages one and two of the Seaview Development sell out in early 2022 and we expect phase three to be released ahead of schedule.
- The Beresford Street development sites went unconditional in March (settling April 2022). There has been significant interest in this project and a buzz generated in the area as a result. The Beresford Street development sites will provide affordable homes, and alongside the Seaview Development bring more people into the community and local businesses.
- A number of placemaking activations are underway in New Brighton including:
  - a marketing campaign with Neat Places telling the stories of "local legends";
  - development of a Brighton Business Boost package alongside NZ Business Mentors;
  - following on from the recent success of the street art tours, local cultural tours to be led by Ngāi Tahu are in development.

## Destination and Attraction

### Business Events

- ChristchurchNZ and key stakeholders including Te Pae and Venues Ōtautahi attended the Asia Pacific Incentives and Meetings Event in Melbourne in March (financially supported by Tourism New Zealand). Interest in NZ and especially Christchurch was extremely high. ChristchurchNZ completed the show with qualified bid opportunities worth a total estimated visitor spend of just under \$11 million dollars to the region.
- YTD we have delivered / are delivering 43 bids for business events (FY target 30 bids). To support these bids is the re-introduction of significant famil activity, starting in May which will bring trade operators to Christchurch and give a chance for our local operators to promote their offerings.
- Notable recent wins
  - NZSO / RCPA 2022 – NZ Society of Oncologists & Royal College of Pathologists Australia joint conference – September 2022 – 300 pax – Estimated Visitor Spend \$450,000
  - Confidential Event - May 2024 – 1500 pax – Estimated Visitor Spend \$2,812,000
- There is a growing expectation from international organisations that bids are accompanied by financial support or an incentive (subvention). As part of our annual business planning process we are planning for a subvention fund or “war chest” to attract the lucrative international conventions to remain competitive in the marketplace.

### Major Events

In this quarter events continued to be impacted with cancellations, postponements and restrictions due to Covid traffic light requirements. The achievement of KPIs from events remains unlikely to be achieved at year end. We were delighted though that the ICC Women’s World Cup had some crowds and then a full-house for the final. A summary of the exceptional results for the 2022 ICC Women’s World Cup are provided this quarter, as the event started in March and the sell-in period was during this time.

FreshInfo (industry experts) independently reviewed the ICC event economics and reported the following:

- 6,962 people attended the event
- 8,457 visitor nights in the host region were generated by the event
- \$740,460 of tourism expenditure in the host region was generated
- Cost benefit return\* for the host region was 1.35
- The Net benefit to our city was \$2,313,449

The overall results for this event were above average (see benchmark below) and the only measures that the event did not hit were due to Covid with the border closures/visitation impacts. The series ran with restricted numbers and only opened to full sales shortly before the last two matches, making it difficult for visitors to plan to attend. Total Quality Index Media Value generated by Christchurch branding at the ICC Women’s World Cup was \$2.0 million and we had over 11M viewers, including over 7.5 million viewers from India. The community benefits such as satisfaction, net promoters and resident pride were well above average reflecting a timely positive boost to Christchurch. Our city was on show and we can all be very proud of the manaakitanga conveyed and the way our assets delivered a world-class, fantastic experience.

FreshInfo Report

Benchmark

Measure	Selected event
Visitation caused by the event	1,596
Visitor nights caused by the event	8,457
Spend by visitors (incl. sales tax)	\$740,460
Net benefit	\$2,313,449
Benefit to cost ratio	1.35
Satisfaction	97%
Net promoter score	68
Resident pride	95%
Resident liveability	94%
Visitor perception: live	53%
Visitor perception: visit	71%
Visitor perception: business	34%
Domestic spend per visitor night (incl. sales tax)	\$133
Domestic length of stay (nights)	1.92
International spend per visitor night (incl. sales tax)	\$70
International length of stay (nights)	17.21

Well below average Below average Average Above average Well above average

\*For every \$1 invested, the benefit to the host region was \$1.35. Monetary and non-monetary costs and benefits are treated equally. Social outcomes are given the same status as economic outcomes.

Tourism

- The announcement of borders opening has resulted in international trade re-engagement opportunities being announced by Tourism New Zealand. CNZ will leverage these opportunities, and attend events in May (Australia), July (USA), August (UK and Singapore). Additionally, CNZ is partnering with NZSki to participate in the Australia Snow Shows in Sydney / Melbourne in May.
- Work progressed during the quarter to develop the central South Island ExploreCHC campaign ahead of the launch in May.
- We continue to work with the city COVID Recovery Group to maximise the current events programme, exploring options with Hospitality NZ and CCC to have a festival during August that venues can get involved with to increase foot traffic and spend in the city during late winter.

International Education

The border exception cohort 4 has been confirmed and Canterbury can expect to welcome back between 350 and 500 students for Semester 2 / Term 3. This is across all public tertiary, some private tertiary and approx. 25 high schools. Conversations to collaborate within the CCC International relations policy framework for a civic welcome have started.

A decision on the proposed restriction of enrolment by Ministry of Education for students under Year 9 is still pending and expected in April. ChristchurchNZ supported the Regional International Education Network Aotearoa’s submission to drop the proposal. Decisions on the proposed changes of immigration settings for international students are also pending. EducationNZ’s regional funding round for FY22/23 has opened and we intend to submit a high-level initial proposal, with final submissions due later in the year.

Marketing Brand and Communications

One of our indicator measures is perceptions of Christchurch. These are trending down. Given the current climate of covid fatigue and high inflation, this is not a surprise, but worth noting and monitoring.

KPI Summary		July 2019*	October 2019*	Q4 2019/2020 (April-Jun 2020)	Q1 2020/2021 (Jul-Sep 2020)	Q2 2020/2021 (Oct-Dec 2020)	Q3 2020/2021 (Jan-Mar 2021)	Q4 2020/2021 (Apr-Jun 2021)	Q1 2021/2022 (June-Sep 2021)	Q2 2021/2022 (Oct-Dec 2021)
KPI 1A	Proportion of the non-Canterbury New Zealand population who intend to visit Christchurch in the next 12 months	*	*	20%	19%	18%	22%	18%	23%	22%
	Moving/rolling yearly average	*	*	20%	19%	19%	20%	19%	20%	21%
KPI 2	Proportion of the New Zealand target population (under 40, >\$60,000 annual income) open to consider relocating to Christchurch (8-10)	21%	20%	13%	29%	25%	25%	24%	19%	20%
	Moving/rolling yearly average			13%	21%	22%	23%	26%	24%	22%
KPI 3	Net Promoter Score by Christchurch residents aged below 40 years of Christchurch as a place to visit	-18	4	3	7	13	21	2	-13	3
	Moving/rolling yearly average			3	5	8	12	11	6	3
KPI 4	Net Promoter Score by Christchurch residents aged below 40 years of Christchurch as a place to live			22	24	17	20	9	6	17
	Moving/rolling yearly average			22	23	21	20	17	13	13

### Campaign highlights

#### *Do More Summer*

Christchurch's summer visitation campaign, Do More Summer ran from 6 December to 6 February. Key target markets were South Island, Wellington, Christchurch residents, families and professionals. The campaign included a partnership with influencer Ellie Haines who showcased Christchurch as an exciting summer destination with lots to do. This directly addressed a key perception challenge for Christchurch. Final media results:

- 13m impressions
- 109 k link clicks
- 62,500 Unique Summer Pageviews

#### *Gateway to Growth Business Attraction Campaign*

This campaign promoted Christchurch as a business destination, supported by a new economic report detailing the benefits of doing business in Christchurch. The target market was large or high growth enterprises predominantly based in Auckland/Wellington. The objective of the campaign was to develop high quality leads for the business attraction team to follow up on.

- 5.5m impressions
- 17,775 clicks (including post engagement)
- 10,876 website campaign visits
- 37 Form submissions
- 1,005 whitepaper views (via publication tool) + 43 whitepaper downloads

#### *Digital*

- The team has met and exceeded the LOS target of 5.2 million engagements, currently sitting on 5,357,569 engagements across all digital channels
- Our social channels met all necessary KPI's to keep us on track for LOS. We have seen an increase in reach and engagement in Feb/Mar with several campaigns and content pieces currently in market.

- Website traffic has increased (2.2%) on the same period last year, with a decrease in bounce rates (page exits) and an additional increase on time spent on site per user.

*Communications and Media*

- In the past quarter, we established a PR function to increase the amount of earned media and to be able to track the value and impact of both proactive and reactive media engagement.
- More than 40 stories and numerous PR pitches are in development for the ExploreCHC regional tourism campaign and continuing with a series of video business case studies to support innovation and business growth in the city.
- The impact of labour shortages on businesses (TV1 story), the date announcement for SailGP 2023, and the partnership between our Urban Development team and drone logistics company Swoop Aero to explore a drone delivery network had strong media impact during the quarter.

**3. COMING UP**

Key deliverables in the next quarter:

*Innovation Business and Growth*

- New Regional Business Partners Contract – development.
- Continue delivery of RBP, business mentors and tourism communities support programs.
- Deliver final events for Aerospace, Agritech, and HealthTech innovation challenges.
- Final event for Start Me Up unemployment to self-employment accelerator.
- Economic insights and labour market event.
- Distribute skills and immigration advocacy report.
- Screen CanterburyNZ business development activity at Cannes Film Festival.
- Final round of screen incentive grant applications for FY21/22.
- Finalise recruitment for the Head of Antarctic Office.

*Urban Development*

- Development of a pipeline of urban development projects in collaboration with Council including detailed investigation, master planning and due diligence on the feasibility of development sites and priority areas.
- New Brighton regeneration – marketing and consenting for both residential developments, Neat Places marketing campaign, Gallery streetside upgrade and Matariki activations.
- Milton Street mixed use development - supporting Citycare in their exit from the property and working with all parties on the issuing of titles to support the new development plans.

*Destination and Attraction*

A strong focus on work to reignite international markets

- April - Australia Association Forum National Conference 2022
- May – TourismNZ Business Events Roadshow Australia (Melbourne, Sydney, Brisbane) and Germany, IMEX (Worldwide Exhibition for Incentive Travel, Meetings & Events)
- June - Christchurch, MEETINGS (NZ trade event for conferences, meetings, events, exhibition and travel incentive industry) sold out with 210 exhibitors confirmed and > 300 hosted buyer applications received, with almost half from Australian Buyers

*Place Brand Strategy and Destination Management Plans*

Key recommendations out of GC2050 are the delivery of a Place Brand Strategy and Destination Management Plan for Greater Christchurch. MBIE has funded the Regional Tourism Operators (RTOs) – including ChristchurchNZ – to deliver Destination Management Plans. An RFP will be released to market seeking an agency (or combination of agencies) to work with ChristchurchNZ to undertake this key work for the Greater Christchurch area. ChristchurchNZ will work in close partnership with Christchurch City Council, the relevant District Councils, mana whenua, community and industry to facilitate delivery of this exciting work for our City.

**4. HEALTH AND SAFETY PRACTICES**

ChristchurchNZ worked in split teams during the quarter to reduce COVID-19 risks. The Board is considering the organisation’s COVID-19 vaccine mandate based on the new risk assessment criteria provided by WorkSafe. We continue to encourage and support staff to be vaccinated and use other measures to stay safe (stay home when sick, cleaning, handwashing, mask wearing etc).

**5. ORGANISATIONAL RISK FOCUS**

	<b>Risk</b>	<b>Impact</b>	<b>Mitigation</b>
1.	Global Pandemic and economic impact.	Work programme significantly disrupted by global pandemic. Resulting in economic volatility, financial losses, possible event partner liquidation, health and wellbeing impacts, reputational damage.	Christchurch Economic Recovery Plan to reshape activity required and target outcomes. Govt contracts in place to support recovery and repositioning activity. Continual monitoring of Programme and Project progress.
2.	Cyber Security/ICT Failure	Reduced use of ICT systems and/or website, reputational impact, financial impact, loss of data. Cyber Security/Ransomware exposure resulting in system penetration.	Technology prevention measures in place, ICT security reviews regularly undertaken. Security policies and processes in place, regularly communicated and compliance monitored.
3.	Governance Clarity Urban Development functions	Lack of clear mandate for the Urban Development function and/or a lack of sufficient funding or other resource.	Funding and service level agreements in place. Council approval of capitalisation confirmed in April 2022. Expanded Economic Development Agency Implementation plan underway.
4.	Confidential information breach	Inappropriate access of confidential information, breach of the privacy act	Secure ICT systems and policies in place and regularly reviewed/audited. IEA's and Code of Conduct clear on responsibilities for accessing and use of company information. Ongoing training
5.	Event Fee Increases	Funding, reputational, resourcing	Discuss with city partners and shareholder value of targeted events and funding options. Partnerships and revenue strategy in place.

## 6. FINANCIAL REPORT

For the nine months to March 2022 CNZH reported a surplus of \$2.5m, \$3.8m ahead of the budgeted loss for the period (-\$1.35m). The budget target was ambitious; reflecting the utilisation of prior period retained earnings to enable support for COVID recovery. In the event, lockdowns and COVID have continued to impact the delivery of events and activity in the current year with several significant events 'moving' to later periods (eg. SAIL GP, Moon Festival, Cirque de Soliel).

CNZH has also received central government funding (via MBIE) in this period. External funding is tagged to specific activity. Delays or deferment of this activity does not result in surplus funding, but rather a liability to repay funds and/or deferment of activity to future periods. Unexpended contract revenue and prior period reserves, backed by cash received in preceding periods, (combined forecast total of \$8m) will be retained in the balancesheet at year end pending delivery in subsequent periods.

We note that the last quarter of the year is traditionally a period of high activity, combined with borders opening, and the YTD surplus is forecast to reduce to breakeven or a smaller surplus by year end. The combined impact is that the current year budgeted deficit is likely to move out a year, in line with the delayed activity.

CNZH Financial Summary \$000's	Actual Nine Months to March 2022	Budget Nine Months to March 2022	Actual Nine Months to March 2021	Budget Twelve Months to June 2022
	<i>Unaudited, per Management Accounts</i>		<i>Unaudited, per Management Accounts</i>	<i>Board approved budget</i>
CCC Core Funding	11,926	11,926	8,675	15,901
Other Operating Revenue (including interest and other gains/losses)	4,533	5,780	3,949	7,282
Operating Expenditure	(13,999)	(19,061)	(12,924)	(25,290)
Gain/(Loss) on Investments	54	-		-
<b>Total Surplus/(Deficit) before tax</b>	<b>2,514</b>	<b>(1,355)</b>	<b>(300)</b>	<b>(2,107)</b>
Total Assets	18,342	7,200	14,195	6,311
Shareholder Equity	7,617	4,477	7,027	3,075

March 2022 YTD	\$'000's		% Spend	
Project & Service Delivery YTD *	YTD Actual	YTD Budget	Actual	Budget
Project + Personnel				
Urban Development	915	1,535	7.6%	9.2%
Destination & Attraction	4,121	7,790	34.4%	46.7%
Marketing & Promotion	1,674	2,022	14.0%	12.1%
Business Innovation & Growth	3,023	2,952	25.2%	17.7%
Strategic Planning & Policy Research	371	559	3.1%	3.4%
Shared Services	1,882	1,827	15.7%	10.9%
<b>Total Project &amp; Service Delivery</b>	<b>11,986</b>	<b>16,685</b>	<b>100.0%</b>	<b>100.0%</b>

**Against Target:** The positive YTD budget variance reflects underspend across the organisation, but most notably in areas impacted by Covid. The underspend in activity costs is most notable in Destination and Attraction, due to the postponement or cancellation of Major and Business Events eg. SailGP, which have moved to future periods.

Business support activity (as a proportion of total spend) has increased, in line with MBIE funding to get

grants and support out to local businesses (Kickstarter contract).

The significant increase in assets reflects the receipt of central government funding, which is largely offset by a revenue in advance liability.

**Against Prior Year:** Core CCC funding in the current year reflects the agreed LTP funding, including funding for the for delivery of the urban development function.

APPENDIX 1: CHRISTCHURCHNZ PERFORMANCE MEASURES TO 31 MARCH 2022

LEVELS OF SERVICE

	Level of Service	Level of Service Measure	Target 2021 – 2022	Status	YTD Actuals	Commentary
1.0	Build innovation & entrepreneurial strength	Number of Initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities	6 initiatives	On Track	6	
1.1		Number of start-up/scale-up companies supported to grow innovation and entrepreneurship capability aligned with priority areas	40 companies	On Track		
1.2		Number of employers that have been actively worked with to attract them to the city to support economic recovery and repositioning	50 employers	On Track		
1.3		Value of central government investment secured into innovation and entrepreneurship; labour market transition and job creation	\$550,000	On Track		
2.0	Build a productive knowledge city to grow decent work	Number of initiatives that deliver better education outcomes and skills development to meet industry need and lead to high-value decent work	4 Initiatives	On Track		
3.0	Partner with mana whenua to support growth in Māori prosperity and self determination	Number of initiatives delivered in partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Maori economy and deliver intergenerational prosperity and create decent work	1 initiative	On Track	1	
4.0	Ensure Christchurch businesses have access to comprehensive advice & support to grow competitiveness, resilience & sustainability	Number of initiatives delivered with local and central government agencies to drive and advocate for competitiveness, resilience, and sustainability (including carbon footprint reduction) of Christchurch and Canterbury organisations	4 initiatives	On Track		

	Level of Service	Level of Service Measure	Target 2021 – 2022	Status	YTD Actuals	Commentary
4.1		Number of Christchurch and Canterbury businesses accessing support, mentors and advice provided in partnership with central Government and industry and peak bodies, including the Chamber	500 businesses access business support or advice	On Track		CNZ business assessments and business mentor matches.
4.2		Satisfaction of businesses accessing support or advice services	Net promotor score for business support services is +50 or greater	On Track		
4.3		Value of Central government investment secured into regional business support	\$450,000	On Track		
5.0	Realise greater value from Christchurch's Antarctic Gateway	Antarctic Gateway Strategy progress report is produced annually and is available on the CCC website	Deliver actions as set out in the AGS implementation plan	On Track		Antarctic report presented to CCC in March as part of CNZ quarterly reporting
5.1		Number of businesses in a business network which secures higher revenues from the National Antarctic Programmes	75 businesses in the network	On Track	75	
6.0	Develop Christchurch as an attractive destination	Number of initiatives delivered that focus on developing Christchurch and Canterbury as a more attractive and sustainable visitor destination in partnership with third parties where joint outcomes can be amplified	4 initiatives	Not on Track		Not on track - impacted by Covid and closed borders
6.1		City bids prepared to attract business events to Christchurch in line with the business event strategy and economic recovery plan	30 bids	Achieved	38 Bids	
6.2		Success rate of bids for business events	At least 35% success rate	On Track		
6.3		Assess portfolio of events supported against the Major Events Strategy	Annual report on performance of the major event portfolio against the Major Events Strategy	On Track		

	Level of Service	Level of Service Measure	Target 2021 – 2022	Status	YTD Actuals	Commentary
6.4		Major events seeding round delivered using criteria that support strategic goals of the Major Events Strategy	One Major Events Seed Funding round	Not on Track		Due to ongoing Covid impacts Major Events have not yet hosted a funding round. Focus has been on proactively securing and investing in Major Events outside of the funding round.
6.5		Number of destination product offerings, experiences or itineraries developed and supported which embed the city narrative	5 destination products	Not on Track		
6.6		Number of screen enquiries attracted and supported, with a view to growing Canterbury's market share of screen GDP.	100 screen enquiries	Achieved	141	
6.7		Number of screen productions attracted to CHC through a grant fund	At least 1 production	On Track		
6.8		Value of investment secured into destination promotion and product development	\$500,000	Not on Track		Covid continues to challenge tourism with international border closures and domestic lockdowns. This has negatively impacted business confidence for partners to invest in destination promotion and product development.
7.0	Ensure Christchurch is well positioned as a Confident City that is attractive to businesses, residents, visitors, students and potential migrants	Number of people using city narrative assets and content to tell the Christchurch story integrated with their own organisation or business story	Monitor month on month narrative assets and content to ensure consistently increasing engagement and usage	Not on Track		Website <a href="https://toolkit.christchurchnz.com/pages/the-christchurch-story">https://toolkit.christchurchnz.com/pages/the-christchurch-story</a>
7.1		Number of engagements on ChristchurchNZ owned digital channels and platforms	5.2 million	On Track		
7.2		Number of engagements with trade agents and investors in priority markets and sectors. Sectors - business, leisure visitor, convention, screen, education, Antarctic & media	50 engagements with trade agents or investors	On Track		
8.0	Provide leadership in inclusive and sustainable economic development for Christchurch	City economic strategies are reviewed and approved in context of Greater Christchurch 2050 Strategic Framework and Goals.	Major Events Strategy Due 2023/24			No LoS measure this financial year
	<b>Level of Service</b>	<b>Level of Service Measure</b>	<b>Target</b>	<b>Status</b>	<b>YTD</b>	<b>Commentary</b>

			2021 – 2022		Actuals	
8.1		City economic strategies are reviewed and approved in context of Greater Christchurch 2050 Strategic Framework and Goals.	Antarctic Gateway Strategy Due 2023/24			No LoS measure this financial year
8.2		City economic strategies are reviewed and approved in context of Greater Christchurch 2050 Strategic Framework and Goals.	Visitor Strategy Due 2022/23			No LoS measure this financial year
8.3		Report on implementation of initiatives within mandate set out in the (Covid-19) Christchurch Economic Recovery Plan and when appropriate, Greater Christchurch 2050	Delivery of actions set out in GC2050 & economic recovery plan	On Track		ChristchurchNZ continues to deliver to ChristchurchNZ workstreams identified in the recovery plan.
8.4		Number of economic research and insights reports delivered to provide city partners with robust evidence base on which to base strategies and investment decisions	12 economic reports are produced	Achieved	23 Reports produced	
8.5		Number of people actively engaging with ChristchurchNZ economic and strategic insights	Deliver economic information to at least 1,000 people through presentations and online information	Achieved		
8.6		Number of reports on the feasibility of urban development proposals and projects	At least three opportunities for urban development are identified and assessed for feasibility	On Track		
8.7		Deliver existing urban development programme (New Brighton) and develop pipeline of urban development projects utilising Council family-owned property or other acquired property	Prepare a property development strategy and framework	On Track		Decision-making framework approved by the Urban Development Committee. Land Development Strategy on track to be approved by the Urban Development Committee in May.
Last Saved on:		30/05/2022				
Author:		Laura Dawson, GM Shared Services				
Approved by:		Ali Adams, CE				
Status		FINAL				



## 14. Christchurch City Holdings Ltd - Quarter 3 Performance Report for the nine months ending 31 March 2022

Reference / Te Tohutoro: 22/573557

Report of / Te Pou Matua: Linda Gibb, Performance Advisor, Resources Group (linda.gibb@ccc.govt.nz);  
Toni Rowell, Chief Financial Officer, CCHL (toni.rowell@cchl.co.nz).

General Manager / Pouwhakarae: Leah Scales, General Manager, Resources Group (leah.scales@ccc.govt.nz).

### 1. Brief Summary

- 1.1 The purpose of this report is to present Christchurch City Holdings Ltd's (CCHL's) Quarter 3 2021/22 performance against Statement of Intent (SOI) targets for the nine month period, 1 July 2021 to 31 March 2022. The 'traffic lights' performance report is at **Attachment A**.
- 1.2 This report has been written as a result of receiving CCHL's performance report on 23 May 2022, in accordance with section 66 of the Local Government Act 2002. This section requires a Council-controlled organisation to report on its operations to its shareholders within two months after the end of the third quarter of each financial year.

### 2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. [Receives Christchurch City Holdings Ltd's Quarter 3 2021/22 Performance Report.](#)

#### Profitability

- 2.1 Net Profit after Tax (NPAT) and dividend targets for Lyttelton Port, Enable and EcoCentral are reported as on track to be met by 30 June 2022. Orion has a 31 March balance date and its NPAT is its draft full year result for 2021/22 which has exceeded its SOI target largely due to greater demand for energy last winter than expected, an above budget result from subsidiary Connetics and favourable movements in interest rate hedges.
- 2.2 The CCHL parent is signalling it is on track to meet its dividend distribution target to the Council of \$16.1 million for the year to 30 June 2022.
- 2.3 As reported previously, COVID-19 restrictions at the borders, the extended lockdown period in Auckland (where City Care has service contracts which accounts for one third of its total revenue) in the first half of the 2021/22 financial year and employee absences due to Omicron are at the root of profitability warnings from Christchurch International Airport (CIAL) and City Care. Neither will meet their target full year NPAT of respectively \$20.2 million and \$6.4 million.
- 2.4 City Care paid an interim dividend at the half year, in line with its SOI target of \$2.9 million, notwithstanding its reduced profitability. CIAL has confirmed its intent to pay a dividend, the quantum of which is uncertain at this stage.

#### Health and Safety

- 2.5 During the quarter, Orion reported a minor event to WorkSafe of a private sector contractor who received an electric shock from its low voltage network during excavation works. The event was minor and medical treatment was not required. Nevertheless, Orion's target of zero

events that could or did result in serious injury to the public cannot now be met for its full year ending 31 March 2022.

- 2.6 LPC has commissioned an independent investigation into the death of a Lyttelton Port employee in April. This occurred on the heels of another at the Ports of Auckland and has led to investigations by the Transport Accident Investigation Commission, New Zealand Police and Maritime Safety.

**Sustainability**

- 2.7 CCHL’s Sustainability Working Group, charged with co-ordinating the group’s greenhouse gas (GHG) emissions reduction plan has collated the annual GHG emissions footprints for all the CCHL subsidiaries. Science-based targets have been set to reduce scope 1 and scope 2 emissions from the baseline (excluding science-based targets for Lyttelton Port for which an assessment has been finalised and is awaiting board approval). Timeframes for each subsidiary will be finalised by the end of the June 2022 for inclusion in the group’s final SOIs.
- 2.8 Several of the ‘traffic lights’ reports refer to scope 1, 2 and/or 3 emissions. Broadly these are:
- Scope 1 – direct emissions (e.g. heating, cooling, vehicles);
  - Scope 2 – indirect emissions – owned (e.g. consumption of purchased electricity, heat and cooling); and
  - Scope 3 – indirect emissions – not owned (e.g. air travel, waste, distribution).
- 2.9 Council staff will engage with CCHL to schedule a workshop for the Sustainability Working Group to present the group’s plans for reducing and offsetting carbon emissions later in this calendar year.

**Attachments / Ngā Tāpirihanga**

No.	Title	Page
A 	Christchurch City Holdings Ltd Quarter 3 2021/22 Performance Report.	158

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

Document Name	Location / File Link
Nil	Nil

**Confirmation of Statutory Compliance / Te Whakatūturutanga ā-Ture**

<p>Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).</p> <p>(a) This report contains:</p> <ul style="list-style-type: none"> <li>(i) sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages; and</li> <li>(ii) adequate consideration of the views and preferences of affected and interested persons bearing in mind any proposed or previous community engagement.</li> </ul> <p>(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.</p>
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## Signatories / Ngā Kaiwaitohu

<b>Author</b>	Linda Gibb - Performance Monitoring Advisor CCO
<b>Approved By</b>	Bruce Moher - Acting Head of Finance Leah Scales - General Manager Resources/Chief Financial Officer



Christchurch  
City Holdings  
Limited

## Report for Council

**Date:** 23 May 2022

**To:** Dawn Baxendale, CEO, Christchurch City Council

**From:** Toni Rowell, CFO

**Subject:** CCHL Quarterly Performance Against Sols – FY22 Q3

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### Background & Purpose

This report provides a summary of quarter-end performance against SOI targets for CCHL Group entities (including CCHL Parent) for the period ending 31 March 2022 (FY22 Q3).

The summary is in the form of a “dashboard” report for each entity.

Please note that:

- Dashboards should be published on the Council’s website within one month of the date of this report, in compliance with section 66(5) of the Local Government Act 2002.
- This quarter (ended 31 March 2022) is the second quarter report for all entities except Orion, whose 31 March balance date makes this their Q4/FY22 report.

### Recommendation

That the FY22 Q3 Quarterly Performance Against SOIs Report be received.



Toni Rowell  
CFO

**CCHL Parent** Quarter Ended 31-Mar-22  
Performance against Statement of Intent targets

On track	
Uncertain	
Will not be achieved	
Annual Target to be assessed at year-end	

**Financial**

SOI Measure	Target	Tracking	Comment on non-performance
Net Profit After Tax	65.0		
Return on Average Equity	3.4%		
Shareholder's funds / Total Assets	41.0%		
Dividends - Ordinary	16.1		

**Kaitiakitanga**

SOI Measure	Target	Tracking	Comment on non-performance
Actively engage with its operating subsidiaries and its shareholder to ensure strategic alignment with the Council's strategic priorities. CCHL regularly receives a strategic performance report detailing financial, market and performance updates. Management meet with operating subsidiary management regularly to review current performance and strategic focus areas. Receive business plans from each operating subsidiary by 31 May each year. Operating subsidiary Chair and CEO will meet with CCHL Board at least annually. Encourage group participation in Te Whāriki, Sustainability Working Group, CFO Group, CEO Group, Chairs and Audit Committee Chairs meetings.			

**Mana**

SOI Measure	Target	Tracking	Comment on non-performance
The CCHL Group uses the Te Whāriki platform in at least four projects per annum to explore, test, pilot, trial or implement new technologies or innovative work practices across the Group. Major matters of urgency are reported to Council at the earliest opportunity under its 'no surprises' policy within the constraints of commercial sensitivity and NZX listing requirements. Matters of material impact are disclosed in line with CCHL framework for continuous disclosure.			

**People**

SOI Measure	Target	Tracking	Comment on non-performance
CCHL Group will show active improvement in continuing to work towards a living wage for all direct employees, including investing in training and staff development programmes. Continue to support and encourage the use of Te Whāriki as a means of developing and sharing human resource throughout the Group. The process followed for each appointment to a subsidiary company board is transparent, fully documented and in line with approved policies and procedures. Actively promote and report on board diversity as part of its appointment process and include the process undertaken as part of its approval of appointments with Council. CCHL will aim to increase our diversity on our boards and report on progress as part of our annual reporting to our shareholder. Encourage its subsidiaries to report on and work to show a narrowing of the gap between the highest and lowest remuneration in each company.  An independent board effectiveness review will be undertaken every 3 years, next due in 2022. The Chair will actively monitor and approve any training requirements for the Board. Hold regular meetings with and provide support to existing Associate Directors throughout the programme. Establish an alumni programme for all previous Associate Directors and Intern Directors.			Process is underway  Regular meetings organised  Programme established, however first event delayed due to COVID restrictions

**Sustainability**

SOI Measure	Target	Tracking	Comment on non-performance
CCHL Group will publish independently verified annual GHG emission footprints, alongside science-based reduction targets and timeframes for each subsidiary. This will provide the basis of a Group wide reduction target to be set by 31 December 2021.  CCHL Group will prepare a GHG emissions reduction management plan including a timeline to achieve a Group target of being net zero GHG emissions. CCHL Group will deliver an Integrated Reporting framework over the next two years. Establishment of a sustainability framework for our debt funding programme aligned with our IGFF. CCHL SWG will oversee active emission reduction workstreams, including making recommendations on opportunities to accelerate Group decarbonisation. CCHL Group will assess and disclose climate change risks, compliant with TCFD reporting standards.  CCHL SWG will proactively share learnings and successes with others, including the wider community.			The SWG has collated the annual GHG emissions footprint for all subsidiaries (excluding LPC who are still completing their assessment and due early 2022) with science based targets have been set to reduce our scope 1 and scope 2 emissions from the baseline.  Completed - successful Sustainable Bond Offer issued and fully subscribed in November 2021  Work underway but timing uncertain due to XRB timeline. Final standard expected to be available by Dec 2022. Compliance required from FY24.

**Christchurch International Airport Ltd**  
Performance against Statement of Intent targets

Quarter Ended 31-Mar-22

On track	
Uncertain	
Will not be achieved	
Annual Target to be assessed at year-end	

**Financial**

SOI Measure	Target	Tracking	Comment on non-performance
Total Revenue	\$166.5m		Majority of FY23 has been impacted by border settings, domestic restrictions and then Omicron outbreak which reduced domestic travel significantly during Q3
Earnings Before Interest, Tax, Depreciation, Amortisation, and Fair Value adjustments (EBITDAF)	\$96.1m		See above
Net Profit After Tax (NPAT)	\$20.2m		See above
EBITDAF / Revenue	57.1%		
Return on Invested Capital	3.1%		
Equity / Total Assets	59.8%		
Debt / [Debt + Equity]	33.6%		
EBITDAF Interest cover	3.9x		See above
Free Funds Interest cover	3.7x		
Free Funds / Debt	11.4%		
Dividends	\$9.1m		Intention remains - quantum uncertain

**Passenger volumes**

SOI Measure	Target	Tracking	Comment on non-performance
Domestic	4,492,665		Majority of FY23 has been impacted by border settings, domestic restrictions and then Omicron outbreak which reduced domestic travel significantly during Q3
Tasman & Pacific Islands	615,202		Delay to phased re-opening of borders - removal of requirement to isolate came into force in April 22
International	14,528		
Total	5,122,395		See above

**Carbon**

SOI Measure	Target	Tracking	Comment on non-performance
Reduction in carbon emissions vs. FY-15 benchmark	84% by 2035		
Seek to influence airport Scope 3 emissions	yes/no		

**Waste**

SOI Measure	Target	Tracking	Comment on non-performance
Develop CIAL Waste Minimisation Strategy	yes/no		
Create separated waste streams with known destinations	yes/no		
Undertake waste minimisation projects to reduce emissions	yes/no		

**Energy**

SOI Measure	Target	Tracking	Comment on non-performance
Actively pursue energy transition from fossil fuel to clean energy	yes/no		
Make an impact beyond CIAL terminal boundaries	yes/no		
Undertake energy efficiency projects, including LED lighting	yes/no		Underway

**Water**

SOI Measure	Target	Tracking	Comment on non-performance
Measure, understand and undertake to conserve water around terminal and campus	yes/no		

**Noise**

SOI Measure	Target	Tracking	Comment on non-performance
Number of noise complaints per 10,000 aircraft movements (pa)	<=10		
Successful delivery of updated noise compliance contours to Ecan	yes/no		Models provided to Ecan in December 2021.
Long term and ongoing program to protect CIAL from noise reverse sensitivity affects	yes/no		
Offers of acoustic mitigation to noise-impacted properties currently eligible	yes/no		

**Land**

SOI Measure	Target	Tracking	Comment on non-performance
Understand and enhance our unique dryland habitat	yes/no		
Undertake planning to celebrate native species and plant succession planning	yes/no		
Monitor and understand bird migration patterns to mitigate bird strike	yes/no		
Insert bird strike management areas in the regional and district planning framework	yes/no		

**Health & Safety**

SOI Measure	Target	Tracking	Comment on non-performance
Maintain HS&W score above 85% in annual culture and engagement survey	yes/no		Latest survey delayed due to pandemic
CIAL HS&W workplan delivered on schedule	yes/no		
Annual review of SMS and HSMS	yes/no		
Incremental increase in wellbeing measures in culture & engagement survey	yes/no		
Mental Health & Resilience Programme delivered	yes/no		

**Community**

SOI Measure	Target	Tracking	Comment on non-performance
Continued support for events for city benefit (i.e.. Visitors, reputation, residents)	yes/no	Yellow	Has been restricted by Covid settings and Omicron outbreak more recently with many events cancelled
Senior Leaders participate in and address events and functions, sharing expertise and skills	yes/no	Yellow	Has been restricted by Covid settings and Omicron outbreak more recently with many events cancelled
Support local and national charities through hosting collections in the terminal and active staff engagement in charity events	yes/no	Green	Community Fund now back up and running
Open stakeholder engagement & communication via Exec attendance at events, speeches, etc.	yes/no	Yellow	Has been restricted by Covid settings and Omicron outbreak more recently with many events cancelled
Respectively engage with our local communities, iwi mana whenua & stakeholders in respect of CIAL's plans to explore potential for a new airport in Central Otago	yes/no	Green	Plan well developed and ongoing

**People**

SOI Measure	Target	Tracking	Comment on non-performance
Improvements in leadership measures in annual Culture & Engagement survey	yes/no	Blue	Latest survey delayed due to pandemic
Create a Future of Work Framework	yes/no	Yellow	Now being developed - delayed by Omicron outbreak
Strengthen diversity, inclusion and engagement	yes/no	Blue	
Improved retention of critical future talent	yes/no	Green	Retention rates currently high



**Orion New Zealand Ltd**

Quarter Ended 31-Mar-22

Performance against Statement of Intent targets

On track	
Uncertain	
Will not be achieved	
Annual Target to be assessed at year-end	

**Financial**

SOI Measure	Target	Tracking	Comment on non-performance
Network Delivery Revenue	\$227.6m		Achieved (to be audited)
Net Profit After Tax (NPAT)	\$25.1m		Achieved (to be audited)
Dividends	\$31m		Achieved (to be audited)
NPAT / Equity	3.7%		Achieved (to be audited)
Debt / [Debt + Equity]	38%		Achieved (to be audited)
Equity / Total Assets	51%		Achieved (to be audited)

**Network Reliability**

SOI Measure	Target	Tracking	Comment on non-performance
SAIDI -- planned interruptions (minutes per customer)	40		Achieved (to be audited)
SAIDI -- unplanned interruptions (minutes per customer)	85		Achieved (to be audited)
SAIDI -- total interruptions (minutes per customer)	125		Achieved (to be audited)
SAIFI -- planned (interruptions per customer)	0.15		Achieved (to be audited)
SAIFI -- unplanned (interruptions per customer)	1.03		Achieved (to be audited)
SAIFI -- total (interruptions per customer)	1.18		Achieved (to be audited)

**Health & Safety**

SOI Measure	Target	Tracking	Comment on non-performance
Events that did or could have resulted in serious injury to Orion Group employees	4 or less		Three non-injury notifiable events.
Events that did or could have resulted in serious injury to Orion service providers	4 or less		One non-injury notifiable event.
Events that did or could have resulted in serious injury to the public, excluding car versus pole incidents	Nil		One event occurred while a civil contractor was excavating and contacted our low voltage network and received an electric shock. The incident was reported to Worksafe, although the shock was minor and no medical treatment was required.

**Re-imagining the future network**

SOI Measure	Target	Tracking	Comment on non-performance
Increase the real time 'visibility' of the state of our low voltage network (Jun 2021)			Ongoing: Over 200 LV monitors installed, with installations ongoing. Data is now being presented in our real time operating system
Develop a live operating model of our low voltage network (Sep 2022)			Prototype developed. Learnings have been documented and shared with stakeholders and GE. PowerOn upgrade in November 2021 has enabled a rollout of our Low Voltage Network into this model. Now considering how and when this is completed.
Undertake a trial of non-network alternatives to low voltage constraint management			Complete, team has trialed satcoms as a viable alternative to low voltage network reinforcement
Data and digitisation strategy in place			On hold until GM Data and Digital commences
Develop options for non-network supply procurement			No opportunities have presented themselves yet to explore this
Design for new field data collection method in place (Sep 2021)			Design for new field data collection method in place
Development of publicly available network constraint maps			In April 2022 Orion will publish first LV constraint map within its Asset Management Plan
Install a new digital voice radio network in Banks Peninsula (Sep 2021)			The main architecture is complete and commissioned. Sub network needs to be built out and will be complete in FY23. Covid has impacted the supply of equipment.

**Customer inspired**

SOI Measure	Target	Tracking	Comment on non-performance
Net Promoter Score	>50%		Research has been conducted. New research methodology to encompass a wider and younger (non-landline) community resulted in a more appropriate result of NPS=35 (Still "Great" in the NPS Spectrum).
Implement a new Customer Relationship Management platform (CRM) - foundation complete			Phase 1 of this project (Implementation of three consent journeys) has progressed - "go live" delayed until Feb 2022 as COVID restrictions delayed UAT - now launched
Launch a new Outage Notifications service to our community			Outage Notification Service is available. Will be integrated into CRM platform when complete. CRM launch date was delayed until Feb 2022 so integration into CRM may be delayed.
Further develop our customers and community engagement programme to give greater voice to our stakeholders' views in Orion's decision making (Dec 2021)			Community Engagement Strategy developed, Phase 1 Iwi engagement strategy formed and we're linked with He Huanui Maori Pathways Programme. Facebook engagement has been growing and a specific group has been established for Banks Peninsula.
Continue our community sponsorships and align with our Group Strategy			Sponsorships continuously reviewed to align with strategy.

**Lead and grow**

SOI Measure	Target	Tracking	Comment on non-performance
Continuous improvement of our works delivery (Apr 2022)			
Connetics will shift its Southern operations from establishment phase to performance phase			

Clear three-year programme to continually optimise in service of our Group strategy			Optimisation plan will follow business plan and operating model development, incorporating work on D&D strategy and continuous improvement pipeline.
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**Accelerating capability**

SOI Measure	Target	Tracking	Comment on non-performance
Enhance employee engagement			
Continue to embed and evolve leadership development			
Complete the next major phase of our diversity and inclusion programme			
Complete the first major phase of initiatives for the Energy Academy			
Continue to champion the Wāhine tū tahi, wāhine kaha - CCHL's Women & Leadership series (Sep 2021)			

**Powering the Low Carbon Economy**

SOI Measure	Target	Tracking	Comment on non-performance
Prepare to offset our Group corporate carbon emissions, to become carbon neutral by June 2022			
Halve our Group benchmark corporate emissions by 2030. Obtain Group carbon reduce (previously CEMARS) certification			
Undertake initial scenario modelling of physical risks to our network from climate change (Sep 2021)			
Partner with local landowners to create a native forest resource			Engaged with 25 landowners. Feasibility study complete for one site and agreement in principle achieved. Working towards concluding carbon sharing agreement but approval process has pushed this into FY23, which given this is a 50 year agreement we think is wise to accommodate and not rush. Additional discussion with another landowner underway.
Set a business environmental budget aligned with the planetary boundaries			Scope 1 Science Based targets calculated and allocated to the group in Carbon, Biodiversity, Waste and Water. Carbon budgets adopted and distilled (via diagnostic) to yearly allocation with associated KPIs. Wider environmental budgets specified but not distilled into business. Work is ongoing in FY23.
Partnerships to promote the effective use of electricity in the region			
Access to data on thermal fuel boilers (Jun 2021)			

**Our key projects**

SOI Measure	Target	Tracking	Comment on non-performance
Improve how we manage our critical health and safety risks			Critical risks are assessed after relevant events and reviewed by the Board on a rolling basis.
Construct a new 66kV line between Highfield zone substation and Norwood GXP			Land purchased at Northwood and received resource consents from SDC. Constructure will start in FY23.
Replace our end of life 11kV switchgear at Oxford Tuam zone substation with modern vacuum breakers (Dec 2021)			Complete
Build and commission a new zone substation at Belfast and connect it with our existing 66kV sub-transmission network and a new switching station to be built and commissioned at Marshland			The civil construction of the Belfast substation is complete and the secondary (11kV) electrical fit out has progressed well for completion now in June 22. The MAR-BEL cable is installed and terminated at both ends.

**Lyttelton Port Company Ltd**

Quarter Ended 31-Mar-22

Performance against Statement of Intent targets

On track	
Uncertain	
Will not be achieved	
Annual Target to be assessed at year-end	

**Financial**

SOI Measure	Target	Tracking	Comment on non-performance
Revenue (\$m)	\$156m		
NPAT (\$m)	\$17m		
Shareholder Funds to Total Assets	62%		
Interest Cover Ratio	12 times		
Debt (\$m)	\$217m		
Dividends (\$m)	\$10m		

**Operational**

SOI Measure	Target	Tracking	Comment on non-performance
Ship Rate (from MoT)	65		Labour shortages and supply chain disruptions as a result of COVID restrictions
Coal Load-out Rate (tonnes per day)	25,000		Impacted by temporary closure following the fatal accident on 25 April 2022

**People**

SOI Measure	Target	Tracking	Comment on non-performance
<b>Organisational culture change</b>			
Establish Culture and Transformation Team			Team now fully resourced
Develop plan for implementation of workplace culture review findings			Work plan is developed and a regular programme status report is in place
<b>Leadership &amp; development</b>			
Redesign LPC leadership programme to reflect workplace culture review findings			COVID-19 Red light setting mean the ability to deliver programmes in a group setting is difficult. This has introduced some risk to this programme.
Gender balance male/female	85/15		This gender balance is trending positively, but currently is 88/12. This is improved from 90/10 at the beginning of FY23
Engagement score	72		

**Health & Safety**

SOI Measure	Target	Tracking	Comment on non-performance
Reportable injuries/incidents	0.0		Fatal accident on the ETG Aquarius LPC on 25th April.
Total Recordable Injury Frequency Rate	5.4		
Lost-time injury frequency rate	<2.66		This rose due to a spike in cases at the beginning of FY22 but is now trending back down again.
Health and safety interaction per calendar month	>30		

**Planet**

SOI Measure	Target	Tracking	Comment on non-performance
Carbon: 3% reduction in scope 1 and 2 operational emissions or carbon intensity from baseline year 2018	Yes		
Waste: 7% increase in diversion rates (operational waste) from landfill from base-line FY18	Yes		Analysis has established that the FY18 and FY19 waste data that LPC holds is unreliable and potentially incorrect. LPC will be resetting this target, with FY20 as the baseline, and correcting the SOI appropriately.
<b>Biodiversity Positive</b>			
Evaluate and report on biodiversity as part of natural capital in the integrated report	Yes		
50% of all LPC Lyttelton non-operational land is actively managed for key predators	Yes		
Increase in area of non-operational land actively managed for terrestrial weeds	Yes		
Responsible sourcing: 50% of operational product suppliers >\$50k/annum evaluated against responsible sourcing criteria	Yes		
<b>Reporting</b>			
Publish first full integrated report	Yes		FY21 report was prepared following the principles of IR, and there is a small amount of extra work for FY22 to be a full integrated report
Conduct risk assessment against the Task Force on Climate-related Financial Disclosures criteria	Yes		

**Enable Services Ltd**

Quarter Ended 31-Mar-22

Performance against Statement of Intent targets

On track	
Uncertain	
Will not be achieved	
Annual Target to be assessed at year-end	

**Growing a Strong Business**

SOI Measure	Target	Tracking	Comment on non-performance
Revenue	\$90.2m		Tracking at \$66.5 million YTD
Net Profit After Tax	\$21.6m		
Total Assets	\$688.5m		
Debt	\$294.4m		
Equity	\$310.0m		
Shareholder's funds to total assets ratio	45.0%		
Dividends	\$20.0m		
Cumulative connections	144,100		Tracking at 140,700 YTD
Connections SLA achievement	>95%		
Total network availability	>99.97%		

**Our People**

SOI Measure	Target	Tracking	Comment on non-performance
Living wage provided to 100% of Enable's (direct) employees	100%		
Plan established for direct contractors to pay living wage	Plan established		
Improve Culture and Leadership employee net promoter score (eNPS)	To be developed		Now at 2
Increase females in leadership from 25% to over 33%	>=33%		At 25%
Role remuneration equality	Role rem equity		On target
Relationship established with mana whenua, first partnership initiatives completed by 31 December 2021	Relationship established		Started but behind timeline
Total recordable injuries (TRI) <=3	<=3		Now at 2
Incur no serious harm injuries	Nil		

**Sustainable Future**

SOI Measure	Target	Tracking	Comment on non-performance
Reduce scope 1, 2 and scope 3 (excluding staff commute) emissions by 17% (against audited FY2020 Base Year) to 581 tonnes	17% reduction		YTD direct (scope 1) carbon emissions have reduced by 46% and operational scope 3 emissions by 72% from the FY20 baseline. These reductions are attributed to 70% of vehicle fleet being converted to electric and hybrid vehicles, and the impact Covid continues to have on business operations. Scope 2 emissions continue to increase as active connections increase, a solar installation on one of the Central Offices is complete and two more installs are planned for Q4 as a mitigation against this.
Establish model for Green Fibre	Establish model		Research finalised, engaging with LFCs
Reduce overall corporate consumption by an average of 25% from FY2020	25% reduction		82% reduction
Benchmark established & reduction targets for corporate consumption in place by 31 December 2021	Benchmark established, targets in place		Benchmark done - targets to be set.
Establish circular economy principle(s) and criteria for Enable corporate consumption	Principles/criteria established		Timing delayed. Delayed due to work on other Sustainability priorities in parallel eg piloting solar panels for electricity generation on Network electronics buildings, "Central Offices"
Plan and targets established for network operations consumption	Plan, targets established		Plan in development

**Community**

SOI Measure	Target	Tracking	Comment on non-performance
Maintain our Canterbury Employers' Chamber of Commerce sponsorship	Maintain		
Maintain our Future Leaders in Technology sponsorship	Maintain		
Deliver 10 to 12 small sponsorship initiatives that directly positively impact our community	10-12		
2,000 ŌCHT residents' units built to and >1,000 residents benefitting from access to the internet	2,000		Approach has changed due to difficulties obtaining MBIE approval - now providing a hybrid model of Wi-fi to communal living spaces and base-level broadband service into the homes of ŌCHT tenants who have completed training – with Enable funding an existing social internet service for up to 1,000 for the next two years to deliver this. Continuing to work with MBIE on other solutions
The first ~25 free WIFI hotspots deployed and operating in the city	25		Enable has almost completed installing the Christchurch Free Wi-Fi service with network to cover the Riverside Market area and the corner of Colombo and Armagh Streets to be installed in June. Enable and CCC are also on target to launch Christchurch Free Wi-Fi to the community in June.

**CityCare Ltd**

Quarter Ended 31-Mar-22

Performance against Statement of Intent targets

On track	
Uncertain	
Will not be achieved	
Annual Target to be assessed at year-end	

**Financial (all are Group measures)**

SOI Measure	Target	Tracking	Comment on non-performance
Revenue	\$ 307,891		Latest 6+6 forecast is behind the Budget for 2022 mainly due to the impact of Covid in August/September and more recently Omicron. Interim dividend was in line with Budget dividend even though at interim the NPAT was behind Budget
Net Profit After Tax	\$ 6,421		
RoIC	14%		
Equity / Total Assets	52.0%		
Dividends	\$ 3,211		

**Client Satisfaction**

SOI Measure	Target	Tracking	Comment on non-performance
Positive year-on-year "Net Promoter Score" (NPS) based on annual customer survey	yes/no		

**Environmental**

SOI Measure	Target	Tracking	Comment on non-performance
100% of new (non-operational) passenger vehicles purchased or leased to be hybrid or EV (excludes vehicles procured through acquisitions) (subject to vehicle availability) Annual reduction of Company-wide greenhouse gas emissions normalised against annual turnover to reach 2030 goals			

**Health & Safety**

SOI Measure	Target	Tracking	Comment on non-performance
<10 incidents requiring notification to WorkSafe annually <1 WorkSafe investigation annually			

**Employee engagement/diversity**

SOI Measure	Target	Tracking	Comment on non-performance
Incremental increase in the number of women in leadership roles Increase in youth in the workforce measured by higher % of staff under 25 years More than 50 people in registered training annually			

**System Management**

SOI Measure	Target	Tracking	Comment on non-performance
Maintain current ISO-accredited systems			Achieved

**Community**

SOI Measure	Target	Tracking	Comment on non-performance
Collaborate with community stakeholders to deliver the safe coordination of >15,000 volunteer hours			

**Apex**

SOI Measure	Target	Tracking	Comment on non-performance
Positive Net Promoter Score Identify two new products or technologies to bring to market	yes/no		

**EcoCentral Limited** Quarter Ended 31-Mar-22  
Performance against Statement of Intent targets

On track	
Uncertain	
Will not be achieved	
Annual Target to be assessed at year-end	

**Financial**

SOI Measure	Target	Tracking	Comment on non-performance
Revenue	\$38.4m		General refuse tonnes ahead of budget, supported by contaminated tonnes from the EcoSort. EcoSort revenue ahead of budget due to higher than expected tonnes
Net Profit After Tax	\$1.06m		YTD profit enhanced by higher revenue at the EcoDrops and EcoSort
Total Assets	\$20.8m		Dependant on timing of roll out of capital expenditure programme
Equity	\$11.9m		YTD equity enhanced by YTD profit levels
Debt	Nil		No term debt
Return on Equity	9.2%		YTD profit enhanced by higher revenue at the EcoDrops and EcoSort
Dividends	\$0.25m		2021 dividend paid in April 2022
Equity / Total Assets	57.6%		

**Operations**

SOI Measure	Target	Tracking	Comment on non-performance
EcoDrop -- Waste Minimisation, divert at least 75,000 tonnes from landfill	yes/no		
EcoSort - MRF plant improvement, deliver on completion of MFE and Plastic 2 year capital improvement projects within agreed schedule	yes/no		Project currently experiencing mild delays due to shipping constraints. At this stage it is expected to complete the project within the expected timeframe
EcoSort - Proportion of waste	<11%		EcoSort now on track towards target as contamination levels continue to reduce
EcoShop - number of customer sales (pa)	120,000		Adversely affected by COVID lock down
EcoShop - tonnes diverted from landfill (pa)	8,000		

**Health & Safety**

SOI Measure	Target	Tracking	Comment on non-performance
Safe work observations >100	>100		
Remedy and close out corrective actions: >90% within 8 weeks of initiation	90%		
Complete Bowtie investigation and mitigation analysis of Critical Risks in conjunction with HSR's.	yes/no		

**Sustainability**

SOI Measure	Target	Tracking	Comment on non-performance
Improve operational efficiency of machinery - reduction in kWh/T	yes/no		Unlikely to achieve target due to need to slow production speed down so company can meet quality requirements for export customers
Reduction of carbon footprint	yes/no		To be determined at year end
Community recycling education to community groups and businesses	80+ sessions		Community sessions on hold during the quarter due to COVID restrictions.

**Development Christchurch Limited**  
Performance against Statement of Intent targets

Quarter Ended 31-Mar-22

On track	
Uncertain	
Will not be achieved	
Annual Target to be assessed at year-end	

**Governance**

SOI Measure	Target	Tracking	Comment on non-performance
DCL will work closely with CNZ to continue to dispose of land held for resale on commercial terms - Confirmed sale and purchase agreements on all property held for resale which achieve appropriate outcomes for the city	Yes		
Monitor investment and establish appropriate ownership model for Council's stake in the Christchurch Adventure Park	Yes		
DCL does not intend to make any distributions	Yes		

**RBL Property Limited**

Quarter Ended 31-Mar-22

Performance against Statement of Intent targets

On track	
Uncertain	
Will not be achieved	
Annual Target to be assessed at year-end	

**Financial**

SOI Measure	Target	Tracking	Comment on non-performance
Net Profit After Tax	\$0.379m		Not expected to meet NPAT target due to loss on sale of remaining bus assets.
Total Assets	\$21.2m		Ferry Rd property is now the only asset held (value at 30 June 2021 of \$16.2m).
Equity	\$18.7m		Target will not be met consistent with wind down of entity.
Shareholder Funds to Total Assets	88%		Target will not be met consistent with wind down of entity.

**Mana**

SOI Measure	Target	Tracking	Comment on non-performance
RBLPL will work with CCHL and in turn with CCC to establish the future for the Ferry Road site, and to then implement whatever is required to give effect to the desired outcome	yes/no		

**Kaitiakitanga**

SOI Measure	Target	Tracking	Comment on non-performance
Site maintained in compliance with consents and lease arrangements	yes/no		

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## 15. Resolution to Exclude the Public

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*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
16.	PUBLIC EXCLUDED FINANCE AND PERFORMANCE COMMITTEE MINUTES - 26 MAY 2022			REFER TO THE PREVIOUS PUBLIC EXCLUDED REASON IN THE AGENDAS FOR THESE MEETINGS.	
17.	CHRISTCHURCH CITY HOLDINGS LTD - STRATEGIC UPDATE	S7(2)(B)(II), S7(2)(H)	PREJUDICE COMMERCIAL POSITION, COMMERCIAL ACTIVITIES	TO PROTECT INFORMATION THAT COULD PREJUDICE THE CCHL GROUP'S PROFITABILITY IF IT BECAME KNOWN TO ITS COMPETITORS.	AFTER CCHL'S ANNUAL REPORT FOR 2021/22 HAS BEEN RELEASED TO THE MARKET ON OR BEFORE 30 SEPTEMBER 2022.
18.	ROD DONALD BANKS PENINSULA TRUST - APPOINTMENT OF TRUSTEE	S7(2)(A)	PROTECTION OF PRIVACY OF NATURAL PERSONS	TO PROTECT THE TRUSTEE-CANDIDATE'S REPUTATION.	AS SOON AS THE CANDIDATE HAS BEEN ADVISED OF THE COUNCIL'S DECISION.
19.	FACILITIES MANAGEMENT CONTRACT RECOMMENDATION	S7(2)(H), S7(2)(I)	COMMERCIAL ACTIVITIES, CONDUCT NEGOTIATIONS	ONGOING CONTRACT NEGOTIATIONS WITH SENSITIVE COMMERCIAL INFORMATION	30 NOVEMBER 2022 ON REVIEW AND APPROVAL FROM THE HEAD OF PROCUREMENT AND CONTRACTS.
20.	25727754 ŌTAUTAHI CHRISTCHURCH ORGANICS PROCESSING PLANT: PROCUREMENT STRATEGY	S7(2)(B)(II), S7(2)(H), S7(2)(I)	PREJUDICE COMMERCIAL POSITION, COMMERCIAL ACTIVITIES, CONDUCT NEGOTIATIONS	PROCUREMENT STRATEGY WITH SENSITIVE COMMERCIAL INFORMATION - PRETENDER STAGE INFORMATION	1 JUNE 2023 FOLLOWING AWARD OF A CONTRACT ON CONCLUSION OF

					<p>ENTIRE PROCUREMENT PROCESS AND ON REVIEW AND APPROVAL FROM THE HEAD OF PROCUREMENT AND CONTRACTS.</p> <p>NOTING THAT SOME INFORMATION PERTAINING TO THE PROCUREMENT STRATEGY AND PROCESS WILL BE RELEASED INTO THE PUBLIC, AS WE WORK THROUGH THE PROCUREMENT PHASES.</p>
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