
Finance and Performance Committee

AGENDA

Notice of Meeting:

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

Date: Tuesday 25 July 2023
Time: 9.30 am
Venue: Council Chambers, Civic Offices,
53 Hereford Street, Christchurch

Membership

Chairperson	Councillor Sam MacDonald
Deputy Chairperson	Councillor Melanie Coker
Members	Mayor Phil Mauger
	Deputy Mayor Pauline Cotter
	Councillor Kelly Barber
	Councillor Celeste Donovan
	Councillor Tyrone Fields
	Councillor James Gough
	Councillor Tyla Harrison-Hunt
	Councillor Victoria Henstock
	Councillor Yani Johanson
	Councillor Aaron Keown
	Councillor Jake McLellan
	Councillor Andrei Moore
	Councillor Mark Peters
	Councillor Tim Scandrett
	Councillor Sara Templeton

19 July 2023

Principal Advisor

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

Principal Advisor

Dawn Baxendale
Chief Executive
Tel: 941 8999

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

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What is important to us?

Our Strategic Framework is a big picture view of what the Council is aiming to achieve for our community

Our focus this Council term 2022–2025

Strategic Priorities



Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility and connection.



Champion Ōtautahi-Christchurch and collaborate to build our role as a leading New Zealand city.



Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents.

Adopted by the Council on 5 April 2023



Reduce emissions as a Council and as a city, and invest in adaptation and resilience, leading a city-wide response to climate change while protecting our indigenous biodiversity, water bodies and tree canopy.



Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents.



Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind.

Our goals for this Long Term Plan 2024–2034

Draft Community Outcomes



Collaborative and confident

Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe.



Green and liveable

Our neighbourhoods and communities are accessible and well connected, supporting our goals to reduce emissions, build climate resilience and protect and regenerate the environment, especially our biodiversity, water bodies and tree canopy.

To be adopted by the Council as part of the Long Term Plan 2024–2034



A cultural powerhouse

Our diverse communities are supported to understand and protect their heritage, pursue their arts, cultural and sporting interests, and contribute to making our city a creative, cultural and events 'powerhouse'.



Thriving and prosperous

Our city is a great place for people, business and investment where we can all grow our potential, where enterprises are innovative and smart, and where together we raise productivity and reduce emissions.

Our intergenerational vision

A place of opportunity for all.

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



Ngāi Tahu has rangatiratanga over its takiwā – the Council is committed to partnering with Ngāi Tahu to achieve meaningful outcomes that benefit the whole community

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

Chair	Councillor MacDonald
Deputy Chair	Councillor Coker
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.

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

Whakataka Te hau ki Te uru

Whakataka Te hau ki Te tonga

Kia makinakina ki uta

Kia mataratara ki Tai

E hi ake ana te atakura

He tio, he huka, he hau hu

Tihei Mauri Ora

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 [Wednesday, 28 June 2023](#) 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.

Finance and Performance Committee OPEN MINUTES

Date: Wednesday 28 June 2023
Time: 9.30 am
Venue: Council Chambers, Civic Offices,
53 Hereford Street, Christchurch

Present

Chairperson Councillor Sam MacDonald
Deputy Chairperson Councillor Melanie Coker
Members Mayor Phil Mauger
Deputy Mayor Pauline Cotter
Councillor Kelly Barber
Councillor Celeste Donovan – via audio/visual link
Councillor Tyrone Fields
Councillor James Gough – via audio/visual link
Councillor Tyla Harrison-Hunt – via audio/visual link
Councillor Victoria Henstock
Councillor Yani Johanson
Councillor Aaron Keown
Councillor Jake McLellan
Councillor Andrei Moore
Councillor Mark Peters
Councillor Tim Scandrett
Councillor Sara Templeton

Principal Advisor

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

Principal Advisor

Dawn Baxendale
Chief Executive
Tel: 941 8999

David Corlett
Committee and Hearings Advisor
941 5421
david.corlett@ccc.govt.nz
www.ccc.govt.nz

Unconfirmed

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Part A Matters Requiring a Council Decision

Part B Reports for Information

Part C Decisions Under Delegation

Karakia Tīmatanga: Given by all Councillors

The agenda was dealt with in the following order.

1. Apologies Ngā Whakapāha

**Part C
Committee Decision**

There were no apologies received.

2. Declarations of Interest Ngā Whakapuaki Aronga

Part B

Councillors Barber, Gough and Scandrett declared an interest in Item 10 – Hearings Panel report to the Council on the Te Kaha Surrounding Streets.

Deputy Mayor Cotter and Councillor Peters declared an interest in Item 12 – Central Plains Water Trust.

Councillors Barber and Scandrett declared an interest in Item 13 – Venues Ōtautahi – Quarter 3 Performance Report.

Councillors MacDonald and Templeton declared an interest in Item 14 – Christchurch City Holdings Ltd – Quarter 3 Performance and Public Excluded Item 17.

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

**Part C
Committee Resolved FPCO/2023/00049**

That the minutes of the Finance and Performance Committee meeting held on Wednesday, 31 May 2023 be confirmed.

Councillor MacDonald/Councillor McLellan

Carried

4. Public Forum Te Huinga Whānui

Part B

There were no public forum presentations.

5. Deputations by Appointment Ngā Huinga Whakaritenga

Part B

There were no deputations by appointment.

6. Presentation of Petitions Ngā Pākikitanga

Part B

There was no presentation of petitions.

Councillor Donovan joined the meeting via audio/visual link at 9.34am during consideration of Item 7.

7. Key Organisational Performance Results - May 2023

Committee Resolved FPCO/2023/00050

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receive the information in the Key Organisational Performance Results - May 2023 report.

Councillor Peters/Councillor Barber

Carried

8. Financial Performance Report - May 2023

Committee Resolved FPCO/2023/00051

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receive the information in the Financial Performance Report for May 2023.

Councillor MacDonald/Mayor

Carried

Secretarial note: The Committee asked for advice about the risk to Council if works, with a Development Contributions attachment, do not proceed.

9. Capital Programme Performance Report May 2023

Committee Resolved FPCO/2023/00052

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receive the information in the Capital Programme Performance Report to the end of May 2023.

Councillor MacDonald/Mayor

Carried

Secretarial note:

1. The Committee requested that staff provide a memo updating members on the relationship with KiwiRail and any strategy for managing the relationship and relevant projects.
2. The Committee agreed that the Ōtākaro Ltd CE be invited to a briefing to update the Council on Parakiore.

Councillor Barber left the meeting at 10.12am and returned at 10.16am during consideration of Item 10.

The meeting adjourned at 10.20am and reconvened at 10.23am. Councillors Keown, Peters and Scandrett were not present.

Councillor Peters returned to the meeting at 10.25am during consideration of Item 10.

Councillor Scandrett returned to the meeting at 10.27am during consideration of Item 10.

Councillor Scandrett left the meeting at 10.29am and returned to the meeting at 10.37am during consideration of Item 10.

Secretarial note: Item 10. Hearings Panel report to the Council on the Te Kaha Surrounding Streets – decisions relating to this Item were made after consideration of Public Excluded Item 17 and are recorded later in the Open minutes.

The meeting adjourned at 10.46am and reconvened at 11am.

11. Local Government Funding Agency - Quarter 3 Performance Report

Committee Resolved FPCO/2023/00053

Officer recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the Local Government Funding Agency's Quarter 3, 2022/23 Performance Report; and
2. Agrees that in future, staff report the Local Government Funding Agency's half year and full year performance to the Finance and Performance Committee, and first and third quarters by exception only.

Councillor MacDonald/Councillor Scandrett

Carried

12. Central Plains Water Trust - Governance

Committee Resolved FPCO/2023/00054

Officer recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the Central Plains Water Trust's Statement of Intent for 2023/24;
2. Endorses the Central Plains Water Trust Joint Committee's proposal to work with the Central Plains Water Trust to test whether there are ways in which information can be provided by Central Plains Water Ltd on independent water quality monitoring plans and results and how the impacts of climate change might create additional risks to the quality of drinking water supplies for the councils and its methodology for managing risk;
3. Receives the Central Plains Water Trust Annual Report for 2021/22;
4. Invites the Central Plains Water Trust to present the Annual Sustainability Report for 2021/22 to the Council at a meeting in July or August 2023;
5. Approves the re-appointment of current trustees of the Central Plains Water Trust through to 31 March 2024; and
6. Requests that the Central Plains Water Trust Joint Committee engages with the Chair of the Central Plains Water Trust to develop a formal skills and capabilities matrix to underpin recommendations for new trustees to commence from 1 April 2024.

Mayor/Councillor Coker

Carried

Secretarial note: Councillor Johanson requested that his vote against resolutions 1 and 5 be recorded.

13. Venues Ōtautahi - Quarter 3 Performance Report

Committee Resolved FPCO/2023/00055

Officer recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives Venues Ōtautahi's Quarter 3 2022/23 Performance Report.

Councillor McLellan/Mayor

Carried

Attachments

- A Venues Ōtautahi Quarter 3 Performance Report Presentation

Councillor Coker assumed the Chair for consideration of Item 14, Item 15 and Public Excluded Item 17.

14. Christchurch City Holdings Ltd - Quarter 3 (1 July 2022-31 March 2023) Performance

Committee Resolved FPCO/2023/00056

Officer recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives Christchurch City Holdings Ltd's 'traffic lights' performance report for Quarter 3 2022/23 (1 July 2022-31 March 2023).

Councillor Coker/Councillor Keown

Carried

15. Resolution to Exclude the Public

Committee Resolved FPCO/2023/00057

Part C

That Paul Silk (Acting Chief Executive) and Toni Rowell (Chief Financial Officer) of Christchurch City Holdings Ltd remain after the public have been excluded for Item 17 of the public excluded agenda as they have knowledge that is relevant to that item and will assist the Council.

AND

That at 11.44am the resolution to exclude the public set out on pages 278 to 279 of the agenda be adopted.

Councillor Templeton/Mayor

Carried

The public were re-admitted to the meeting at 12.13pm.

Councillor MacDonald resumed the Chair.

Councillor Barber left the meeting at 12.13pm and returned at 12.20pm during consideration of Item 10.

10. Hearings Panel report to the Council on the Te Kaha Surrounding Streets

Proposed Amendment

1. a. Notes that detailed design for Lichfield Street west of Madras Street will not start until the programme has been reviewed as part of the 2024/34 Long Term Plan.

Mayor/Councillor Keown

Lost

Committee Resolved FPCO/2023/00058

Panel recommendations accepted without change

Part C

That the Council:

1. Approves the revised scheme design of the Te Kaha Surrounding Streets as detailed in Attachment A, and including amendments listed below:
2. Approves the street layouts, including all kerb alignments, road surface treatments, road markings, traffic controls, parking restrictions and stopping restrictions (with details contained with recommendations 3- 197) and as attached to this report. In doing so, that it also recommends that Council approves that this project proceed to detailed design and construction.

Revoking traffic controls, parking, and stopping restrictions

3. Approves that any previously approved resolutions for the Te Kaha Side Streets Package area pertaining to traffic controls (including any applicable speed limits), made pursuant to any bylaw, to the extent that they are in conflict with the traffic controls described in recommendations 5-197 below, be revoked. This recommendation does not include any signalised intersections within the project area.
4. Approves that any previously approved resolutions for the Te Kaha Side Streets Package area pertaining to parking and stopping restrictions, made pursuant to any bylaw, to the extent that they are in conflict with the parking and stopping restrictions described in recommendations 5-197 below, be revoked.

Speed Limit Recommendations

5. Approves that the speed limit be set at 30 km /h, in accordance with Clause 27 of the Christchurch City Council Traffic & Parking Bylaw 2017 on Madras Street commencing at its intersection with Moorhouse Avenue and extending in a northerly direction to its intersection with Hereford Street.
6. Approves that the speed limit be set at 30 km /h, in accordance with Clause 27 of the Christchurch City Council Traffic & Parking Bylaw 2017 on Tuam Street commencing at its intersection with Madras Street and extending in an easterly direction to its intersection with Fitzgerald Avenue.
7. Approves that the speed limit be set at 30 km /h, in accordance with Clause 27 of the Christchurch City Council Traffic & Parking Bylaw 2017 on Lichfield Street commencing at its intersection with Barbadoes Street and extending in an easterly direction to its intersection with Fitzgerald Avenue.

8. Approves that the speed limit be set at 30 km /h, in accordance with Clause 27 of the Christchurch City Council Traffic & Parking Bylaw 2017 on Duke Street commencing at its intersection with Tuam Street and extending in a northerly direction to its intersection with Lichfield Street.
9. Approves that the speed limit be set at 30 km /h, in accordance with Clause 27 of the Christchurch City Council Traffic & Parking Bylaw 2017 on Hereford Street commencing at its intersection with the roadway on the west side of Latimer Square and extending in an easterly direction to its intersection with the roadway on the east side of Latimer Square.
10. Approves that the speed limit be set at 30 km /h, in accordance with Clause 27 of the Christchurch City Council Traffic & Parking Bylaw 2017 on St Asaph Street commencing at its intersection with Ferry Road and extending in a westerly direction to its intersection with Madras Street.

Special Vehicle Lane Recommendations

11. Approves that a Special Vehicle Lane, in accordance with Clause 18 of the Christchurch City Council Traffic & Parking Bylaw 2017 for the use of northbound road users as defined in section 11.1A of the Land Transport (Road User) Rule: 2004, be installed on the west side of Madras Street, commencing at its intersection with Moorhouse Avenue, and extending in a northerly direction for a distance of 122 metres to its intersection with the pedestrian signalised midblock crossing as detailed on plan TG145801, dated 02/02/2023 and attached to this report as Attachment A.
12. Approves that a Special Vehicle Lane, in accordance with Clause 18 of the Christchurch City Council Traffic & Parking Bylaw 2017, for the use of northbound road users as defined in section 11.1A of the Land Transport (Road User) Rule: 2004, be installed on the west side of Madras Street, commencing at its intersection with the signalised midblock crossing, and extending to its intersection with St Asaph Street as detailed on plan TG145801, dated 02/02/2023 and attached to this report as Attachment A.
13. Approves that a Special Vehicle Lane, in accordance with Clause 18 of the Christchurch City Council Traffic & Parking Bylaw 2017, for the use of northbound road users as defined in section 11.1A of the Land Transport (Road User) Rule: 2004, be installed on the west side of Madras Street, commencing at its intersection with St Asaph Street, and extending in a northerly direction to its intersection with Tuam Street as detailed on plan TG145801, dated 02/02/2023 and attached to this report as Attachment A.
14. Approves that a Special Vehicle Lane, in accordance with Clause 18 of the Christchurch City Council Traffic & Parking Bylaw 2017, for the use of road users as defined in section 11.1A of the Land Transport (Road User) Rule: 2004, be installed on the west side of Madras Street, commencing at its intersection with Tuam Street, and extending in a northerly direction to its intersection with Lichfield Street as detailed on plan TG145801, dated 02/02/2023 and attached to this report as Attachment A.
15. Approves that a Special Vehicle Lane, in accordance with Clause 18 of the Christchurch City Council Traffic & Parking Bylaw 2017, for the use of northbound road users as defined in section 11.1A of the Land Transport (Road User) Rule: 2004, be installed on the west side of Madras Street, commencing at its intersection with Lichfield Street, and extending in a northerly direction to its intersection with Cashel Street as detailed on plan TG145801, dated 02/02/2023 and attached to this report as Attachment A.
16. Approves that a Special Vehicle Lane, in accordance with Clause 18 of the Christchurch City Council Traffic & Parking Bylaw 2017, for the use of northbound direction road users as defined in section 11.1A of the Land Transport (Road User) Rule: 2004, be installed on the

west side of Madras Street, commencing at its intersection with Cashel Street, and extending in a northerly direction to its intersection with Hereford Street as detailed on plan TG145801, dated 02/02/2023 and attached to this report as Attachment A.

17. Approves that a Special Vehicle Lane, in accordance with Clause 18 of the Christchurch City Council Traffic & Parking Bylaw 2017, for the use of southbound road users as defined in section 11.1A of the Land Transport (Road User) Rule: 2004, be installed on the east side of Barbadoes Street, commencing at a point 51 metres north of its intersection with Hereford Street, and extending in a southerly direction to its intersection with Hereford Street as detailed on plan TG145801, dated 02/02/2023 and attached to this report as Attachment A.
18. Approves that a Special Vehicle Lane, in accordance with Clause 18 of the Christchurch City Council Traffic & Parking Bylaw 2017, for the use of southbound road users as defined in section 11.1A of the Land Transport (Road User) Rule: 2004, be installed on the east side of Barbadoes Street, commencing at its intersection with Hereford Street, and extending in a southerly direction to its intersection with Cashel Street as detailed on plan TG145801, dated 02/02/2023 and attached to this report as Attachment A.
19. Approves that a Special Vehicle Lane, in accordance with Clause 18 of the Christchurch City Council Traffic & Parking Bylaw 2017, for the use of southbound road users as defined in section 11.1A of the Land Transport (Road User) Rule: 2004, be installed on the east side of Barbadoes Street, commencing at its intersection with Cashel Street, and extending in a southerly direction to its intersection with Lichfield Street as detailed on plan TG145801, dated 02/02/2023 and attached to this report as Attachment A.
20. Approves that a Special Vehicle Lane, in accordance with Clause 18 of the Christchurch City Council Traffic & Parking Bylaw 2017, for the use of southbound road users as defined in section 11.1A of the Land Transport (Road User) Rule: 2004, be installed on the east side of Barbadoes Street, commencing at its intersection with Lichfield Street, and extending in a southerly direction to its intersection with Tuam Street as detailed on plan TG145801, dated 02/02/2023 and attached to this report as Attachment A.
21. Approves that a Special Vehicle Lane, in accordance with Clause 18 of the Christchurch City Council Traffic & Parking Bylaw 2017, for the use of southbound road users as defined in section 11.1A of the Land Transport (Road User) Rule: 2004, be installed on the east side of Barbadoes Street, commencing at its intersection with Tuam Street, and extending in a southerly direction for a distance of 20 metres as detailed on plan TG145801, dated 02/02/2023 and attached to this report as Attachment A.
22. Approves that a Special Vehicle Lane, in accordance with Clause 18 of the Christchurch City Council Traffic & Parking Bylaw 2017, for the use of eastbound road users as defined in section 11.1A of the Land Transport (Road User) Rule: 2004, be installed on the north side of Tuam Street, commencing at a point 20 metres west of its intersection with Madras Street, and extending in an easterly direction to its intersection with Barbadoes Street as detailed on plan TG145801, dated 02/02/2023 and attached to this report as Attachment A.
23. Approves that a Special Vehicle Lane, in accordance with Clause 18 of the Christchurch City Council Traffic & Parking Bylaw 2017, for the use of eastbound road users as defined in section 11.1A of the Land Transport (Road User) Rule: 2004, be installed on the north side of Tuam Street, commencing at its intersection with Barbadoes Street and extending in an easterly direction to its intersection with Fitzgerald Avenue as detailed on plan TG145801, dated 02/02/2023 and attached to this report as Attachment A.
24. Approves that a Special Vehicle Lane, in accordance with Clause 18 of the Christchurch City Council Traffic & Parking Bylaw 2017, for the use of eastbound road users as defined in section 11.1A of the Land Transport (Road User) Rule: 2004, be installed on the north side of

Hereford Street, commencing at a point 60 metres west of its intersection with Madras Street, and extending in a easterly direction to its intersection with Madras Street as detailed on plan TG145801, dated 02/02/2023 and attached to this report as Attachment A.

25. Approves that a Special Vehicle Lane, in accordance with Clause 18 of the Christchurch City Council Traffic & Parking Bylaw 2017, for the use of westbound road users as defined in section 11.1A of the Land Transport (Road User) Rule: 2004, be installed on the south side of **Hereford Street**, commencing at its intersection with Madras Street, and extending in a westerly direction for 46 metres, as detailed on plan TG145801, dated 02/02/2023 and attached to this report as **Attachment A**.

Shared Path Recommendations

26. Approves that the path on the east side of Madras Street, commencing at a point 130 metres north of its intersection with Moorhouse Avenue, and extending in a northerly direction to its intersection with St Asaph Street be resolved as a bi-directional shared path in accordance with Clause 21 of the Christchurch City Council Traffic & Parking Bylaw 2017, and in accordance with section 11.4 of the Land Transport Traffic Control Devices Rule: 2004. This shared path is for the use by the classes of road user as defined in Section 11.1A of the Land Transport (Road User) Rule: 2004.
27. Approves that the path on the west side of Madras Street, commencing at a point 19 metres south of its intersection with Hereford Street, and extending in a northerly direction to its intersection with Hereford Street be resolved as a shared path in accordance with Clause 21 of the Christchurch City Council Traffic & Parking Bylaw 2017, and in accordance with section 11.4 of the Land Transport Traffic Control Devices Rule: 2004. This shared path is for the use by the classes of road user as defined in Section 11.1A of the Land Transport (Road User) Rule: 2004, travelling in a northbound direction.
28. Approves that the path on the south side of Hereford Street, commencing at its intersection with Madras Street, and extending in a westerly direction for a distance of 46 metres be resolved as a shared path in accordance with Clause 21 of the Christchurch City Council Traffic & Parking Bylaw 2017, and in accordance with section 11.4 of the Land Transport Traffic Control Devices Rule: 2004. This shared path is for the use by the classes of road user as defined in Section 11.1A of the Land Transport (Road User) Rule: 2004, travelling in a westbound direction.

Signalised Roadway Crossing Recommendation

29. Approves that a shared use signalised roadway crossing on **Madras Street** be installed, at a point 122 metres north of its intersection with Moorhouse Avenue, in accordance with the relevant sections of the Land Transport Rule: Traffic Control Devices 2004. This shared use signalised crossing is for the use of road users as defined Section 11.1A of the Land Transport (Road User) Rule: 2004.

One Way Street Recommendation

30. Approves, in accordance with Clause 16 (1) of the Christchurch City Council Traffic and Parking Bylaw 2017, that Tuam Street from its intersection with **Madras Street** to its intersection with Fitzgerald Avenue, be declared a one-way street, where vehicles must travel in an east bound direction only.

Traffic Signal Recommendations

31. Approves that all traffic movements at the **Madras Street** and **Hereford Street** intersection be controlled by Traffic Signals, in accordance with Sections 6 and 10.5 of the Land Transport

Rule: Traffic Control Devices 2004, as detailed on plan TG145801, dated 02/02/2023 and attached to this report as Attachment A.

32. Approves that all traffic movements at the Madras Street and St Asaph Street intersection be controlled by Traffic Signals, in accordance with Sections 6 and 10.5 of the Land Transport Rule: Traffic Control Devices 2004, as detailed on plan TG145801, dated 02/02/2023 and attached to this report as Attachment A.
33. Approves that all traffic movements at the Barbadoes Street and Lichfield Street intersection be controlled by Traffic Signals, in accordance with Sections 6 and 10.5 of the Land Transport Rule: Traffic Control Devices 2004, as detailed on plan TG145801, dated 02/02/2023 and attached to this report as Attachment A.
34. Approves that all traffic movements at the Barbadoes Street and Tuam Street intersection be controlled by Traffic Signals, in accordance with Sections 6 and 10.5 of the Land Transport Rule: Traffic Control Devices 2004, as detailed on plan TG145801, dated 02/02/2023 and attached to this report as Attachment A.
35. Approves that all traffic movements at the Lichfield Street, Manchester Street and High Street intersection be controlled by Traffic Signals, in accordance with Sections 6 and 10.5 of the Land Transport Rule: Traffic Control Devices 2004, as detailed on plan TG145801, dated 02/02/2023 and attached to this report as Attachment A.
36. Approves that all traffic movements at the Fitzgerald Avenue and Lichfield Street intersection be controlled by Traffic Signals, in accordance with Sections 6 and 10.5 of the Land Transport Rule: Traffic Control Devices 2004, as detailed on plan TG145801, dated 02/02/2023 and attached to this report as Attachment A.
37. Approves that all traffic movements at the Fitzgerald Avenue and Tuam Street intersection be controlled by Traffic Signals, in accordance with Sections 6 and 10.5 of the Land Transport Rule: Traffic Control Devices 2004, as detailed on plan TG145801, dated 02/02/2023 and attached to this report as **Attachment A**.

Traffic Control Device Recommendations

38. Approves all kerb alignments, road surface treatments and road markings on the Te Kaha Side Streets Package area as detailed on the plans TG145801, dated 02/02/2023 and attached to this report as **Attachment A**.

Give Way, Stop and Turn Restriction Recommendations

39. Approves that the Lichfield Street (eastbound) at its intersection with Madras Street be restricted to left turn movements only, in accordance with Clause 17 of the Christchurch City Council Traffic & Parking Bylaw 2017, as detailed on plan TG145801, dated 02/02/2023 and attached in this report as Attachment A.
40. Approves that the Duke Street (southbound) at its intersection with Tuam Street be controlled by a Stop control, in accordance with Section 4 and Section 10.2 of the Land Transport Rule: Traffic Control Devices 2004.
41. Approves that the Duke Street (northbound) at intersection with Tuam Street be controlled by a Stop control, in accordance with Section 4 and Section 10.2 of the Land Transport Rule: Traffic Control Devices 2004.
42. Approves that the Duke Street southbound approach left turn into Tuam Street be prohibited in accordance with Clause 17(1)(a) of the Christchurch City Council Bylaw 2017.
43. Approves that the Duke Street northbound approach right turn into Tuam Street be prohibited in accordance with Clause 17(1)(a) of the Christchurch City Council Bylaw 2017.

44. Approves that the Duke Street northbound approach left turn into Lichfield Street be permitted in accordance with Clause 17(1)(a) of the Christchurch City Council Bylaw 2017.
45. Approves that the Clarkson Avenue southbound approach right turn into Lichfield Street be permitted in accordance with Clause 17(1)(a) of the Christchurch City Council Bylaw 2017.
46. Approves that the Clarkson Avenue southbound approach right turn into Lichfield Street be permitted in accordance with Clause 17(1)(a) of the Christchurch City Council Bylaw 2017.
47. Approves that the Fitzgerald Avenue northbound approach left turn into Lichfield Street be permitted in accordance with Clause 17(1)(a) of the Christchurch City Council Bylaw 2017.
48. Approves that the Fitzgerald Avenue southbound approach right turn into Tuam Street be prohibited in accordance with Clause 17(1)(a) of the Christchurch City Council Bylaw 2017.
49. Approves that the **Fitzgerald Avenue** northbound approach left turn into Tuam Street be prohibited in accordance with Clause 17(1)(a) of the Christchurch City Council Bylaw 2017.

Parking and Stopping Restriction and Bus Stop Recommendations

50. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of Madras Street commencing at its intersection with Moorhouse Avenue and extending in a northerly direction for a distance of 94 metres.
51. Approves that a Bus Stop be installed, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the on the west side of **Madras Street** commencing at a point 94 metres north of its intersection with Moorhouse Avenue and extending in a northerly direction for a distance of 14 metres.
52. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Madras Street** commencing at a point 108 metres north of its intersection with Moorhouse Avenue and extending in a northerly direction for a distance of 54 metres.
53. Approves that the parking of all vehicles be restricted to a maximum period of 5 minutes at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Madras Street** commencing at a point 162 metres north of its intersection with Moorhouse Avenue and extending in a northerly direction for a distance of 12 metres.
54. Approves that the parking of all vehicles be restricted to a maximum period of 60 minutes from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Madras Street** commencing at a point 174 metres north of its intersection with Moorhouse Avenue, and extending in a northerly direction for a distance of nine metres.
55. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Madras Street** commencing at a point 183 metres north of its intersection with Moorhouse Avenue and extending in a northerly direction to its intersection with Allen Street.
56. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Madras Street** commencing at its intersection with Allen Street and extending in a northerly direction for a distance of 22 metres.
57. Approves that the parking of all vehicles be restricted to a maximum period of 60 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7

- of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Madras Street** commencing at a point 22 metres north of its intersection with Allen Street, and extending in a northerly direction for a distance of 21 metres.
58. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Madras Street** commencing at a point 43 metres north of its intersection with Allen Street and extending in a northerly direction to its intersection with Southwark Street.
59. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Madras Street** commencing at its intersection with Southwark Street and extending in a northerly direction for a distance of 25 metres.
60. Approves that a Bus Stop be installed, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the on the west side of **Madras Street** commencing at a point 25 metres north of its intersection with Southwark Street and extending in a northerly direction for a distance of 14 metres.
61. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Madras Street** commencing at a point 39 metres north of its intersection with Southwark Street and extending in a northerly direction to its intersection with St Asaph Street.
62. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Madras Street** commencing at its intersection with St Asaph Street and extending in a northerly direction for a distance of 57 metres.
63. Approves that the parking of all vehicles be restricted to a maximum period of 60 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Madras Street** commencing at 57 metres north of its intersection with St Asaph Street, and extending in a northerly direction for a distance of 16 metres.
64. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Madras Street** commencing at a point 43 metres north of its intersection with St Asaph Street and extending in a northerly direction to its intersection with Tuam Street.
65. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Madras Street** commencing at its intersection with Tuam Street and extending in a northerly direction for a distance of 70 metres.
66. Approves that in accordance with Clause 7 of the Christchurch City Council Traffic and Parking Bylaw 2017, and in accordance with section 12.4 of the Land Transport Rule: Traffic Control Devices 2004, that the parking of vehicles be restricted to a maximum period of 120 minutes and be reserved for vehicles with an approved disabled person's parking permit, prominently displayed in the vehicle, on the west side of **Madras Street** commencing at a point 70 metres north of its intersection with Tuam Street, and extending in a northerly direction for a distance of seven metres. This restriction is to apply at any time.
67. Approves that a Loading Zone be installed, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Madras Street** commencing at a point 77 metres north of its intersection with its intersection with Tuam Street and extending in a northerly direction for a distance of 18 metres. This Loading Zone is to be

- restricted to a maximum loading period of 10 minutes, from 8am to 6pm, Monday to Sunday, including public holidays.
68. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Madras Street** commencing at a point 95 metres north of its intersection with Tuam Street and extending in a northerly direction to its intersection with Lichfield Street.
 69. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Madras Street** commencing at its intersection with Lichfield Street and extending in a northerly direction for a distance of 18 metres.
 70. Approves that in accordance with Clause 7 of the Christchurch City Council Traffic and Parking Bylaw 2017, and in accordance with section 12.4 of the Land Transport Rule: Traffic Control Devices 2004, that the parking of vehicles be restricted to a maximum period of 120 minutes and be reserved for vehicles with an approved disabled person's parking permit, prominently displayed in the vehicle, on the west side of **Madras Street** commencing at a point 18 metres north of its intersection with Lichfield Street, and extending in a northerly direction for a distance of 14 metres. This restriction is to apply at any time.
 71. Approves that the parking of all vehicles be restricted to a maximum period of 60 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Madras Street** commencing at a point 32 metres north of its intersection with Lichfield Street, and extending in a northerly direction for a distance of six metres.
 72. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Madras Street** commencing at a point 38 metres north of its intersection with Lichfield Street and extending in a northerly direction to its intersection with Cashel Street.
 73. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Madras Street** commencing at its intersection with Cashel Street and extending in a northerly direction for a distance of 12 metres.
 74. Approves that in accordance with Clause 7 of the Christchurch City Council Traffic and Parking Bylaw 2017, and in accordance with section 12.4 of the Land Transport Rule: Traffic Control Devices 2004, that the parking of vehicles be restricted to a maximum period of 120 minutes and be reserved for vehicles with an approved disabled person's parking permit, prominently displayed in the vehicle, on the west side of **Madras Street** commencing at a point 12 metres north of its intersection with Cashel Street, and extending in a northerly direction for a distance of 7 metres. This restriction is to apply at any time.
 75. Approves that the parking of all vehicles be restricted to a maximum period of 60 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Madras Street** commencing at a point 19 metres north of its intersection with Cashel Street, and extending in a northerly direction for a distance of 26 metres.
 76. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Madras Street** commencing at a point 45 metres north of its intersection with Cashel Street and extending in a northerly direction to its intersection with Hereford Street.

77. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of **Madras Street** commencing at its intersection with Moorhouse Avenue and extending in a northerly direction for a distance of 35 metres.
78. Approves that the parking of all vehicles be restricted to a maximum period of 120 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of **Madras Street** commencing at a point 35 metres north of its intersection with Moorhouse Avenue, and extending in a northerly direction for a distance of 80 metres.
79. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of **Madras Street** commencing at a point 115 metres north of its intersection with Moorhouse Avenue and extending in a northerly direction for a distance of 40 metres.
80. Approves that the parking of all vehicles be restricted to a maximum period of 120 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of **Madras Street** commencing at a point 155 metres north of its intersection with Moorhouse Avenue, and extending in a northerly direction for a distance of 54 metres.
81. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of **Madras Street** commencing at a point 209 metres north of its intersection with Moorhouse Avenue and extending into its intersection with St Asaph Street.
82. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of **Madras Street** commencing at its intersection with St Asaph Street and extending in a northerly direction to its intersection with Tuam Street.
83. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of **Madras Street** commencing at its intersection with Tuam Street and extending in a northerly direction to its intersection with Hereford Street.
84. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Barbadoes Street** commencing at its intersection with Hereford Street and extending in a northerly direction for a distance of 32 metres.
85. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of **Barbadoes Street** commencing at its intersection with Hereford Street and extending in a northerly direction for a distance of 51 metres.
86. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Barbadoes Street** commencing at its intersection with Hereford Street and extending in a southerly direction f to its intersection with Tuam Street.
87. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the west side of **Barbadoes Street** commencing at its intersection with Tuam Street and extending in a southerly direction for a distance of 37 metres.

88. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of **Barbadoes Street** commencing at its intersection with Hereford Street and extending in a southerly direction for a distance of 19 metres.
89. Approves that the parking of all vehicles be restricted to a maximum period of 60 minutes from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of **Barbadoes Street** commencing at a point 19 metres south of its intersection with Hereford Street and extending in a southerly direction for a distance of six metres.
90. Approves that the parking of all vehicles be restricted to a maximum period of 60 minutes from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of **Barbadoes Street** commencing at a point 32 metres south of its intersection with Hereford Street and extending in a southerly direction for a distance of 15 metres.
91. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of **Barbadoes Street** commencing at a point 47 metres south of its intersection with Hereford Street and extending in a southerly direction to its intersection with Cashel Street.
92. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of **Barbadoes Street** commencing at its intersection with Cashel Street and extending in a southerly direction for a distance of 18 metres.
93. Approves that the parking of all vehicles be restricted to a maximum period of 10 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of **Barbadoes Street** commencing at a point 18 metres south of its intersection with Cashel Street and extending in a southerly direction for a distance of six metres.
94. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of **Barbadoes Street** commencing at a point 24 metres south of its intersection with Cashel Street and extending in a southerly direction for a distance of 15 metres.
95. Approves that the parking of all vehicles be restricted to a maximum period of 30 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of **Barbadoes Street** commencing at a point 39 metres south of from its intersection with Cashel Street and extending in a southerly direction for a distance of 30 metres.
96. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of **Barbadoes Street** commencing at a point 69 metres south of its intersection with Cashel Street and extending in a southerly direction to its intersection with Lichfield Street.
97. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of **Barbadoes Street** commencing at its intersection with Lichfield Street and extending in a southerly direction for a distance of 18 metres.
98. Approves that the parking of all vehicles be restricted to a maximum period of 60 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of **Barbadoes**

- Street** commencing at a point 18 metres south of its intersection with Lichfield Street and extending in a southerly direction for a distance of 38 metres.
99. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of **Barbadoes Street** commencing at a point 56 metres south of its intersection with Cashel Street and extending in a southerly direction to its intersection with Tuam Street.
 100. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of **Barbadoes Street** commencing at its intersection with Tuam Street and extending in a southerly direction for a distance of 20 metres.
 101. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Tuam Street** commencing at its intersection with Madras Street and extending in an easterly direction for a distance of 91 metres.
 102. Approves that a Bus Stop be installed, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Tuam Street** commencing at a point 91 metres east of its intersection with Madras Street and extending in an easterly direction for a distance of 14 metres.
 103. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Tuam Street** commencing at a point 105 metres east of its intersection with Madras Street and extending in an easterly direction to its intersection with Barbadoes Street.
 104. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Tuam Street** commencing at its intersection with Barbadoes Street and extending in an easterly direction for a distance of 38 metres.
 105. Approves that the parking of all vehicles be restricted to a maximum period of 10 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Tuam Street** commencing at a point 38 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of six metres.
 106. Approves that the parking of vehicles be restricted to Large Passenger Service Vehicles Only (Coach, Bus, Van or equivalent) for “Event Day Only” in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Tuam Street** commencing at a point 52 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of 14 metres. (Note: This restriction is to apply for the day of an event at Te Kaha only, using temporary signage to change the parking restrictions, on days where a Te Kaha Temporary Traffic Management Plan (TMP) is in operation).
 107. Approves that the parking of vehicles be restricted to Large Passenger Service Vehicles Only (Coach, Bus, Van or equivalent) for “Event Day Only” in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Tuam Street** commencing at a point 78 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of 44 metres. Note: This restriction is to apply for the day of an event at Te Kaha only, using temporary signage to change the parking restrictions, on days where a Te Kaha Temporary Traffic Management Plan (TMP) is in operation.

108. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Tuam Street** commencing at a point 122 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of five metres.
109. Approves that in accordance with Clause 7 of the Christchurch City Council Traffic and Parking Bylaw 2017, and in accordance with section 12.4 of the Land Transport Rule: Traffic Control Devices 2004, that the parking of vehicles be restricted to a maximum period of 120 minutes and be reserved for vehicles with an approved disabled person's parking permit, prominently displayed in the vehicle, on the north side of **Tuam Street** commencing at a point 127 metres east of its intersection with Barbadoes Street and extending in a northerly direction for a distance of seven metres. This restriction is to apply at any time.
110. Approves that a Bus Stop be installed, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Tuam Street** commencing at a point 142 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of 21 metres.
111. Approves that the parking of all vehicles be restricted to a maximum period of 10 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Tuam Street** commencing at a point 192 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of five metres.
112. Approves that the parking of all vehicles be restricted to a maximum period of 60 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Tuam Street** commencing at a point 204 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of five metres.
113. Approves that the parking of all vehicles be restricted to a maximum period of 60 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Tuam Street** commencing at a point 220 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of nine metres.
114. Approves that the parking of all vehicles be restricted to a maximum period of 60 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Tuam Street** commencing at a point 247 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of 14 metres.
115. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Tuam Street** commencing at a point 261 metres of its intersection with Barbadoes Street and extending in an easterly direction to its intersection with Duke Street.
116. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Tuam Street** commencing at its intersection with Duke Street and extending in an easterly direction to its intersection with Fitzgerald Avenue.
117. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Tuam Street** commencing at its intersection with Madras Street and extending in a westerly direction for a distance of 11 metres.

118. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Tuam Street** commencing at its intersection with Madras Street and extending in an easterly direction for a distance of 12 metres.
119. Approves that the parking of all vehicles be restricted to a maximum period of 60 minutes, and controlled by Parking Meters, (including Pay by Plate machines or any approved means of payment), in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Tuam Street** commencing at a point 12 metres east of its intersection with Madras Street, and extending in an easterly direction for a distance of 13 metres. This restriction is to apply from 8am to 6pm, Monday to Sunday, including public holidays.
120. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Tuam Street** commencing at 25 metres east of its intersection with Madras Street and extending in an easterly direction for a distance of 18 metres.
121. Approves that a Loading Zone be installed, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Tuam Street** commencing at a point 43 metres east of its intersection with Madras Street and extending in an easterly direction for a distance of 12 metres. This Loading Zone is to be restricted to a maximum loading period of period of 5 minutes, from 8am to 6pm, Monday to Sunday, including public holidays.
122. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Tuam Street** commencing at a point 55 metres east of its intersection with Madras Street and extending in an easterly direction for a distance of nine metres.
123. Approves that in accordance with Clause 7 of the Christchurch City Council Traffic and Parking Bylaw 2017, and in accordance with section 12.4 of the Land Transport Rule: Traffic Control Devices 2004, that the parking of vehicles be restricted to a maximum period of 120 minutes and be reserved for vehicles with an approved disabled person's parking permit, prominently displayed in the vehicle, on the north side of **Tuam Street** commencing at a point 64 metres east of its intersection with Madras Street, and extending in an easterly direction for a distance of seven metres. This restriction is to apply at any time.
124. Approves that the parking of all vehicles be restricted to a maximum period of 5 minutes, at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Tuam Street** commencing at a point 78 metres east of its intersection with Madras Street and extending in an easterly direction for a distance of six metres.
125. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Tuam Street** commencing at a point 84 metres east of its intersection with Madras Street and extending in an easterly direction for a distance of 39 metres.
126. Approves that the parking of all vehicles be restricted to a maximum period of 60 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Tuam Street** commencing at a point 123 metres east of its intersection with Madras Street and extending in an easterly direction for a distance of 38 metres.

127. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the on the south side of **Tuam Street** commencing at a point 161 metres east of its intersection with Madras Street and extending in an easterly direction to its intersection with Barbadoes Street.
128. Approves that the parking of all vehicles be restricted to a maximum period of 10 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Tuam Street** commencing at a point 18 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of six metres.
129. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the on the south side of **Tuam Street** commencing at its intersection with Barbadoes Street and extending in an easterly direction for a distance of 33 metres.
130. Approves that the parking of all vehicles be restricted to a maximum period of 10 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Tuam Street** commencing at a point 33 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of 19 metres.
131. Approves that the parking of all vehicles be restricted to a maximum period of 30 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Tuam Street** commencing at a point 64 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of six metres.
132. Approves that the parking of all vehicles be restricted to a maximum period of 30 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Tuam Street** commencing at a point 77 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of 24 metres.
133. Approves that the parking of all vehicles be restricted to a maximum period of 60 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Tuam Street** commencing at a point 111 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of 17 metres.
134. Approves that the parking of all vehicles be restricted to a maximum period of 60 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Tuam Street** commencing at a point 137 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of 27 metres.
135. Approves that the parking of all vehicles be restricted to a maximum period of 60 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Tuam Street** commencing at a point 172 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of five metres.
136. Approves that the parking of all vehicles be restricted to a maximum period of 60 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Tuam**

- Street** commencing at a point 186 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of eight metres.
137. Approves that the parking of all vehicles be restricted to a maximum period of 60 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Tuam Street** commencing at a point 205 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of 15 metres.
138. Approves that the parking of all vehicles be restricted to a maximum period of 60 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Tuam Street** commencing at a point 227 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of 34 metres.
139. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the on the south side of **Tuam Street** commencing at a point 261 metres east of its intersection with Madras Street and extending in an easterly direction to its intersection with Duke Street.
140. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Tuam Street** commencing at its intersection with Duke Street and extending in an easterly direction for a distance of seven metres.
141. Approves that the parking of all vehicles be restricted to a maximum period of 60 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Tuam Street** commencing at a point seven metres east of its intersection with Duke Street and extending in an easterly direction for a distance of 10 metres.
142. Approves that the parking of all vehicles be restricted to a maximum period of 60 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Tuam Street** commencing at a point 31 metres east of its intersection with Duke Street and extending in an easterly direction for a distance of 17 metres.
143. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the on the south side of **Tuam Street** commencing at a point 48 metres east of its intersection with Duke Street and extending in an easterly direction to its intersection with Fitzgerald Avenue.
144. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Lichfield Street** commencing at its intersection with Barbadoes Street and extending in an easterly direction for a distance of 11 metres.
145. Approves that the parking of all vehicles be restricted to a maximum period of 10 minutes, from 6pm to 11pm, Monday to Friday including public holidays, and from 8am to 11pm, Saturday to Sunday, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Lichfield Street** commencing at a point 11 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of 49 metres.
146. Approves that the parking of all vehicles be restricted to a maximum period of 10 minutes, from 6pm to 11pm, Monday to Friday including public holidays, and from 8am to 11pm, Saturday to Sunday, in accordance with Clause 7 of the Christchurch City Council Traffic &

- Parking Bylaw 2017, on the north side of **Lichfield Street** commencing at a point 68 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of 27 metres.
147. Approves that the parking of all vehicles be restricted to a maximum period of 10 minutes, from 6pm to 11pm, Monday to Friday including public holidays, and from 8am to 11pm, Saturday to Sunday, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Lichfield Street** commencing at a point 110 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of 17 metres.
148. Approves that the parking of all vehicles be restricted to a maximum period of 10 minutes, from 6pm to 11pm, Monday to Friday including public holidays, and from 8am to 11pm, Saturday to Sunday, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Lichfield Street** commencing at a point 133 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of 24 metres.
149. Approves that the parking of all vehicles be restricted to a maximum period of 10 minutes, from 6pm to 11pm, Monday to Friday including public holidays, and from 8am to 11pm, Saturday to Sunday, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Lichfield Street** commencing at a point 171 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of 18 metres.
150. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Lichfield Street** commencing at a point 189 metres east of its intersection with Barbadoes Street and extending in an easterly direction to its intersection with Clarkson Avenue.
151. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Lichfield Street** commencing from its intersection with Clarkson Avenue and extending in an easterly direction for a distance of 13 metres.
152. Approves that the parking of all vehicles be restricted to a maximum period of 5 minutes, at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Lichfield Street** commencing at a point 97 metres east of its intersection with Clarkson Avenue and extending in an easterly direction for a distance of five metres.
153. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the on the north side of **Lichfield Street** commencing at a point 121 metres east of its intersection with Clarkson Avenue and extending in an easterly direction for a distance to its intersection with Fitzgerald Avenue.
154. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Lichfield Street** commencing from its intersection with Barbadoes Street and extending in an easterly direction for a distance of 12 metres.
155. Approves that the parking of all vehicles be restricted to a maximum period of 10 minutes, from 6pm to 11pm, Monday to Friday including public holidays, and from 8am to 11pm, Saturday to Sunday, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Lichfield Street** commencing at a point 12 metres

- east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of six metres.
156. Approves that the parking of all vehicles be restricted to a maximum period of 10 minutes, from 6pm to 11pm, Monday to Friday including public holidays, and from 8am to 11pm, Saturday to Sunday, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Lichfield Street** commencing at a point 29 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of 45 metres.
157. Approves that the parking of all vehicles be restricted to a maximum period of 10 minutes, from 6pm to 11pm, Monday to Friday including public holidays, and from 8am to 11pm, Saturday to Sunday, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Lichfield Street** commencing at a point 82 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of 12 metres.
158. Approves that in accordance with Clause 7 of the Christchurch City Council Traffic and Parking Bylaw 2017, and in accordance with section 12.4 of the Land Transport Rule: Traffic Control Devices 2004, that the parking of vehicles be restricted to a maximum period of 120 minutes and be reserved for vehicles with an approved disabled person's parking permit, prominently displayed in the vehicle, on the south side of **Lichfield Street** commencing at a point 94 metres east of its intersection with Barbadoes Street and extending in a northerly direction for a distance of six metres. This restriction is to apply at any time.
159. Approves that the parking of all vehicles be restricted to a maximum period of 10 minutes, from 6pm to 11pm, Monday to Friday including public holidays, and from 8am to 11pm, Saturday to Sunday, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Lichfield Street** commencing at a point 108 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of 13 metres.
160. Approves that the parking of all vehicles be restricted to a maximum period of 10 minutes, from 6pm to 11pm, Monday to Friday including public holidays, and from 8am to 11pm, Saturday to Sunday, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Lichfield Street** commencing at a point 129 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of 24 metres.
161. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Lichfield Street** commencing at a point 153 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of 47 metres.
162. Approves that the parking of all vehicles be restricted to a maximum period of 10 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Lichfield Street** commencing at a point 200 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of seven metres.
163. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Lichfield Street** commencing at a point 207 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of 10 metres.

164. Approves that the parking of all vehicles be restricted to a maximum period of 10 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Lichfield Street** commencing at a point 217 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of 13 metres.
165. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Lichfield Street** commencing at a point 294 metres east of its intersection with Barbadoes Street and extending in an easterly direction to its intersection with Duke Street.
166. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Lichfield Street** commencing at its intersection with Duke Street and extending in an easterly direction for a distance of seven metres.
167. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Lichfield Street** commencing at a point 43 metres east of its intersection with Duke Street and extending in an easterly direction to its intersection with Fitzgerald Avenue.
168. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Hereford Street** commencing at its intersection with the roadway on the west side of Latimer Square and extending in an easterly direction for a distance of 83 metres.
169. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Hereford Street** commencing at its intersection with Madras Street and extending in a westerly direction for a distance of 51 metres.
170. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Hereford Street** commencing at its intersection with Madras Street and extending in an easterly direction for a distance of 39 metres.
171. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Hereford Street** commencing at its intersection with the roadway on the east side of Latimer Square and extending in a westerly direction for a distance of 26 metres.
172. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the north side of **Hereford Street** commencing at its intersection with the roadway on the east side of Latimer Square and extending in an easterly direction for a distance of 15 metres.
173. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Hereford Street** commencing at its intersection with Barbadoes Street and extending in a westerly direction for a distance of 11 metres.
174. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Hereford Street** commencing at its intersection with Barbadoes Street and extending in an easterly direction for a distance of 20 metres.

175. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Cashel Street** commencing at its intersection with Barbadoes Street and extending in a westerly direction for a distance of 17 metres.
176. Approves that the parking of all vehicles be restricted to a maximum period of 10 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Cashel Street** commencing at 17 metres east of its intersection with Barbadoes Street, and extending in an easterly direction for a distance of five metres.
177. Approves that the stopping of all vehicles be prohibited at any time, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the south side of **Cashel Street** commencing at 22 metres east of its intersection with Barbadoes Street and extending in an easterly direction for a distance of eight metres.

Lichfield Street - Option 3

178. Approves that the speed limit be set at **10 km /h**, in accordance with Clause 27 of the Christchurch City Council Traffic & Parking Bylaw 2017 on Lichfield Street commencing at its intersection with Manchester Street and extending in an easterly direction to its intersection with Madras Street.
179. Approves that Lichfield Street from its intersection with Manchester Street to its intersection with Madras Street be declared a Shared Zone, in accordance with Clause 20 of the Christchurch City Council Traffic & Parking Bylaw 2017, as detailed on plan TG145801, dated 02/02/2023 and attached to this report as Attachment A.
180. Approves that the Lichfield Street eastbound approach to its intersection with Madras Street be restricted left turn movements only in accordance with Clause 17 of the Christchurch City Council Traffic & Parking Bylaw 2017, as detailed on plan TG145801, dated 02/02/2023 and attached in this report as Attachment A.
181. Approves that stopping or parking in any part of the Shared Zone on Lichfield Street commencing at its intersection with Manchester Street, and extending in an easterly direction to its intersection with Madras Street be prohibited in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017 except for:
 - Tramway service vehicles.
 - Emergency vehicles.
 - Street cleaning vehicles, rubbish collection vehicles and street maintenance vehicles operated by the Christchurch City Council or its nominated contractor, at any time.
 - Any vehicle in three designated areas, for the purposes of loading/unloading for a maximum period of 5 minutes, from 8am to 6pm, Monday to Sunday, including public holidays, as detailed on plan **Attachment C**.
 - Two mobility parks as detailed on the plan **Attachment C**.
 - One 10-minute park as detailed on the plan **Attachment C**.
182. Approves that a Loading Zone be installed, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of Huanui Lane commencing at a point 14 metres north of its intersection with Lichfield Street and extending in a northerly direction for a distance of 12 metres. This Loading Zone is to be restricted to a maximum

loading period of period of 5 minutes, from 8am to 6pm, Monday to Sunday, including public holidays.

183. Approves the installation of retractable bollards for the use as part of an Event Traffic Management Plan associated with an event at Te Kaha and its associated signage, as detailed in plan **Attachment C**.

Hearings Panel recommendations:

184. For staff to address the safety review findings concerning the existing road layout and environment for all the Te Kaha surrounding streets and confirm via memo that they have been addressed and detailed in the safety audits as received by the panel.
185. For staff to look at all recommendations in the safety review and the scheme stage safety audits and reflect the recommendations in the resulting detailed designs for these streets.
186. For Staff to investigate the provision of cycle charging facilities in the surrounding street area.
187. That the Hearings Panel supports consideration of a maximum permanent 30km/h speed limit for other streets surrounding Te Kaha and that it is consulted on as part of the Council's future speed management plan considerations.
188. That physical cycle lane protection measures are incorporated into the Tuam St cycle lane, between existing separation and Barbadoes Street, noting that no parking removal is required.
189. For staff to talk to Venues Ōtautahi about the potential operational costs with Options 1 and 3 in order to inform Council decision making on this project.
190. That Council support a fee free trial period for the outdoor dining area on Lichfield Street for a period of two years from the completion of works in order to activate the space.
191. Approves that a Loading Zone be installed, in accordance with Clause 7 of the Christchurch City Council Traffic & Parking Bylaw 2017, on the east side of Huanui Lane commencing at a point 14 metres north of its intersection with Lichfield Street and extending in a northerly direction for a distance of 12 metres. This Loading Zone is to be restricted to a maximum loading period of 5 minutes, from 8am to 6pm, Monday to Sunday, including public holidays.
192. Recommend that staff relocate any lost bike parking facilities to a nearby location within the street furniture zones.

Additional Recommendations:

193. Approves all streetscape layouts which include, but not limited to, footpath treatments, landscaping and new street trees as detailed on Plan TG145801, dated 02/02/2023 and attached to this report as Attachment A.
194. Approves the removal of 17 trees as detailed on Plan TG145801, dated 02/02/2023 and attached to this report as **Attachment A**.
195. Approves that the applicable traffic recommendations take effect when Civil Construction, marking and signage, evidence that each street upgrade is complete.

Lichfield Street Streetscape Layout Recommendations

196. Approves the **Option 3** streetscape layout plan as set out in sheet 1 of **Attachment C** and where appropriate replace the reference to sheet 5 of **Attachment A**.

197. Approves Option 3 (recommendations 178 -183) and approve an increase in budget of \$1.2M for a total budget of \$23.2M noting that this will entail changes to the 2024-34 Long Term Plan.

Councillor Coker/Councillor Peters

Carried

Secretarial note: Mayor Mauger and Councillors Moore, Fields, Henstock and Keown requested that their dissatisfaction with resolution 178 be recorded. Councillor Johanson requested that his vote against all the resolutions be recorded.

Secretarial note: During the course of debate Councillor Templeton raised a point of order against Councillor Keown after comments that were deemed to have misrepresented Councillor Templeton's position on the original Te Kaha resolutions. The Chair ruled in favour of Councillor Templeton's point of order and Councillor Keown withdrew his comments and apologised.

Attachments

- A Te Kaha Surrounding Streets - Map

Karakia Whakamutunga: Given by all Councillors

Meeting concluded at 12.52pm.

CONFIRMED THIS 25TH DAY OF JULY 2023

**COUNCILLOR SAM MACDONALD
CHAIRPERSON**

7. Te Kaha Project - Elected Member Update

Reference Te Tohutoro: 23/1042812

Report of Te Pou Matua: David Kennedy, Chief Executive Te Kaha Project Delivery Limited,
David.Kennedy@ccc.govt.nz

General Manager Mary Richardson, General Manager Citizens & Community
Pouwhakarae: (Mary.Richardson@ccc.govt.nz)

1. Brief Summary

- 1.1 The purpose of this report is to update Elected Members on the progress of the Te Kaha project.

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receive the information in the Te Kaha Project Elected Member Update Report.

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

Author	David Kennedy - Chief Executive Te Kaha Project Delivery Limited
Approved By	Barry Bragg - Chair Te Kaha Project Delivery Limited

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A 	Te Kaha Elected Member update 2023-06-30 (for Council Briefing - 26 Jul 2023)	23/1043707	38

Te Kaha Canterbury Multi Use Arena

SCOPE

Te Kaha CMUA will position Central Christchurch and the Canterbury region as a world class option for attracting and hosting events. Its main purpose will be to host major sporting and entertainment attractions to an international level.

Te Kaha CMUA is located over three city blocks between Hereford and Tuam Streets, bounded by Madras and Barbadoes Streets. This location is well connected with main transport routes and within easy walking distance of the central city accommodation, hospitality and transport facilities.

CURRENT UPDATES

BESIX Watpac have appointed a new mechanical services subcontractor to replace Benmax NZ Ltd which has gone into liquidation, and have advised that the change will have no impact on the project completion date.

There are no issues that Council needs to be aware of on the project, and no material changes to the scope of the project. Work is on programme, on budget and there are no quality issues.

A Council Briefing is being arranged for 15 August to update Elected Members on the Detailed Design including sustainability, cultural activation, inclusivity/accessibility and commercialisation.

The last remaining areas of the ground improvement using Rammed Aggregate Piers have been completed.

Civil bulk excavation has been completed to all areas, as well as site concrete to most areas.

Large concrete pours for the substructure foundations are due to be completed by the end of July.

Concrete pours for the walls to the West and South Stands are well advanced. Reinforcing steel cages for the ground floor columns and walls in the remaining areas of the West, South and East stands are being installed.

The first structural steel superstructure has been erected to the West Stand.

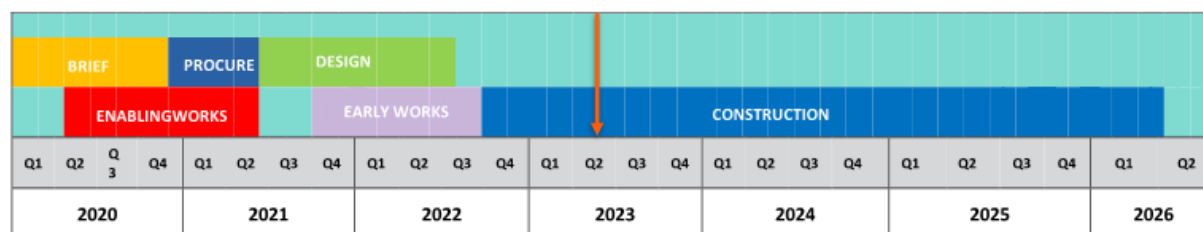
The BESIX Watpac team continues to work on the detailed design, and this has largely been completed. Shop drawings are underway for structural steel, and the fabrication and testing of the Buckling Restrained Braces (BRBs) continues in Christchurch.

The project team are engaging with Mana Whenua on the cultural activation of the seating design, façade design and major art work, and liaising with stakeholders, including regular quarterly meetings with the local community (to inform them on progress and receive feedback on any issues).

BESIX Watpac are particularly focused on Health, Safety and Well-being of their staff and workers on site.

BESIX Watpac have reported that 77% of consultants, subcontractors and supporting businesses engaged by them for the Te Kaha project are local firms. To date 89% of workers inducted to work on site are local, with 8.3% of working hours to date by Māori/Pasifika against a target of 7%.

The current delivery programme, is as follows:

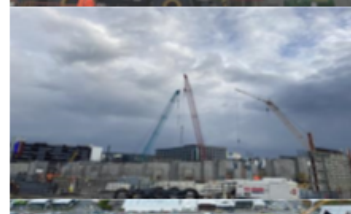


Delivery timetable as of 30 June 2023. Disclaimer – All timeframes are accurate at the time of publication and are dependent on public sector delivery mechanisms.



Elected Member Update
Te Kaha CMUA Budget
\$683.17M (CCC/Crown)

Current Phase:
Construction



8. Christchurch City Holdings Ltd - Exemption of non-trading City Care Ltd subsidiary companies

Reference / Te Tohutoro: 23/1094299

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

Senior Manager / Leah Scales, General Manager Resources/Chief Financial Officer
Pouwhakarae: (Leah.Scales@ccc.govt.nz)

1. Nature of Decision or Issue and Report Origin

- 1.1 To approve an exemption of two City Care Ltd non-trading subsidiary companies as Council-controlled organisations (CCOs) pursuant to sections 7(3) and (4) of the Local Government Act 2002 (LGA).
- 1.2 In response to a request from Christchurch City Holdings Ltd (CCHL) as City Care Ltd's direct shareholder.
- 1.3 The decisions in this report are of low significance in relation to the Christchurch City Council's Significance and Engagement Policy. The level of significance was determined by assessing the extent to which the exemptions would impact the community. The exemptions have no negative impacts on the community because the companies are not trading. If the companies are exempted as CCOs they will not require auditing and City Care will therefore avoid around \$24,000 in audit fees.

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Approves the exemption of City Care Ltd's non-trading subsidiary organisations – City Care Property Ltd and City Care Water Ltd as Council-controlled organisations pursuant to sections 7(3) and (4) of the Local Government Act 2002; and
2. Notes that there will be a request to the Council to revoke the exemptions at a time that the companies begin trading.

3. Reason for Report Recommendations Ngā Take mō te Whakatau

- 3.1 To enable City Care to avoid costs associated with an annual audit, which would be charged notwithstanding there are no financial transactions or operational activities to audit.

4. Alternative Options Considered Ētahi atu Kōwhiringa

- 4.1 The only alternative option is to decline to exempt the non-trading companies. Audit fees or around \$12,000 for each entity, \$24,000 in total would need to be met by City Care. However, there would be no offsetting benefit since there is nothing to audit.

5. Detail Te Whakamahuki

- 5.1 City Care has set up two new CCOs ahead of the completion of its separation into two separate legal entities – City Care Water Ltd and City Care Property Ltd. The legal separation has not been completed yet and as a result the CCOs have not traded. Nevertheless, they will attract audit and the associated fees. To overcome the need to pay fees for no benefit, the entities can be exempted as CCOs under section 7(3) of the LGA.
- 5.2 Section 7(3) provides that a local authority may, after having taken account of the following matters (per section 7(5)) exempt a small organisation that is not a council-controlled trading organisation:
 - the nature and scope of the activities provided by the organisation; and
 - the costs and benefits, if an exemption is granted, to the local authority, the CCO and the community.
- 5.3 Section 7(7) of the LGA provides that a local authority may, at any time, revoke an exemption it has granted. As soon as the two legal entities become operational, a revocation will be sought from the Council.
- 5.4 It should be noted that the decision to separate the property and water functions has been made in principle by the City Care board and is based on the case that the value of the companies independently is greater than together. It also legally formalises how City Care operates in practice – there is little synergy between the two functions.

6. Policy Framework Implications Ngā Hīraunga ā- Kaupapa here

Strategic Alignment Te Rautaki Tīaroaro

- 6.1 Good governance includes ensuring value for money which is strongly aligned to the [Council's Long Term Plan \(2021 - 2031\)](#).
- 6.2 This report does not support the [Council's Long Term Plan \(2021 - 2031\)](#).

Policy Consistency Te Whai Kaupapa here

- 6.3 The decisions are consistent with the Council's Plans and Policies, including exercising good governance practices and seeking value for money.

Impact on Mana Whenua Ngā Whai Take Mana Whenua

- 6.4 The decision does not involve a significant decision in relation to ancestral land or a body of water or other elements of intrinsic value, therefore this decision does specifically impact Mana Whenua, their culture and traditions.
- 6.5 The decision does not involve a matter of interest to Mana Whenua and will not impact on our agreed partnership priorities with Ngā Papatipu Rūnanga.
- 6.6 There is no impact on Mana Whenua because the proposal is an administrative matter only.

Climate Change Impact Considerations Ngā Whai Whakaaro mā te Āhuarangi

- 6.7 The decisions in this report are likely to have no impact on climate change as they are administrative only. This includes no impact on:
 - adaptation to the impacts of climate change; or
 - contribution to emissions reductions.
- 6.8 Note that avoiding the audits is unlikely to change the need for the auditors to commit the same level of resources to undertaking the City Care audit.

Accessibility Considerations Ngā Whai Whakaaro mā te Hunga Hauā

6.9 Not relevant to this proposal.

7. Resource Implications Ngā Hīraunga Rauemi

Capex/Opex Ngā Utu Whakahaere

7.1 If the non-operational companies are exempted as CCOs, there will be a total saving to City Care of circa \$24,000 which can be otherwise utilised in its business, including potentially contributing to future dividends to the CCHL parent.

8. Legal Implications Ngā Hīraunga ā-Ture

Statutory power to undertake proposals in the report Te Manatū Whakahaere Kaupapa

8.1 LGA. The Legal Services Unit has been consulted in the preparation of this report.

9. Risk Management Implications Ngā Hīraunga Tūraru

9.1 The proposal minimises financial risk by reducing non productive expenditure.

Attachments Ngā Tāpirihanga

There are no attachments to this report.

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

Document Name – Location / File Link
Not applicable

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

Author	Linda Gibb - Performance Monitoring Advisor CCO
Approved By	Leah Scales - General Manager Resources/Chief Financial Officer

9. Christchurch City Holdings Ltd - Notification of final Statements of Intent for 2023/24

Reference / Te Tohutoro: 23/785488

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

Senior Manager / Leah Scales, General Manager Resources/Chief Financial Officer
Pouwhakarae: (Leah.Scales@ccc.govt.nz)

1. Nature of Information Update and Report Origin

- 1.1 Noting that Christchurch City Holdings Ltd's (CCHL's) group's Statements of Intent (SOIs) for 2023/24 have been finalised taking into account shareholder comments on the draft documents, adopted by the boards (prior to the start of the new financial year) and published.
- 1.2 Receipt of the final SOIs on 30 June 2023, as required by clause 3, part 1 of schedule 8 of the Local Government Act 2002 (LGA).

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Notes that the Christchurch City Holdings Ltd group have adopted final Statements of Intent for 2023/24, in accordance with section 64(1) of the Local Government Act 2002 having taken into account comments made by the Council on the draft Statements of Intent in April 2023; and
2. Notes the attached Christchurch City Holdings Ltd final Statement of Intent for 2023/24.

3. Brief Summary

- 3.1 Section 64(1) of the LGA provides that a CCO must prepare and adopt a SOI in accordance with part 1 of schedule 8. This requires, in essence the CCO to seek shareholder comment on a draft SOI, to consider those comments before finalising it before the commencement of the new financial year (1 July 2023).
- 3.2 The SOIs are documents that are 'owned' by CCO boards. They have been duly adopted by the CCOs, after taking into account the comments made by shareholders on the draft SOIs.
- 3.3 This report advises the draft SOIs for the group have been finalised and notes how the Council's comments on the draft documents have been taken into account. CCHL's parent company SOI and cover report is at **Attachment A**. The subsidiary companies' SOIs can be found on their individual websites or via the CCHL website ([Company Profiles | CCHL](#)).

- 3.4 The comparison of financial performance targets between the group's draft and final SOIs are shown below:

Net profit after tax (NPAT)	2023/24 \$m	2024/25 \$m	2025/26 \$m
Prior year forecasts	94	112	-
Draft SOI	82	99	121
Final SOI	84	108	129
increase/(decrease)	+2	+9	+8

- 3.5 The increased NPAT in 2024/25 and 2025/26 reflects the firming up of forecast financials following the completion of business planning and is attributable to CIAL and Enable.
- 3.6 Dividends forecast to be paid by CCHL to the Council have not changed over those forecast in the draft SOI, and are the same as recorded in the prior year's SOI, notwithstanding the reductions in group profitability in 2023/24 (by \$10 million) and 2024/25 (by \$4 million):

Dividends	2023/24 \$m	2024/25 \$m	2025/26 \$m
Subsidiaries to CCHL			
<i>Prior year SOI forecasts</i>	99	121	-
Draft SOI 2023/24	78	84	86
Final SOI 2023/24	80	95	93
increase/(decrease)	+2	+11	+7
CCHL to Council			
<i>Prior year SOI forecasts</i>	50.7	57.2	-
Draft and final SOI 2023/24	50.7	57.2	51.1


- 3.7 The dividend increases from the subsidiaries to CCHL are attributable to:
- **in 2024/25** – Orion's issuing of a special dividend as a result of a revision to its capital investment programme which has reduced its call on cash; and
 - **in 2025/26** - CIAL and Enable from additional profitability in the preceding year.
- 3.8 These changes are not reflected in increased dividends from CCHL to the Council due to the significant reduction in dividends from the subsidiaries to CCHL in this year's forecasts over the prior year forecasts. Last year the subsidiaries forecast dividends in 2023/24 of \$99 million, now \$80 million, and in 2025/26 from \$121 million to \$95 million.
- 3.9 In its report, CCHL advises there are risks to the outyear forecasts from, among other things the outcomes of the strategic review, macro-economic conditions and timing of capital works.

Shareholder comments on draft SOIs

- 3.10 At its meeting on 31 May 2023 the Finance and Performance Committee reviewed CCHL's draft SOI and those of its subsidiaries. It made the following comments:
- Express concern at the strategic direction of Christchurch International Airport Ltd's proposal to continue to progress an airport at Tarras due to the costs and climate change impacts (FPCO/2023/00040).
 - This was noted by CCHL, and advised onwards to CIAL.
 - Note that feedback from Sustainable Tarras Incorporated has been forwarded onto Christchurch City Holdings Ltd for consideration (FPCO/2023/00041).

- Provided.
- Confirm Council's expectation for a living wage to be paid by all CCHL companies to all employees and suppliers (FPCO/2023/00042).
 - CCHL has a commitment in its SOI (as its draft contained also) for the Group to:
 - Maintain the living wage for all direct employees;
 - Work towards implementing the living wage for all regular and ongoing suppliers; and
 - Review the impact of becoming a living wage employer to ensure the anticipated benefits are being realised.
- Request Council be briefed on current position in regard to Tarras Airport, Christchurch International Airport Ltd intentions, and planned progression from now and that Council be kept informed throughout the process as it progresses (FPCO/2023/00043).
 - A workshop has been scheduled for 1 August.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A 	Christchurch City Holdings Ltd - Final Statement of Intent 2023/24	23/1093054	46

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

Document Name - Location / File Link
Not applicable

Confirmation of Statutory Compliance Te Whakatūtutanga ā-Ture

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

(a) This report contains:

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

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

Signatories Ngā Kaiwaitohu

Author	Linda Gibb - Performance Monitoring Advisor CCO
Approved By	Leah Scales - General Manager Resources/Chief Financial Officer



Christchurch
City Holdings
Limited

Report for Council

Date: 30 June 2023

To: Dawn Baxendale, CEO - Christchurch City Council

From: Toni Rowell, CFO, Christchurch City Holdings Ltd

Subject: CCHL Group - Final Statements of Intent year ending 30 June 2024

Purpose

This report is submitted for consideration by the Council in their public agenda.

The purpose of this report is to present the final Statements of Intent (SOI) of CCHL and its subsidiary companies to the Council and to advise the changes between the draft SOIs previously provided to Council and the final SOIs.

The final SOIs have been approved by the respective company Boards and have been received by CCHL in accordance with the timeframes provided in the Local Government Act. CCHL now presents the final SOIs to Council for noting.

Statutory framework

CCHL and its subsidiary companies (CCTOs) are required by statute to submit an annual SOI to their shareholders. The SOI must set out the entity's objectives and performance measures, as well as certain other information.

CCTOs are required by the Local Government Act to deliver to their shareholders a draft SOI on or before 1 March (noting the one month extension applied this year). They must then consider comments on their SOI from their shareholder(s), and then issue a final SOI by 30 June.

Final SOIs

Final SOIs from CCHL and its subsidiaries (listed below) are attached, meeting the statutory deadline of 30 June 2023. These will be made available on the CCHL website on 3 July 2023:

- Christchurch City Holdings Ltd
- Orion New Zealand Ltd
- Christchurch International Airport Ltd
- Lyttelton Port Company Ltd
- Enable Services Ltd
- City Care Ltd
- EcoCentral Ltd
- RBL Property Ltd
- Development Christchurch Ltd

Group Financial Targets

The final SOI financial targets for the group reflect the forecasts included within business plans provided by the individual subsidiaries, which are generally completed in May or June each year. The tables below reflect the differences between 2023 and 2024 final SOIs.

2024 Statement of Intent – Final

CCHL Group	Y/e 30 June		
	2024	2025	2026
Net profit after tax (\$m)	84	108	129
Net debt/net debt plus equity	48%	49%	49%
Interest cover (times)	2.1	2.4	2.5
Return on equity	3.3%	4.2%	5.0%
Return on assets	1.5%	1.9%	2.2%
Shareholders' funds/total assets	44%	44%	44%
Ordinary dividend (\$m)	50.7	57.2	51.1

2023 Statement of Intent – Final

CCHL Group	Y/e 30 June	
	2024	2025
Net profit after tax (\$m)	94	112
Net debt/net debt plus equity	50%	50%
Interest cover (times)	2.6	2.8
Return on average equity	4.1%	4.8%
Shareholders' funds/total assets	43%	43%
Ordinary dividend (\$m)	50.7	57.2

The drop in 2024 and 2025 profits between 2023 SOI and 2024 SOI is largely driven by continued pressure on Orion's profitability arising from a default price path that did not contemplate current cost pressures, CIAL's post-pandemic recovery beginning to taper off, and macro-economic pressures (high net interest expense, high inflation and resource constraints) impacting across the Group. This has resulted in projections of lower dividends from subsidiaries to CCHL relative to last year.

Note that the 2024 SOI forecasts were prepared prior to 2023 year end results, and therefore do not include property revaluations, which impact on the ROE and ROA calculations and debt to equity ratios.

The 2024 and 2025 dividends of \$50.7m and \$57.2m respectively, previously committed to Council remain unchanged. Whilst acknowledging the Council's reliance on forecast dividend distributions, and the requirement of the Local Government Act to provide Statement of Intent forecasts for a three-year period, CCHL notes that the forecasts for 2025 and 2026 are based on a number of assumptions with considerable uncertainty attached to them. These will be subject to more detailed analysis through our strategic review work programme.

We do note, therefore, that the forecasts for 2025 and 2026 may change as a result of factors that include:

- The outcomes of the Strategic Review, including any changes in Council's long-term requirements;
- Changes in patterns of demand across all of our infrastructure assets and contracting companies as households and businesses adjust to tougher economic conditions;
- Future trends in inflation and interest rates; and
- Timing of capital work programmes.

CCHL has requested that subsidiaries continue to provide regular financial forecast updates and will continue to monitor the situation.

Subsidiaries have addressed the items omitted in the draft SOIs submitted in April 2023, noting these were oversights, rather than fundamental disagreement with the Council's or CCHL's expectations.

Recommendation

That the Council note the receipt of the Final 2024 Statements of Intent.



Toni Rowell
Chief Financial Officer
CCHL



Christchurch
City Holdings
Limited

STATEMENT OF INTENT

For the period ending 30 June 2024



Item 9

Attachment A

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INTRODUCTION

The Statement of Intent (SOI) sets out for Christchurch City Holdings Ltd (CCHL) the objectives, nature and scope of activities and its subsidiaries. It also sets out performance targets and other measures by which the performance of CCHL may be judged in relation to its objectives and other requirements.

CCHL is recognised as a council-controlled organisation (CCO) for the purposes of the Local Government Act 2002.

The process of negotiation and determination of the SOI is a public expression of the accountability relationship between the company and its shareholder.

The CCHL Group Sol has been prepared in the context of:

- our ultimate public ownership through Christchurch City Council;
- the Local Government Act provisions relevant to subsidiary companies;
- the Commerce Act provisions relevant to regulated activities;
- other relevant legislative provisions; while noting the rights and interests of other shareholders where that is relevant.

This SOI acknowledges Council's direction to CCHL, following the 2022 Strategic Review, to scope and develop a detailed business case which considers the costs and benefits of taking a more active approach to managing the portfolio.

This SOI also draws on key aspects of integrated reporting, presenting our mandate, business strategy, operating model and value chain. In 2022, CCHL started its transition towards an integrated reporting model. At a structural level, our strategic pillars tie into what integrated reporting defines as 'capitals'. These are not just about producing monetary returns (financial capital), but include our oversight (governance), human (people), infrastructure (kaitiakitanga), social (mana), and natural (sustainability) capitals.

Each section of this report links the form of capital we depend on for our success - financial, governance, human, infrastructure, social and natural - with the objectives we pursue in utilising these capitals and the outcomes we will deliver if we are successful in achieving those objectives.

We believe this framework aligns with the priorities that the Local Government Act 2002 lays out for Council-Controlled Organisations, and to our shareholder's (Christchurch City Council) current community outcomes of:

- resilient communities
- a liveable city
- a healthy environment
- a prosperous economy.

ABOUT US

CCHL is the commercial and investment arm of Christchurch City Council (the Council).

The core role of CCHL is to monitor the Council's commercial investments, which largely service the region's strategic infrastructure needs.

The CCHL Group is primarily made up of six trading companies – Orion New Zealand Ltd (Orion), Christchurch International Airport Ltd (Christchurch Airport), Lyttelton Port Company Ltd (LPC), Enable Services Ltd (Enable), City Care Ltd (Citycare), and EcoCentral Ltd (EcoCentral).

Four of the CCHL subsidiaries are 100% owned, the other two are majority owned, being Orion (10.725% owned by Selwyn District Council) and Christchurch Airport (25% owned by the Crown).

CCHL'S PURPOSE IS:

By being good kaitiaki, CCHL's purpose is to make a positive difference to our community, by ensuring the city's major investments provide commercial returns and at the same time provide leadership in the areas that matter to the wellbeing of our residents and our environment.

TO ACHIEVE THIS PURPOSE, CCHL CARRIES OUT THE FOLLOWING FUNCTIONS ACROSS ITS PORTFOLIO:



Provide best practice governance and oversight of our investments, acknowledging our duty of care as guardians to protect our environment and positively impact our community.



Embrace equality, diversity, inclusivity and fairness in ensuring CCHL Board and Management operates as a high performing team in fulfilling its core role and purpose. Provide leadership across the group in areas of strategic importance.



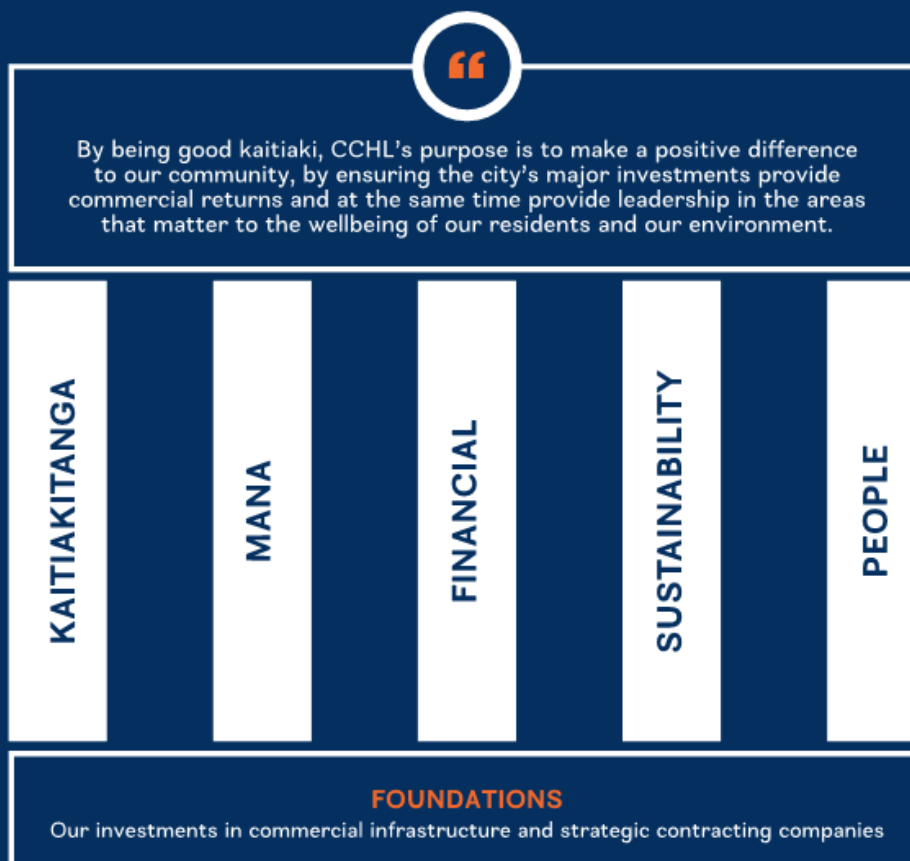
Optimise CCHL's capital structure, funding and investment decisions to preserve shareholder value and reflect their expectations of reporting and accountability, while adopting a positive impact approach and seeking opportunities to create additional value through the integration of investment objectives that extend beyond a pure commercial return.



Strengthen CCHL's license to operate through strong external relationships and commitment to responsible investment across all our capitals that delivers positive social, environmental and community outcomes.

OUR STRATEGY

CCHL'S STRATEGIC FRAMEWORK SHAPES OUR APPROACH TO ACHIEVING OUR PURPOSE:



As we transition towards an integrated reporting model we have thought about how our foundations evolve over time and the extent to which strategic pillars align with our definition of our capitals.

Our strong foundation is more than just the companies we own. It is also a function of a patient and long-term approach to investment; a strong balance sheet and investment grade credit rating; the synergies that accrue from an integrated portfolio of infrastructure assets; and an independent mandate.

The way we leverage these pillars is not just about producing monetary returns – financial capital, but includes leveraging our oversight (governance), human (people), infrastructure (kaitiakitanga), social (mana), and natural (sustainability) capitals into a competitive advantage and added value.

OUR CAPITALS





STRATEGIC REVIEW

The Council commissioned a strategic review of CCHL which led to the Northington Partners' report released to the public in early December 2022. This report found CCHL to be a "significantly under-utilised asset of the Council and city ratepayers" and that "significant value could be added by taking a more active approach to asset management."

The report recommended Councillors approve key pieces of work to achieve this:

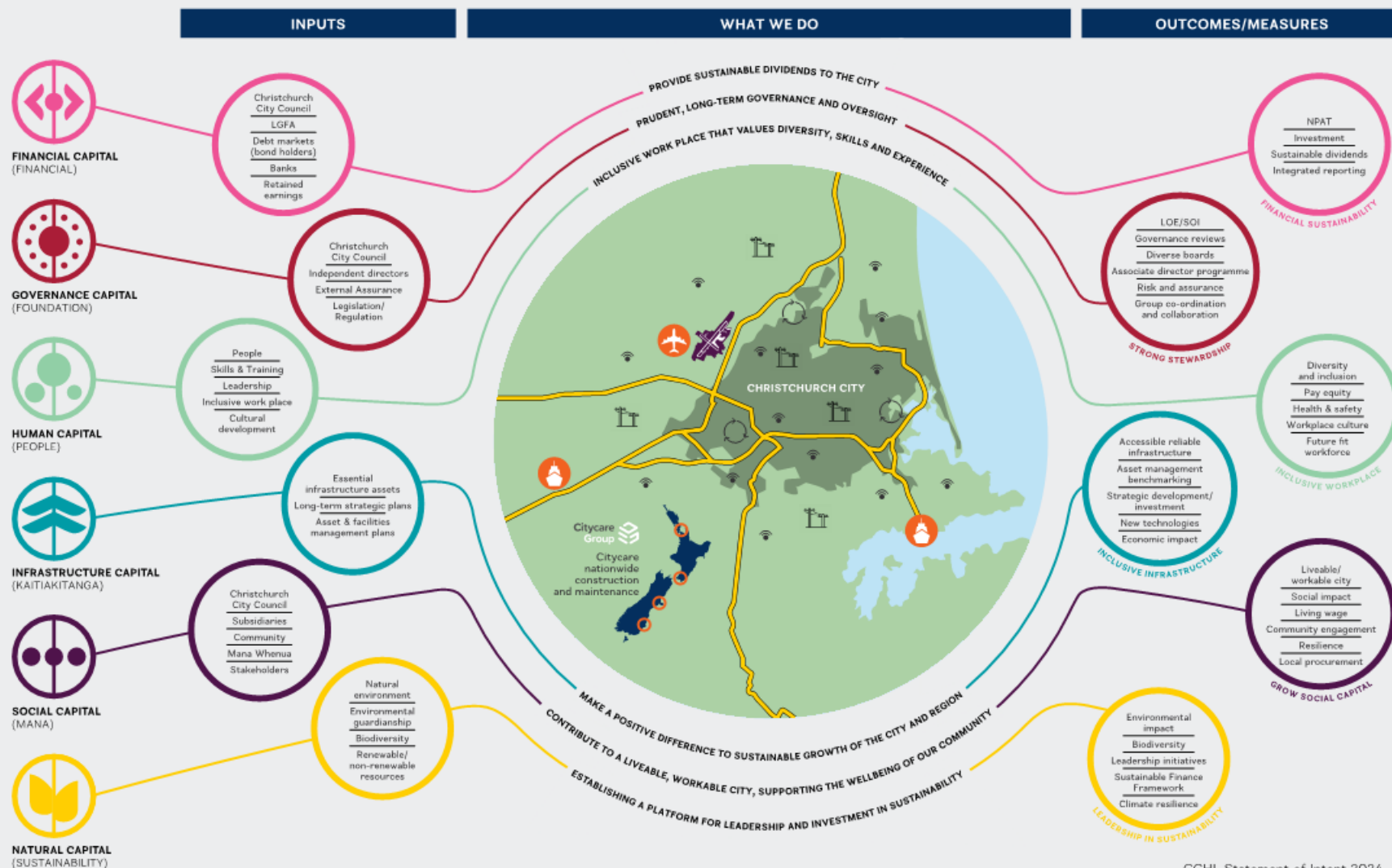
1. Council develop a clear value strategy in relation to building and utilising income or value from CCHL, and
2. CCHL be requested to scope and develop detailed business cases which fully consider the costs and benefits of adopting a more active approach to managing the portfolio, including rebalancing and returning capital to Council.

CCHL will prioritise the development of the detailed business case in this SOI period as part of a Strategic Review work programme. The scope of this programme will include detailed investment reviews of our four major subsidiaries – CIAL, Orion, LPC and Enable – as a core part of the wider portfolio review.

The programme will also include supporting Council in the development of their Value Strategy. The clarity this strategy will provide on Council's long-term requirements for income, capital growth and impact (non-financial capitals) across our portfolio will be an important input into our business case. It is from that point that we will be able to assess the extent to which our current investments are aligned to, and appropriately balance, Council's requirements for income and capital growth with support for its strategic and community objectives. This will include developing an informed view on the implications, if any, on current ownership arrangements, capital structure, risk appetite and CCHL's operating model. This SOI should be read with these considerations in mind, noting that any substantive change will only occur after public consultation.

OUR VALUE CREATION MODEL

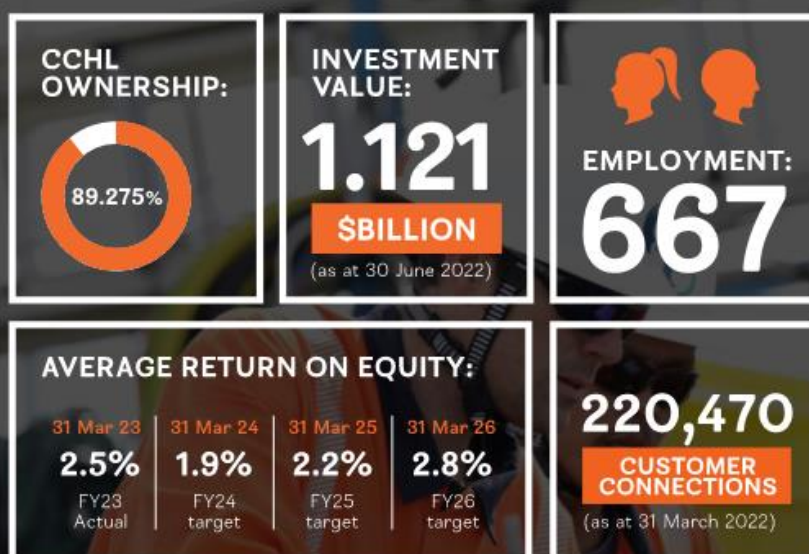
As we have developed our thinking and transition to an integrated reporting model CCHL has developed a conceptual framework which sets out how we create value across the portfolio of investments. This model is intended to inform our journey to fully integrated reporting and will be developed and refined over time.



CCHL Statement of Intent 2024 8

OUR INVESTMENTS





Orion



ORION NEW ZEALAND LTD

(Orion)



Orion owns and operates the electricity network for Central Canterbury, providing over 220,470 local people with the energy they need to power their homes, businesses and vehicles. As one of the key local lifeline infrastructure services that supports a broad range of economic, social and community activities, Orion has been part of the CCHL Group for three decades.



In recognition of the importance of energy as part of a cleaner, brighter future for the region, Orion's key priorities are maintaining a safe, reliable and resilient network that provides continuity of supply. Orion is also at the forefront of CCHL's mission to support the transition to a low-carbon economy. In doing so, Orion is working with the community to ensure an equitable, secure and environmentally sustainable energy supply in a changing energy landscape.

As well as a range of benefits to the Canterbury economy and community, Orion has forecast to contribute more than \$1.1 billion in revenue and dividends of \$63.4M to CCHL Group over the FY24-26 SOL period.

BUSINESS ACTIVITY

Orion is Aotearoa New Zealand's third largest electricity distribution business (EDB) in terms of line revenue and number of customer connections. Orion owns and operates the electricity distribution network between the Waimakariri and Rakaia rivers and from the Canterbury coast to Arthur's Pass.

Orion also owns the electrical contracting business, Connetics Limited. Connetics provides contracted services to utility network operators, local authorities, developers and commercial and industrial customers. Employing approximately two thirds of the Orion group employees, Connetics also comprises around 2% of the Orion group's operating assets. Connetics undertakes about half of Orion's network fieldwork and provides an important part of Orion's emergency response capability, making it a vital part of the organisation.

HISTORY OF CCHL'S INVESTMENT

CCHL acquired its 89.275% stake in Orion from the Council in 1993. The remaining 10.725% is held by the Selwyn District Council.

Originally providing both electricity retail and distribution, following the energy industry reforms introduced in 1998, Orion sold its electricity retail activities.





Following the earthquakes, Christchurch Airport embarked on a comprehensive strategy to diversify its services and revenue, under three commercial pillars: Planes, Passengers and Property. Since 2014, growth in the airport's property assets has underpinned the competitive, long-term position of its aeronautical services, reducing risk in an era of volatility in the aviation market – as highlighted during the COVID pandemic. A further extension of this strategy came in 2019 when Christchurch Airport began exploring options to move beyond a single site to support wider regional growth and the ability to provide lower carbon strategies.

The airport's property strategy has also become a significant generator of local employment and economic activity with over 7,000 people employed on the airport campus making it the largest single centre of employment in the South Island.

Despite significant disruptions from both the earthquakes and the pandemic, the success of the airport's overall strategy has the Airport forecasting to contribute more than \$676M in revenue and dividends of \$91.5M to CCHL Group over the FY24-26 SOI period.

Christchurch Airport is also a recognised international leader in sustainable aeronautical operations, becoming the world's first airport to achieve Level 4 Transformation of the Airport Carbon Accreditation programme. In 2021, the airport also announced the establishment of Kōwhai Park – a new concept in renewable energy that will be home to one of the country's largest solar arrays, as well as an accelerator for other renewable energy projects.

BUSINESS ACTIVITY

Located 10 kilometres northwest of Christchurch's city centre, Christchurch Airport is Aotearoa New Zealand's second largest airport based on passenger numbers. It is also the busiest and most strategic air connection for South Island trade and tourism markets.

The Christchurch Airport campus has a land holding of approximately 1,000 hectares (including the airport). As well as the terminal and aeronautical assets, additional land within the campus has been used for commercial property development as part of Christchurch Airport's Master Plan.

HISTORY OF CCHL'S INVESTMENT

Christchurch Airport first opened as a commercial airport in 1939 as a division of the Council.

CCHL acquired its 75% stake in Christchurch Airport from the Council in 1995. The remaining 25% stake is held by the Crown.



lpc Lyttelton
Port of
Christchurch

LYTTELTON PORT COMPANY LTD (LPC)



Lyttelton Port provides a vital link between Canterbury and the wider South Island and a wide range of international markets, ensuring local exporters can sell their products overseas and supplying the local community and businesses with a range of goods and raw materials. The Port also supports the growth and development of local tourism through its newly established cruise berth.



With a focus on facilitating trade and supporting the growth of Canterbury and the South Island, Lyttelton Port has invested heavily in infrastructure and plant to handle an increase in container volumes. Currently, an \$85 million expansion of the container terminal on the Te Awaparahi Bay reclamation is underway, to increase the capacity of the terminal. The Port has also invested in the doubling of rail capacity, the purchase of a fleet of straddles, and the construction of reefer towers.

Since 1973, Lyttelton Port has exchanged more than seven million TEU (Twenty-foot Equivalent Units – a standard measure of containers), growing in the last 50 years from just 1000 TEU annually to 500,000 TEU in 2023. This strong level of growth has Lyttelton Port forecasting to contribute more than \$651M in revenue and dividends of \$41M to CCHL Group over the FY24-26 SOL period.

In 2022 the Port also opened its new dedicated cruise berth facility, welcoming large cruise vessels to the region for the first time since the earthquakes.

The Port has a strong focus on environmental work and the support of biodiversity in and around Te Whakaraupō/Lyttelton Harbour area, sponsoring numerous local groups and ensuring the impact of operations on the harbour environment is minimised.

BUSINESS ACTIVITY

Lyttelton Port is the South Island's largest port by volume, processing over 500,000 TEUs of containerised cargo a year. Its customers include South Island importers and exporters, transport companies and shippers, making it an essential part of the region's supply chains and transport infrastructure.

The Port generates revenue from shipping and shipping related services, including stevedoring and cargo handling for a diverse range of cargo. It also owns two Inland Ports, CityDepot, located 6 kilometres from Lyttelton, and MidlandPort at Rolleston, which provides a direct daily rail link with the Lyttelton Port. These facilities improve the Port's connectivity for South Island trade, while reducing traffic congestion and emissions from trucks travelling through the city.

Lyttelton Port's new dedicated cruise berth received 27 cruise ships in the six months to 31 December 2022. The Port is expected to receive another 55 cruise ship visits bringing the total to 82 visits for the 2022/23 season.

HISTORY OF CCHL'S INVESTMENT

The first port at Lyttelton was established in 1849. Lyttelton Port Company was established in 1988 under the Port Companies Act 1988 to take over the Port's commercial role including the land, assets and facilities.

CCHL acquired the Council's shares in Lyttelton Port in 1995, and in 1996 the Port was listed on the NZX main board, following the decision by Hurunui and Selwyn District Councils to sell their shares. In 2014, CCHL acquired all shares in Lyttelton Port and delisted it from the NZX.



ENABLE SERVICES LTD

(Enable)



Enable provides world-class fibre broadband services reaching over 200,000 homes, businesses, schools, and healthcare and community service providers across Christchurch, Waimakariri and Selwyn.



In the modern environment, access to high quality broadband connectivity is essential for economic growth; the delivery of key services, including education, social and government services, and healthcare; and the support of a wide range of social benefits through addressing inequality and offering access to information.

Providing high-quality, reliable and ultrafast broadband services also encourages productivity and innovation in business, provides a wide range of services - from internet to social connectivity - to households, and supports the transformation of urban environment, through Smart City initiatives. To underpin the expansion of the service, Enable has regularly increased the speeds of its connections, including introducing Hyperfibre to the CBD - offering speeds 300 times faster than a fixed wireless connection. Enable has also partnered with the Council to offer a free Wi-Fi service for the inner city.

In 2021, Enable returned its first dividend to the CCHL Group, and is forecasting to contribute more than \$366M in revenue and dividends of \$70M to CCHL Group over the FY24-26 SOI period.

BUSINESS ACTIVITY

Enable provides wholesale fibre broadband services to internet service providers (retailers) who then deliver broadband, voice, internet, TV, content and IT services to end customers. Over 200,000 customers are connected to Enable's fibre broadband.

The organisation has over 74% of the local fixed broadband market. It also manages a network of over 4,000 kilometres of fibre and supporting infrastructure, valued at over \$600 million. The network was completed in 2018 - 18 months ahead of schedule. The business continues to add connectivity to the local region, adding an additional 500 kilometres of fibre in 2022.

HISTORY OF CCHL'S INVESTMENT

Enable Services Limited (ESL) was established in February 2007 by CCHL to investigate the development of a fibre optic network covering key business locations throughout greater Christchurch. In 2008, ESL was awarded the Ultra-Fast Broadband contract to build and operate a fibre optic network for greater Christchurch.

ESL owns the shares of Enable Networks Ltd. Collectively, both entities make up the Enable Group (Enable). The Minister of Finance holds one share of Enable Networks Limited, to reflect the Crown's initial investment.



CITY CARE LTD

(Citycare)



Citycare is a leading national provider of infrastructure maintenance, asset management and optimisation and construction services.

Citycare
Group





The Group is focused on providing construction, maintenance and management services for social infrastructure assets including parks, public gardens, sports fields, cemeteries, waterways, coastal areas, buildings, public facilities and water, wastewater and stormwater networks and construction.

In 2022, Citycare completed the acquisition of Spencer Henshaw (100% shareholding), one of New Zealand's largest independent managers of social housing properties. The operation undertakes remediation and ongoing maintenance of approximately 27,000 social housing properties owned by Kāinga Ora and the Tamaki Regeneration company. This strategic acquisition extended Citycare's contribution to Aotearoa's social housing network - an area of intense public focus, which requires both strong technical capability and resourcing and a commitment to supporting the wider community.

The organisation also uses its resources and experience to provide support for a broad range of environmental and community-focused activities, contributing to the health of the local environment, as well as long-term improvements to water quality and biodiversity values.

BUSINESS ACTIVITY

Citycare is structured into two businesses: Citycare Water and Citycare Property, to differentiate the specialist services each business offers.

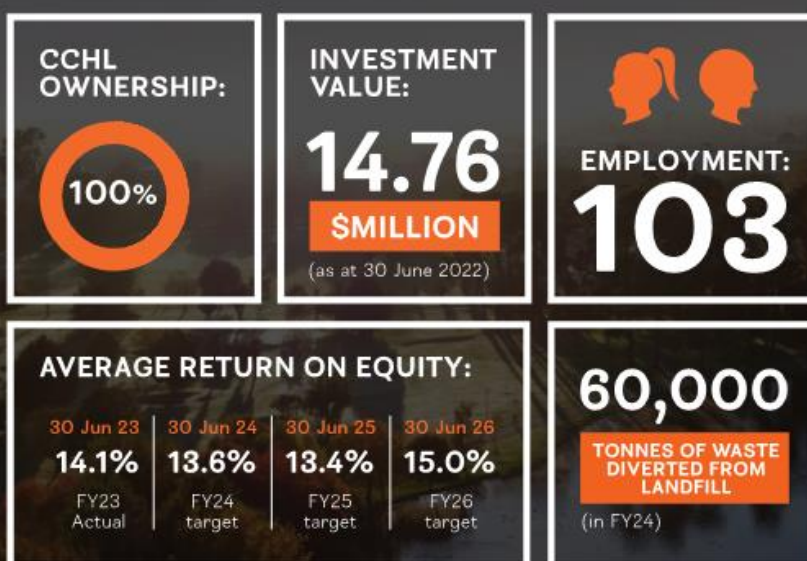
The business has a 75% shareholding in Apex Water, an industry leader in the design and build of water and wastewater treatment plants for public and private sector customers.

Citycare drives growth through its core business units, with a focus on customer acquisition, delivering operational excellence and continuing to build on its strong health and safety culture.

HISTORY OF CCHL'S INVESTMENT

Citycare was formed in 1999 to acquire the Works Operations Unit of the Council. At that time Citycare was only operating in Christchurch and providing services solely to the Council.

CCHL acquired the shares in Citycare from the Council in 2002. Since then, Citycare has grown to provide services over four regions, Auckland, Wellington, Canterbury and Otago.



ECO
CENTRAL

ECOCENTRAL LTD



EcoCentral is focused on being a key part of a local waste and resource recovery system that minimises waste generation, maximises resource recovery, and works towards zero waste going to landfill.



Waste and recycling are undergoing global change. To reinforce the quality of its services and the resilience of the business itself, EcoCentral is adopting new technologies, investing in key infrastructure, providing education and best-practice guidance to both organisations and individuals – including the next generation of our community – and exploring commercial or partnership opportunities that benefit EcoCentral, CCHL, Council and Canterbury.

In 2021, EcoCentral was granted a Deed of Funding for a \$16.8M upgrade of the EcoSort recycling facility. This major upgrade project began at the start of 2022, with the project providing greatly enhanced processing of plastics in New Zealand and vastly improved quality of fibre commodities for both onshore and overseas markets.

EcoCentral's EcoShop and Resource Recovery Centres enable the community to ensure many unwanted items are recycled and reused. EcoShop also supports a number of social enterprise and support agencies by providing packages of furniture and household appliances to help people live with dignity.

BUSINESS ACTIVITY

EcoCentral manages the processing of household and commercial refuse and the automated sorting of recycling throughout Canterbury.

EcoCentral is contracted by the Council to operate the recycling plant which generates revenue from the sale of recycled products mostly to offshore markets. It also runs the EcoShop, selling second-hand goods to the local community.

RBL PROPERTY LTD

In December 2020 the Red Bus operating business was sold to Ritchies Transport.

The remaining assets – land and buildings on Ferry Road – continue to be owned by the renamed entity RBL Property Ltd. The decision on the future ownership of these assets will be determined during this Sol period, in consultation with the Council.



DEVELOPMENT CHRISTCHURCH

In late 2021, Council resolved to capitalise ChristchurchNZ (CNZ). CCHL is working with Council and CNZ to amalgamate DCL into CNZ in early FY24.

CCHL PARENT – OTHER SUBSIDIARIES

CCHL also holds 100% of the shares in four shelf companies. These companies have no assets or liabilities and are non-trading but have the potential to be activated in the future subject to prior consultation with the Council.





GOVERNANCE CAPITAL

Kaitiakitanga

Our role as intergenerational guardians, reflective of the broader purpose of the CCHL Group and the duty of care that comes with our scale and financial strength in the context of protecting our environment and our ability to positively impact our community

KEY MEASURES

- Best practice governance standards
- Independent and diverse boards
- Shareholder alignment
- Values-based leadership



OBJECTIVE

CCHL maintains an effective relationship with its Shareholder.

CCHL maintains effective relationships with subsidiary company boards.

CCHL Board operates as one-team with values-driven approach.

Directors will discharge their duties in line with best practice governance standards.

Deliver a best practice governance framework for CCHL and its subsidiaries.

KEY PERFORMANCE INDICATORS

Enable effective engagement between Council and CCHL board/management.

Provide key financial information, including key risks, to a standard which meet Council's expectations.

Review quarterly reporting framework to ensure alignment with Council requirements, subsidiary engagement, and CCHL statutory obligations.

Ensure regular and effective engagement between CCHL and subsidiary board/management.

All subsidiaries provide six-monthly strategic update briefings to Council.

Annual Chairs Forum.

CCHL Board values and approach communicated to CCHL Management.

The board will undertake biennial board effectiveness/performance reviews.

Deliver the annual Letter of Expectations and Statement of Intent process to meet statutory obligations of the Local Government Act.

Complete a review of CCHL governance process and procedures, including implementation of the recommendations of the review.

Report annually on board diversity of CCHL Group.

STRATEGIC REVIEW

The Council develops a clear Value Strategy in relation to building and utilising income or value from CCHL, primarily informed by Council's long term requirements.

Working closely with the Council, CCHL scopes and develops a detailed business case which fully considers the costs and benefits of adopting a more active approach to managing the portfolio.

CCHL will actively engage with and support Council in the development of its Value Strategy.

CCHL will develop a Detailed Business Case (DBC), which responds to Council's long-term requirements, and a high-level implementation plan to provide assurance on its ability to deliver on a new strategy.

CCHL will develop a stakeholder engagement plan to help guide any consultation and decision frameworks.



INFRASTRUCTURE CAPITAL

Kaitiakitanga

Our role as intergenerational guardians, reflective of the broader purpose of the CCHL Group and the duty of care that comes with our scale and financial strength in the context of protecting our environment and our ability to positively impact our community

KEY MEASURES

- Diversified portfolio
- Impact-focused investment objectives
- Strong credit rating
- Prudent risk management



OBJECTIVE

Integrate Council's Value Strategy into Portfolio Investment Objectives.

Understand the future capital intentions of the companies within CCHL's portfolio.

Enhanced Risk Management Framework.

CCHL assessment of the resilience of critical infrastructure assets will adopt an all-hazards approach .

CCHL Group will assess and disclose climate change risks standards.

KEY PERFORMANCE INDICATORS

Investment Policy Statement.

Annual investment pipeline.

Develop and implement an enhanced risk management framework which captures all risks and opportunities across CCHL's portfolio of assets. Reporting on the framework and risk registers to ARMC and the Board (six monthly).

Assessment of Asset Resilience risks will expand beyond natural hazards to include consideration of broader risks to operational security, including cyber risks. Capital Investment decisions will take a whole-of-life approach.

Assess the risk and impact of the effects of climate change on physical assets and the services they provide.

CCHL will publish its first CCHL Group Climate Risk Report in FY24.



SOCIAL CAPITAL

Mana

Recognising that we earn the trust of our community as a 'leader' through what we do and how we do it, being transparent and accountable and through driving meaningful collaboration

KEY MEASURES

- Collaboration and partnerships
- Communication and relationship management
- External engagement
- Community impacts



OBJECTIVE

The CCHL Group will work together to ensure well-aligned leadership and effective collaboration.

CCHL will strengthen existing partnerships and create new opportunities to develop new partnerships.

CCHL will strengthen stakeholder and community awareness of its role as an owner of critical infrastructure assets.

KEY PERFORMANCE INDICATORS

CCHL will lead group collaboration initiatives.

CCHL will strengthen engagement with aligned stakeholders by developing and implementing a comprehensive Stakeholder Engagement Plan.

CCHL will develop a set of Partnership Principles to inform its approach to seeking partnership opportunities.

CCHL will develop an iwi engagement strategy:

- CCHL's partnership principles will underpin an approach to developing partnership arrangements with Iwi.
- CCHL will encourage Group companies to develop a partnership-based engagement strategy with iwi to realise their shared aspiration to honour Te Titiri o Waitangi and engagement with mana whenua to support improved Māori participation, career progression, leadership, and equitable success.
- CCHL will establish a cross-company leadership team (CCHL Group rūpū) to oversee the development of a programme of work designed to accelerate and embed Mātauranga Māori, Te Aō Māori, Tikanga Māori and Te Reo Māori in ways that are appropriate for each business.

CCHL will develop and implement a strategic communications plan.

CCHL will be relevant, accurate, consistent and timely when communicating with its stakeholders, partners and communities.

CCHL will meet all its statutory reporting requirements.



FINANCIAL CAPITAL

Financial

A financially prudent approach to driving strong commercial returns and responsible stewardship of our commercial assets, enabling positive impact investments to support innovation, community and environmental outcomes

KEY MEASURES

- Sustainable financial performance
- Dividends to Shareholder
- Prudent investment approach



The Local Government Act requires that Statement of Intent forecasts are provided for a three year period. The forecasts for 2025 and 2026 are based on a number of assumptions with considerable uncertainty attached to them and may change as a result of the outcomes of the Strategic Review.

1. STANDARDISED PERFORMANCE TARGETS FOR CCHL GROUP AND PARENT:

GROUP	2024	2025	2026
Net profit after tax (NPAT) (\$m)	84	108	129
Net debt/net debt plus equity (%)	48%	49%	49%
Interest cover (times)	2.1	2.4	2.5
Return on equity (%)	3.3%	4.2%	5.0%
Return on assets (%)	1.5%	1.9%	2.2%
Shareholders' funds/total assets (%) ¹	44%	44%	44%

PARENT Y/E 30 JUNE	2024	2025	2026
Shareholder returns			
Dividends (\$m)	50.7	57.2	51.1
Dividend yield (%)	1.9%	2.1%	1.9%
Return on equity (%)	2.0%	2.0%	2.4%
Return on assets (%)	1.3%	1.3%	1.6%
Shareholders' funds/total assets (%) ¹	67%	67%	68%
Profitability/efficiency			
Net profit after tax (NPAT)(\$m)	53	54	64
Return on invested capital (%)	2.0%	2.0%	2.2%
Leverage/solvency			
Net debt to EBITDA (times)	16.1	16.0	14.5
Net debt/net debt plus equity (%)	32%	32%	31%
Interest cover (times)	1.9	1.9	2.3
Growth			
Revenue growth (%)	123%	98%	107%

OBJECTIVE

An optimal approach to capital structure.

Analysis of key performance indicators against strategic objectives for CCHL and subsidiaries.

Identify areas where there may be opportunities to improve operational performance or total shareholder returns across CCHL's portfolio of assets.

KEY PERFORMANCE INDICATORS

CCHL remains compliant with key financial ratios.

CCHL remains compliant with Treasury policies and provides subsidiaries with access to IGFF, within existing capacity limits².

Provide reporting to CCHL Board and Council in line with expectations.

Undertake a biennial benchmarking review of the Group's assets against relevant benchmarks.

Consider new investments which meet CCHL investment objectives.

¹ "Shareholders' funds" are defined as the sum of paid up capital, capital reserves and revenue reserves of the group.

² "Total assets" are defined as the total book value of all assets of the group as disclosed in the statement of financial position.

³ Note: the need to maintain CCHL's position within key financial ratios means that no further IGFF growth will be possible for the foreseeable future.



NATURAL CAPITAL

Sustainability

Identifying the CCHL Group as a leader in social responsibility (Business for Good) and as a partner in addressing the impact of climate change through proactive, responsible and tangible environmental management

KEY MEASURES

- Environmental impact
- Address impact of climate change
- Reduce resource consumption



OBJECTIVE

CCHL Group companies demonstrate commitment to tangible climate action through Greenhouse Gas (GHG) emissions measurement and reduction targets in line with Council's aim to reach net zero by 2030.

Demonstrate commitment to broader planetary boundaries including biodiversity.

KEY PERFORMANCE INDICATORS

CCHL Group (and each subsidiary) will publish annual independently verified GHG emission inventory according to ISO 14064 best practice.

CCHL Group (and each subsidiary) will commit to reduce emissions, ahead of, or in alignment with, science-based reduction targets to limit warming to 1.5 degrees.

CCHL Group (and subsidiaries) will implement the recommendations of the Group GHG emissions reduction management plan to agreed timeline.

Investigate and determine the most appropriate framework/s to measure baseline data and determine the most appropriate frameworks (SBTn, TNFD, or planetary boundaries).



HUMAN CAPITAL

People

Facilitating equality, diversity and fair remuneration, while building strong leadership and a dynamic and appropriately skilled workforce, while always ensuring the health, safety and wellbeing of our people remains front of mind

KEY MEASURES

- Health, Safety and Wellbeing, Culture and Values
- Diversity and inclusion



OBJECTIVE

CCHL will facilitate Group collaboration to develop and adopt strategies to attract and develop the human capabilities it needs for the future and to be known as an employer of choice for all employees within each of the sectors it operates.

CCHL requires subsidiaries to adopt and implement appropriate policies to ensure the health, safety and wellbeing of all people across the Group.

CCHL will actively endorse the expectation of its shareholder that restraint is exercised in relation to the level of senior executive remuneration at CCHL and CCTOs.

CCHL is committed to fair and equitable pay for all people and roles across the Group.

KEY PERFORMANCE INDICATORS

CCHL will lead Group collaboration to develop and report on market leading capability development, diversity and inclusion, and talent management strategies and policies.

CCHL Group will maintain the living wage for all direct employees.

CCHL Group will work towards implementing the living wage for all regular and ongoing suppliers.

CCHL will review the impact of becoming a living wage employer to ensure the anticipated benefits are being realised.

CCHL will capture and report key metrics (lead/lag indicators) for health and safety across the Group.

CCHL will capture and report key metrics for wellbeing, including diversity and inclusion.

CCHL will ensure subsidiaries report annually the highest and lowest remuneration in each company.

Conduct an analysis of the drivers of the gender pay gap, tools and levers (including action plans in place) to close the gap across the CCHL Group.

OTHER IMPORTANT INFORMATION

Item 9
Attachment A

CCHL Statement of Intent 2024 36

CORPORATE GOVERNANCE

This statement contains an overview of the company's main corporate governance policies, practices and processes adopted or followed by the CCHL board.

Role of the Board of Directors

The CCHL board is responsible for the strategic direction and control of the company's activities. The board guides and monitors the business and affairs of CCHL on behalf of the shareholder, Christchurch City Council ('the Council'), within the strategic framework and objectives that are set out in this Statement of Intent.

The Chief Executive is responsible for the day to day management of the company.

All directors are required to comply with a formal Code of Conduct, which is based on the New Zealand Institute of Directors' Principles of Best Practice.

The Chair will conduct a board effectiveness review with the board biennially.



INFORMATION FLOWS

The board aims to keep the Council informed of all major developments affecting the company's and group's state of affairs, while at the same time recognising that commercial sensitivity may preclude certain information from being made public.

CCHL will provide a quarterly update to Council on Sol performance.

BOARD COMPOSITION AND FEES

The board comprises not more than eight directors – two Councillors and six independent directors.

All Councillor directors are required to retire by rotation within three months following the triennial local government elections, but are eligible to be re-appointed. Where there are four or more independent directors, two of those directors must retire by rotation annually, but may offer themselves for re-appointment. Appointments to CCHL are made in accordance with the Council policy on Appointment and Remuneration of Directors.

Fees for the CCHL board and all subsidiary boards are set triennially. In relation to the CCHL board fees, CCHL recommends fee levels to the Council, based on commercial norms, but reflecting a public service element. In relation to subsidiary board fees, CCHL will approve the board fees, based on commercial norms, but discounted to reflect a public service element.

The board generally meets on a monthly basis.

BOARD COMMITTEES

Audit and Risk Management Committee (ARMC)

The responsibilities of the ARMC include reviewing the company's accounting policies, treasury policy, reporting practices, financial statements, managing the debt capital market programme and oversight of CCHL's sustainable Finance programme. The committee will also consider external audit reports, audit relationship matters and fees, and risk management issues. The CCHL Chair cannot be the Chair of the ARMC.

Governance and Appointments Committee (GAC)

The GAC is responsible for recommending Chair, director appointments and reappointments to its subsidiaries.

Impact Committee

The Impact Committee has been established in 2023 to advise the board on CCHL's strategies, policies and practices in relation to the Impact Programme which encompasses the Group's approach to ESG issues, including external reporting in relation to those areas.

OTHER COMMITTEES

The board establishes other committees on an as needed basis to deal with issues as they arise.

REMUNERATION POLICY

Remuneration is closely managed by the board and made publicly available via the annual report.

The company has policies and procedures in place to ensure remuneration levels are set at responsible limits that are able to attract and retain the people we need to manage and operate the business. These include:

- Delegated financial authorities for hiring of new employees and remuneration setting
- An annual staff appraisal and pay review process
- Market appraisal of remuneration levels of key staff.

SUBSIDIARY COMPANIES

Monitoring

Each subsidiary submits a draft Sol annually, CCHL reviews the Sol, suggests any changes that may be considered appropriate, and then forwards the draft Sol to the Council for consideration.

Representatives of the subsidiary board and management meet with CCHL at least twice each year, to discuss the company's strategic direction and any significant issues that arise. The board also receives such other reports as are necessary to perform its monitoring function.

Board appointments

All directors of subsidiary companies are selected for their commercial expertise and aptitude in accordance with the Council's appointments policy, with specific consideration to supporting CCHL's diversity and inclusion policy.

When identifying the skills, knowledge, and experience required of directors of a subsidiary, CCHL will consider how knowledge of tikanga Māori may be relevant to governance of the entity.



NZX LISTING RULES

CCHL has listed Bonds on the NZX Debt Market. With this comes additional reporting requirements including:

- Continuous Disclosure requirements including material information in relation to CCHL that a reasonable person would expect, if it were generally available to the market, to have a material effect on the price of the Bonds.
- Compliance with Financial Reporting Act 2013 and Part 7 of the Financial Markets Conduct Act.

ACCOUNTING POLICIES

CCHL has adopted accounting policies that are consistent with New Zealand International Financial Reporting Standards, and generally accepted accounting practice.

The detailed accounting policies are available in our most recent annual report as published on our company website.

Refer <https://www.cchl.co.nz/annual-reports>

DISTRIBUTIONS TO SHAREHOLDER

The CCHL board will pay dividends to the shareholder after taking into account its profitability, debt levels, future investment requirements and the requirement to meet the solvency test under the provisions of the Companies Act 1993.

Forecast Dividend Payments

	FY24 \$m	FY25 \$m	FY26 \$m
ORDINARY DIVIDEND	50.7	57.2	51.1

The Board will declare and pay a dividend to its shareholder in June of the financial year in which it relates.

CCHL will continue to monitor the impact of macro-economic factors on the financial results of our subsidiaries and will continue to update regularly with its shareholder the impact on future dividends.

STATUTORY INFORMATION REQUIREMENTS

The company will provide an annual Statement of Intent in accordance with Section 64(1) of the Local Government Act 2002.

CCHL will submit an annual report within three months of each year end to the market and its shareholder, noting the five business day allowance provided by NZX listing rule 3.5.3. The annual report will include audited financial statements and commentary to permit an informed assessment of the company's performance and financial position during the reporting period, and to comply with the requirements of the Companies Act, Financial Reporting Act, Financial Markets Authority and the NZX listing rules.

CCHL Group will also prepare audited consolidated financial results within 60 days of each year end, noting the five business day allowance provided by NZX listing rule 3.5.3.

CCHL Group will also prepare an unaudited consolidated interim report to 31 December, which complies with NZ IAS 34 "Interim Financial Reporting". This will be prepared and released to the market within two months of each half year end, subject to the five business day allowance provided by NZX listing rule 3.5.3.

The company will provide regular updates to the Council on its activities and that of its subsidiary companies. It will operate on a "no surprises" basis in respect of significant shareholder-related matters, to the fullest extent possible in the context of commercial sensitivity, confidentiality agreements and NZX listing continuous disclosure requirements.

ACQUISITION/ DIVESTMENT POLICY

CCHL

In relation to the potential acquisition or divestment of assets/ investments (i.e. equity interests, shares, or equivalent) held directly by CCHL (parent entity), CCHL will seek Council approval of any transaction which results in a significant change to the ownership interest held by CCHL.

Subsidiary of CCHL

In relation to the potential acquisition or divestment of assets/ investments (i.e. equity interests, shares, or equivalent) by a subsidiary of CCHL (subsidiary entity), CCHL will adopt the following approach:

- If the transaction is a major transaction (as defined by the Companies Act), CCHL will consider the proposal, and as the shareholder of the subsidiary, CCHL is required to either approve or not approve the transaction. CCHL will consult with Council, prior to determining whether or not to approve the proposed transaction.
- If the transaction is material, but not a major transaction, CCHL will request that the subsidiary companies consult with CCHL prior to entering into the proposed transaction, and CCHL will inform Council under the "no surprises" policy.
- If the transaction otherwise requires shareholder approval from CCHL, CCHL will assess the transaction and determine whether or not to approve it, and CCHL will keep Council informed under the "no surprises" policy.
- Before a council-controlled organisation makes a decision that may significantly affect land or a body of water, it must take into account the relationship of Maori and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga.

ACTIVITIES FOR WHICH COMPENSATION IS SOUGHT FROM ANY LOCAL AUTHORITY

Currently there are no activities for which compensation will be sought from any local authority. The Council has a contingent liability up to \$1.5 billion in respect of uncalled issued capital in CCHL. There is no current intention to make a call on any uncalled capital.

COMMERCIAL VALUE OF SHAREHOLDER'S INVESTMENT

The Council's investment in CCHL as at 30 June 2022 was independently valued at \$2.6 billion. This valuation is updated annually based on independent advice.



CHRISTCHURCH CITY HOLDINGS LTD

Level 1, 151 Cambridge Terrace,
PO Box 1151,
Christchurch 8140,
New Zealand



10. Council-controlled organisations - Final Statements of Intent for 2023/24

Reference / Te Tohutoro: 23/786046

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

Senior Manager / Leah Scales, General Manager Resources/Chief Financial Officer
Pouwhakarae: (Leah.Scales@ccc.govt.nz)

1. Nature of Information Update and Report Origin

- 1.1 Noting receipt of final Statements of Intent (SOIs) for 2023/24 for Council-controlled organisations (CCOs).
- 1.2 The final SOIs were received by the Council on or before 30 June 2023, as required by clause 3, part 1 of schedule 8 of the Local Government Act 2002 (LGA).

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Notes that the following Council-controlled organisations have adopted final Statements of Intent for 2023/24, in accordance with section 64(1) of the Local Government Act 2002:
 - a. ChristchurchNZ Holdings Ltd,
 - b. Venues Ōtautahi,
 - c. Transwaste Canterbury Ltd,
 - d. Civic Building Ltd,
 - e. Local Government Funding Agency,
 - f. Riccarton Bush Trust,
 - g. Rod Donald Banks Peninsula Trust, and
 - h. Te Kaha Project Delivery Ltd.

3. Brief Summary

- 3.1 Section 64 of the LGA provides that a CCO must prepare a draft SOI, seek shareholder comment on the draft SOI and finalise it for adoption before the start of the new financial year. It provides for the purpose of the SOI as being to:
 - state publicly the activities and intentions of the CCO for the year and the objectives to which the activities will contribute;
 - provide an opportunity for shareholders to influence the direction of the organisation; and
 - provide a basis for accountability of the directors to their shareholders for the performance of the organisation.

- 3.2 The final SOIs for the Council's CCOs – ChristchurchNZ Holdings Ltd (CNZHL), Venues Ōtautahi (VŌ), Transwaste Canterbury Ltd, Civic Building Ltd, Local Government Funding Agency (LGFA), Riccarton Bush Trust, Rod Donald Banks Peninsula Trust and Te Kaha Project Delivery Ltd - are compliant with the content requirements of parts 2, 3 and 4 of schedule 8 of the LGA and have been formally adopted by each of the CCO boards.
- 3.3 In accordance with section 64(9) of the LGA, the final SOIs have been, or will be published to the Council's and/or the CCOs' website within one month of adoption – by 31 July at the latest. Links are provided to the documents in this report.
- 3.4 This report sets out the financial forecasts and notes any material differences between the draft and final SOIs. It is in two parts as follows:
- Part A: large CCOs** – ChristchurchNZ Holdings Ltd (CNZHL), Venues Ōtautahi (VŌ) and Transwaste Canterbury Ltd; and
- Part B: other CCOs** – Civic Building Ltd, Riccarton Bush Trust, Rod Donald Banks Peninsula Trust, Te Kaha Project Delivery Ltd and Local Government Funding Agency (LGFA).

PART A: CCOS –CNZHL, VŌ AND TRANSWASTE CANTERBURY

ChristchurchNZ Holdings Ltd

- 3.5 CNZHL delivers its activities and services under a contract arrangement with the Council, the accountability for which is underpinned by levels of service. The SOI represents the ownership interest in CNZHL that the Council has. CNZHL's final SOI is at <https://www.christchurchnz.com/media/c33n1wvm/cnzhl-statement-of-intent-2023-26-final.pdf>.
- 3.6 Forecast financial performance between the final and draft SOIs is shown in the table below:

	2023/24 \$000	2024/25 \$000	2025/26 \$000
CCC funding - draft SOI	15,901	15,901	15,901
3 rd party funding - draft SOI	2,639	TBA	TBA
Total revenue - draft SOI	18,540	TBA	TBA
CCC funding - final SOI	15,901	15,901	15,901
3 rd party funding - final SOI	3,597	3,373	3,975
Event Attraction – final SOI	1,941	-	-
Total revenue - final SOI	21,439	19,274	19,876

- 3.7 The major changes in funding are the following:
- inclusion of \$1.9 million of Council funding for 2023/24 (one year only) advanced in the Annual Plan 2023/24 for the attraction of major events and business events to Christchurch on a 'best for Christchurch' basis (the fund is shared jointly with Venues Ōtautahi); and
 - third party funding which in 2023/24 includes the last of the COVID-19 recovery funding from central government, and in 2024/25 and 2025/26 includes known revenue sources of around \$1.1 million in each year with the remainder still to be identified.
- 3.8 At its meeting on 26 April, the Finance and Performance Committee reviewed CNZHL's draft SOI and commented as follows (FPCO/2023/00034 refers):

Request that ChristchurchNZ Holdings Ltd reflects in its SOI that its urban development projects will align with the Greater Christchurch and Ōtautahi Christchurch strategic

planning documents (under development) and other city strategic directions such as the Economic Development Ambition.

- 3.9 The final SOI identifies that Urban Development includes, among other things the creation and implementation of long term growth and development plans with multi-sector partners aligned with Christchurch and Greater Christchurch strategic planning documents.
- 3.10 The final SOI is underpinned by CNZHL's Christchurch Economic Ambition and the new City Identity and Destination Management Plans. It is aligned with the Council's community outcomes including contributing to a thriving prosperous city, a cultural powerhouse city and a green, liveable city.
- 3.11 The key performance indicators included in the final SOI, compared to the targets set for 2022/23 are shown below (as they were not finalised in time for inclusion in the draft SOI). This year CNZHL has introduced 'stretch' targets alongside its base targets.

Item 10

Key Performance Indicator		22/23 Target	23/24 Target	24/25 Target	25/26 Target
	Long-lasting job creation supported by ChristchurchNZ	145 FTE jobs	160 FTE jobs (200 stretch)	160 FTE jobs (250 stretch)	160 FTE jobs (300 stretch)
	Short-term job creation supported by ChristchurchNZ through events, urban development and screen activity	400 FTE jobs	430 FTE jobs (465 stretch)	430 FTE jobs (500 stretch)	430 FTE jobs (520 stretch)
	Estimated value of GDP contribution attributable to ChristchurchNZ activity	\$48m	\$50m (60m stretch)	\$50m (70m stretch)	\$50m (80m stretch)
 	Contribution to visitor spend supported by ChristchurchNZ ¹	\$27m	\$30m (34m stretch)	\$30m (36m stretch)	\$30m (38m stretch)
 	Value of investment into Christchurch supported by ChristchurchNZ (excluding local government)	\$40m	\$55m (60m stretch)	\$55m (65m stretch)	\$55m (70m stretch)

- 3.12 All base targets exceed those set in 2022/23, notwithstanding CNZHL's core Council funding has not changed at \$15.9 million. The base targets take account of the following:
- + the Economic Ambition's shift in priority towards targeted innovation and business support, activating the central city and other strategic locations, and city positioning;
 - + additional funding of \$1.9 million allocated in the Annual Plan for the attraction of major events and business events to Christchurch;
 - + over the past 18 months since these new targets were put in place, CNZHL has become better informed about the impact its interventions have on them;
 - impact of high inflation which has reduced CNZHL's purchasing power;
 - the substantial reduction in government funding for COVID-19 recovery initiatives – the 2023/24 target is for non-shareholder revenue as a percentage of total revenue to be 15%, rising to 20% in 2025/26. By comparison in 2019/20 it was 21% and 29% in 2018/19. CNZHL advises it will take time for its former private sector partners to return to partnering with it as they continue to feel the economic pressure of post COVID-19 recovery; and
 - the use of funding from reserves that were built up several years ago and which have been reduced over the past few years to support CNZHL's programme of works to deliver against its strategic objectives. After 2023/24 this source of funding will be exhausted.
- 3.13 Targets for the last two years of the SOI (2024/25 and 2025/26) will be amended in next year's SOI to reflect funding decisions made in the Long Term Plan 2024-34 (LTP).
- 3.14 Stretch targets increase in each year reflecting the potential for third party revenue to leverage Council funding to escalate outcomes.

Venues Ōtautahi

- 3.15 The following table shows the difference in financial forecasts between VŌ's draft and final SOIs for 2023/24:

EBITDA	2023/24 \$000	2024/25 \$000	2025/26 \$000
Draft SOI	(1.6)	(0.3)	(0.7)
Final SOI	(1.7)	(0.1)	(1.1)
<i>Difference</i>	-0.1	+0.2	-0.4

- 3.16 The Finance and Performance Committee reviewed VŌ's draft SOI on 26 April 2023 and made the following comments about VŌ's performance targets (FPCO/2023/00040 refers):
- a) they focus on demonstrating the achieving of outcomes to the extent possible;
 - b) annual carbon reduction targets are included;
 - c) Venues Ōtautahi staff engage with Council staff on proposed changes to non-financial performance targets before the SOI for 2023/24 is finalised; and
 - d) changes to the financial forecasts in the final SOI 2023/24 and reasons for changes should be clearly documented.
- 3.17 The financial forecasts have been adjusted in a relatively minor way to reflect the latest forecast economic conditions as the events schedule was finalised and potential macro-economic impacts were finalised. This was foreshadowed in the draft SOI.

- 3.18 Non-financial performance targets have been pared back to remove any targets that are not measurable within the time horizon of the SOI and that are not outcomes-focussed. This has been at the request of VÖ's auditors. Council and VÖ staff have agreed to further review the targets to ensure they are comprehensive for next year's SOI.
- 3.19 While VÖ has not included annual carbon emission reductions, it does have an emissions reduction plan that targets net zero (by reduction and offsetting) by 2030.

Transwaste Canterbury

- 3.20 Transwaste is owned 50% by Canterbury councils and 50% by Waste Management NZ Ltd. The five Canterbury shareholders have formed the Canterbury Regional Landfill Joint Committee which is charged with governance decision-making. The Canterbury Regional Landfill Joint Committee reviewed Transwaste's draft SOI for 2023/24 at its meeting on 3 April 2023 (CRLC/2023/00008 refers). No formal comments were made by the JC.
- 3.21 There is a strong correlation between economic growth and waste volumes to Kate Valley landfill. Lower expectations of economic growth, higher interest rates and inflation, as well as the impact of the waste levy imposed by central government has had a negative impact on Transwaste's forecast earnings and dividends over the SOI period.
- 3.22 A letter from the Chair of the Transwaste board to the Canterbury Regional Landfill Joint Committee together with the final SOI is at **Attachment A**.
- 3.23 The following are the changes in earnings and dividend forecasts from the draft SOI:

Transwaste Canterbury	2023/24 \$m	2024/25 \$m	2025/26 \$m	% change
EBIT draft SOI	21.9	23.1	22.9	
EBIT final SOI	20.2	21.2	21.4	
Variance	-1.7	-1.9	-1.5	-7.5%

Dividends draft SOI	13.3	20.4	15.7	
Dividends final SOI	13.8	18.8	13.8	
Variance	+0.5	-1.6	-1.9	-6.1%

Council share of dividends draft SOI	5.2	7.9	6.1	
Council share of dividends final SOI	5.4	7.3	5.4	
Variance	+0.2	-0.6	-0.7	-5.7%

- 3.24 Note that:

- the forecast dividend in 2023/24 (in the above table) includes \$2.2 million which was paid out early in financial year 2022/23 (Council share \$0.85 million);
- the forecast dividend in 2024/25 includes \$5 million (Council share \$1.9 million) relating to the Burwood Resource Recovery Park (BRRP) remaining contingency funding held, assuming that there are no costs arising that would be charged against the fund);
- in 2023/24, the Waste Levy imposed by the Government will increase from \$30 to \$50 per tonne of waste to the landfill. This, combined with the expected weakening of economic growth over the SOI forecast period has led to reduced profit and dividend forecasts; and
- Transwaste expects to undertake significant capital investment in 2024/25 and this coupled with the payout of the BRRP retained capital reduces its ratio of shareholders'

funds to total assets from circa 45% in 2023/24 to circa 35% in 2024/25 and 2025/26. Capital investment includes investing in infrastructure to improve the beneficial use of landfill gas.

- 3.25 The following commentary has been taken from the staff report on Transwaste's draft SOI reviewed by the Joint Committee in April 2023 (TRiM reference 23/194655 refers):

A new sustainability objective and associated outcomes, performance measures and targets have been included in the draft SOI. Transwaste has always had outcomes relating to exotic forestry and the Tiromoana Bush. It has linked these into a new objective to "generate carbon offsets via commercial and indigenous forestry (secondary to reducing GHG [Greenhouse gases] emission intensity objective)". It has included new performance targets of monitoring and reporting on tonnage of carbon sequestered from exotic forestry and Tiromoana Bush activities.

The Christchurch City Council's climate resilience team has reviewed the sustainability objective and in particular GHG emissions' provisions that are in the draft SOI. They have advised they are broadly comfortable with the content, particularly noting the benefits of the capture and destruction of landfill gas and its conversion for use as an energy source. The reporting of both gross and net emissions for waste disposal and handling is also endorsed.

Transwaste could be explicit that the offsets it generates from the investment in growing trees are to offset, as first priority, the company's operational emissions.

The Audit Office recently requested that Transwaste considers reporting GHG emissions that accrue from each territorial authority's area, both before and after carbon reduction initiatives. Transwaste has undertaken to do so with a performance target included in the SOI.

PART B: OTHER CCOS - Civic Building, Riccarton Bush Trust, Rod Donald Banks Peninsula Trust, Te Kaha Project Delivery Ltd And Local Government Funding Agency

- 3.26 The Finance and Performance Committee reviewed the draft SOIs for 2023/24 for the CCOs at its meeting on 26 April 2023 (FCPO/2023/00035 (Civic Building), 00038 (Riccarton Bush Trust), 00037 (Rod Donald Banks Peninsula Trust) , 00039 (Te Kaha Project Delivery Ltd) and 00036 (LGFA) refer). No shareholder comments were made on the draft SOIs.
- 3.27 The final SOIs can be located at [Council controlled organisations : Christchurch City Council \(ccc.govt.nz\)](https://ccc.govt.nz/council-controlled-organisations) for all the following CCOs, other than LGFA. Its final SOI is at [LGFA Statement Of Intent 2023-2026 Final 0.pdf](#).

Civic Building Ltd

- 3.28 The following table presents minor changes to financial forecasts in 2024/25 and 2025/26, due to change in the interest calculation on cash held in the draft SOI. There are no other changes.

Net profit before tax	2023/24 \$000	2024/25 \$000	2025/26 \$000
Draft SOI	309	466	906
Final SOI	309	509	840
Variance	-	+43	-66

Riccarton Bush Trust

- 3.29 The only change between the draft and final SOI is an upwards revision of total asset value (which is funded entirely by shareholders' equity), coupled with capital expenditure plans over the three year SOI horizon, as follows:

Total assets	2023/24 \$000	2024/25 \$000	2025/26 \$000
Draft SOI	13,488	13,196	12,905
Final SOI	17,108	16,889	16,647
Variance	+3,620	+3,693	+3,742

- 3.30 Although increased asset value attracts a higher depreciation charge, this does not affect the operational forecasts as they exclude non-cash impacts.

Rod Donald Banks Peninsula Trust

- 3.31 There is no change in the financial forecasts in the draft SOI.
- 3.32 The SOI reflects two new opportunities the Trust has or is continuing to progress (which were also noted in the draft SOI). These are:
- the acquisition of the Little River Rail Trail assets and responsibilities has been agreed between the parties, and a new performance target has been added by the Trust to its SOI – to achieve the transfer in 2023/24; and
 - considering the possibility of including the entire Banks Peninsula geological landform in its region of responsibility. In the event the Board elects to progress this issue, it will require the Council's approval to amend the Trust Deed.

Te Kaha Project Delivery Ltd


- 3.33 Te Kaha's SOI reflects its governance accountabilities; it is not the design and build activity which is reported to the Council under a separate mechanism.
- 3.34 There is no change in the financials to the final SOI over the draft.

Local Government Funding Agency

- 3.35 LGFA's SOI is part of the suite of governance accountabilities that are subject to decision-making by the Shareholder's Council which includes representatives from 10 council shareholders including this council.
- 3.36 The LGFA is owned by 30 councils, and the government. This Council's stake is 8.3%.
- 3.37 The final SOI records LGFA's expectation of increased operating profit over the SOI timeframe from higher net interest income than the draft, based on expectations of higher annual lending (LGFA advises it has assumed \$1 billion in new lending per annum across the three year SOI time horizon). Higher lending brings with it higher operational costs, but with the end result being net increases in profit as follows:

Net operating profit	2023/24 \$000	2024/25 \$000	2025/26 \$000
Draft SOI	9.8	8.6	7.9
Final SOI	10.6	9.3	10.5
Variance	+0.8	+0.7	+2.6

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A 	Transwaste Canterbury Ltd Final SOI 2023/24	23/1080737	99

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

Document Name – Location / File Link
Not applicable

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

Author	Linda Gibb - Performance Monitoring Advisor CCO
Approved By	Leah Scales - General Manager Resources/Chief Financial Officer



Canterbury Regional Landfill Joint Committee
Christchurch City Council
PO Box 73015
CHRISTCHURCH 8154

Attention:
Councillor Mark Peters
Chair, Canterbury Regional Landfill Joint Committee

22 June 2023

Transwaste Canterbury Limited
Statement of Intent ("Sol") for the three year period ending 30 June 2026

Dear Councillor Peters

On behalf of the board of Transwaste Canterbury Limited, please find enclosed the finalised Sol for the three year period ending 30 June 2026.

We have forwarded the Sol to the Landfill Joint Committee as the representative of the TLA Shareholders. We confirm that we have also forwarded the Sol to Waste Management NZ Limited.

This year there were no comments received from Shareholders on the draft Sol.

Following finalisation of the 2023/2024 financial budgets of Transwaste Canterbury Limited, the Board has approved the following updates to the draft Sol:

1. The financial performance targets in clauses 5.8 and 5.9 have been updated to reflect adopted financial budgets for 2023/2024 financial year.
2. Ratio of Shareholders' Funds to Total Assets in clause 6.1 has similarly been updated.
3. Indicative dividends in clause 8.4 have been updated to reflect the adopted financial budgets. The dividends for each year include the final dividend from the previous financial year and the interim dividend for the current year forecast to be paid by Transwaste Canterbury Limited relating to the Kate Valley operations. A final dividend relating to the now completed Burwood Resource Recovery Park (BRRP) project is forecast to be paid during the second year of the Sol period, 2024/2025.

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Updates from the draft Statement of Intent

The specific changes can be summarised as follows:

- Overall forecast waste volumes to Kate Valley have decreased slightly for FY24 and beyond, based on current trends and the expected economic outlook.

		2024	2025	2026
Total tonnes to KV landfill	<i>Draft</i>	353,000	348,000	348,000
	Final	348,000	345,000	343,000

- Waste receipt charges: The indicative pricing for 2023/2024, as provided to customers on 25 November 2022 and included in the draft Sol, was an estimated increase in landfill disposal charges of \$26.15 or 18.3%. This comprised an inflation related increase of \$5.24, an increase of \$0.91 for the estimated impact of Emissions Trading Scheme (ETS) costs to pass through and a \$20.00 increase in the Waste Levy from \$30.00 to \$50.00 per tonne.

After careful consideration following the annual budgeting process, the Transwaste Canterbury Board resolved to apply an increase of \$26.84, comprising an inflation related increase of \$5.43, an increase of \$1.41 for the impact of ETS costs and the \$20.00 increase in the Waste Levy. The 2023/2024 final prices were advised to customers by letter, dated 26 May 2023.

With regard to the ETS costs, Transwaste has undertaken to recover only actual ETS costs from customers, which, due to the uncertainties in actual costs when prices are set, means that adjustments will be made to prices from year to year to deliver on this undertaking. The increase in the ETS component of the 2023/2024 waste receipt charge reflects this intention.

Transwaste seeks to minimise the ETS cost through both the capture and destruction of landfill gas, and by purchasing ETS units ahead of time. Over 90% of landfill gas is captured and destroyed enabling the maximum reduction in cost permitted under the regulations to be obtained. The forward purchasing of ETS units had allowed Transwaste customers some interim protection against the rising cost of carbon up to 2022/2023, however, increases in ETS costs flowing from more recent purchases and forward orders are now being reflected in the costs being oncharged.

- The 2024 dividends include a lower final dividend for FY2023 than initially forecast, due to the lower than expected waste receipts during the 2023 financial year. This in turn flows through into the interim and final dividends for FY2024. Lower forecast tonnes to landfill and an increased inflation impact on costs further reduce the expected dividends.

		2024 \$'000	2025 \$'000	2026 \$'000
Dividends paid during the financial year (Kate Valley operations)	<i>Draft</i>	13,300	15,400	15,700
	Final	11,650	13,800	13,800

4. The reductions in the ratio of Shareholders' Funds to Total Assets are due to a further movements in discount rates used to calculate the Closure Provision, thereby restating the carrying value of the Closure Asset and Provision, together with increases in the capital expenditure programme.

		2024	2025*	2026
Shareholders' Funds to Total Assets	<i>Draft</i>	45.4%	42.3%	45.3%
	Final	42.7%	34.0%	35.0%

*reduction in FY2025 due to the impact of the anticipated final BRRP project dividend of \$5m and significant capital expenditure programme

As noted in previous discussions and correspondence with the Committee, Kate Valley pricing decisions are made annually in May for the ensuing year: the projected results which form the basis of the Sol information for 2024/2025 and 2025/2026 reflect the Board's current assumptions on likely pricing in the 2025 and 2026 years, which is yet to be reviewed and determined.

If you have any queries on the above, please do not hesitate to contact the writer.

Yours faithfully
Transwaste Canterbury Limited



Gill Cox
Chairman



Confidential and Commercially Sensitive

Transwaste Canterbury Limited Group
Statement of Intent

For the three-year period ending 30 June 2026



Issued by the Transwaste Canterbury Board on 22 June 2023

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1. Introduction

- 1.1. The Statement of Intent process provides a key opportunity for the shareholders and Directors of Transwaste Canterbury Limited (the Company or Transwaste) to define the Company's path for the next three years. It is prepared in accordance with Section 64 of the Local Government Act 2002. A draft statement is required by Section 64 to be submitted no later than 1 March each year to the Company's shareholders.
- 1.2. The Statement of Intent further defines for the Company the objectives, the nature and scope of the activities to be undertaken, and the performance targets and other measures by which the performance of the Company may be judged in relation to its objectives amongst other requirements. The process of negotiation and determination of an acceptable Statement of Intent is a public and legislative expression of the accountability relationship between the Company and its shareholders.
- 1.3. The Statement of Intent encompasses all the significant activities of Transwaste Canterbury Limited and covers a three-year future period. It is prepared annually by the Transwaste Board and negotiated between the shareholders.

2. Objectives

The Company is focused strongly on its commitment to sustainability/sustainable development.

Transwaste's sustainability goals relate to its own activities and actions rather than the consequences of absolute tonnes received in its landfilling business. Transwaste does not, and cannot, control tonnages received as it has a contractual requirement to accept waste from the community. Transwaste endeavours to minimize the environmental impact of the tonnes it receives and so help reduce the emissions generated by the community.

While Transwaste has no control over the quantities of waste it receives, it continues to actively support waste minimisation within the Canterbury region, including with its customers, which includes Shareholder Councils

In respect of sustainability/sustainable development the Board is guided by the definition in the World Commission on Environment and Development 1987 Brundtland report "Our Common Future". While this Report is now some 36 years old, in the opinion of the Board it best captures the spirit of sustainability in commercial organisations. The Report defines sustainable development as "*development that meet the needs of the present without compromising the ability of future generations to meet its own needs.*"

Adopting this definition requires a broad, holistic approach to sustainability/sustainable development, balancing the focus of managing the business across all areas of operation of Transwaste's business. We have developed these goals taking into account the operational and management role of our principal contractor, Waste Management NZ Limited, and the relevant global Sustainable Goals published by United Nations.

This has resulted in the business goals (outcomes) and related performance measures for Transwaste being grouped under the following headings:

- Environment
- Corporate Citizenship/ Community Relations
- Service Quality
- Health and Safety

- Good Employer
- Consultation/Communication
- Legislation/Regulatory Compliance
- Shareholder Interests

The detailed outcomes, performance measures and performance targets for each of these headings are included in section 5 of this Sol. It is by understanding the various goals/outcomes and performance measures incorporated under the above eight headings, and viewing these as an integrated whole, that Transwaste's approach to, and management of, "sustainability" can be evaluated.

Inevitably, in considering sustainability in relation to principally a landfilling business operation, those evaluating Transwaste will want to focus in two broad areas -

1. Greenhouse Gas emissions created by Transwaste and/or its principal contractor through managing and disposing of waste generated by others in the community.
2. Greenhouse Gas emissions (primarily methane) generated by the waste delivered to landfill by Shareholders and external parties.

Transwaste maintains that technically the responsibility for and obligation to minimise the emission generating inputs generated by the waste itself should remain with the persons or organisations that created the waste (or arguably even further "back" in the waste stream). Transwaste's obligations and objectives are to minimise the net emission per unit of waste received in order to minimise total emissions of Transwaste and its shareholders.

With this in mind, Transwaste has developed/is continuing to develop and refine desired outcomes and performance measures for the emissions from this waste. This will include reporting both:

- gross and net Greenhouse Gas emissions from the waste delivered to landfill; and
- the Greenhouse Gas emissions created by Transwaste handling the waste

for each of the five territorial local authorities' areas served by the Kate Valley regional landfill.

In addition to this "sustainability lens" on the activities of Transwaste, a more traditional view of Transwaste's objectives is provided by the Memorandum of Understanding between the Shareholders that is a guiding document as to the way the Company performs its activities.

Currently (although subject to further consideration of its strategic direction) the purpose of the Company is "to operate as a successful, competitive, commercial landfill, adopting a focus on sustainable development in all that it does."

To do this the Company intends:

- 2.1 To operate as a successful, competitive, commercial landfill.
- 2.2 That, in working to its objectives, the Company will adopt a focus on sustainable development in all its activities.
- 2.3 To achieve this, the Company intends to:
 - (a) achieve sufficient earnings to support the Company's continued operations and to return an appropriate risk adjusted return on investment;

- (b) be market responsive as regarding the demand for its services in terms of the criteria of quantity, quality, and price;
- (c) behave in an environmentally aware manner promoting and maintaining the standards of environmental protection applied by the Resource Management Act 1991 and to minimise the impact of its activities on the environment;
- (d) act as a good employer;
- (e) aim to provide customers with a high level of service, a reliable transport system and competitive prices;
- (f) commit to consult with and be sensitive to the concerns of landfill host communities and Tangata Whenua;
- (g) promote and maintain standards of health and safety in accordance with all applicable regulations, legislation and including best practice;
- (h) act as a good corporate citizen with regard to its business dealings and relations.
- (i) be able, in due course, to offer waste management facilities and solutions at all levels in the Canterbury Region that are adjacent/allied to Transwaste's core business and are relevant.

Transwaste has engaged Toitū Envirocare to verify and certify its carbon footprint.

3. The Board's approach to governance of the Company

- 3.1 The Directors are responsible to the shareholders for the achievement of the objectives of the Company in both the short and the longer term. Their focus is to enhance the commercial interests of shareholders and other key stakeholders and to ensure the Company is properly managed. The Board draws on relevant corporate governance best practice principles to assist and contribute to the performance of the Company. The functions of the Board include:
- (a) Review and approval of corporate strategies, the annual budget, and financial plans.
 - (b) Overseeing and monitoring organisational performance and the achievement of the Company's strategic goals and objectives, in particular as outlined in the Statement of Intent.
 - (c) Monitoring financial performance including approval of the annual and half-year financial reports and liaison with the Company's auditors.
 - (d) Ensuring there are effective management processes in place and approving major corporate initiatives.
 - (e) Enhancing and protecting the reputation of the Company.
 - (f) Ensuring the significant risks facing Transwaste and any controlled entities have been identified and appropriate and adequate control, monitoring and reporting mechanisms are in place.
 - (g) Reporting to shareholders.

- (h) Developing appropriate policies for the operation of the Company including safety, environmental and quality matters.

A description of Transwaste's main corporate governance practices is set out below.

3.2 The Board of Directors

The composition of the Transwaste Board of Directors, including the appointment of a Chairman, is governed by the Memorandum of Understanding between the shareholders. There are no executive directors.

3.3 Operations

The Board has a statutory responsibility for the affairs and activities of the Company.

All matters relating to the operation of the Kate Valley landfill and the operation of the transport system have been contracted to Waste Management NZ Limited ("WMNZ") through its Canterbury Waste Services ("CWS") division in accordance with the Memorandum of Understanding and Shareholder Agreement. The Board receives monthly reports on matters including:

- a) Operations management and health and safety.
- b) Financial results and budgets.
- c) Compliance with legislation including health and safety regulations and resource consent conditions.

3.4 Committees

The Board establishes committees as appropriate to assist in the execution of its duties and to allow detailed consideration of complex issues. There is currently one committee, being an Audit Committee comprised of three Transwaste Directors and an independent Chair.

The Board has identified key business risks and developed policies and action plans to manage the risk.

The Audit Committee will monitor progress against an established timetable. In addition, the committee will set the scope and standards with respect to internal controls, accounting policies and the nature, scope, objectives and functions of the external and internal audit. The committee meets as and when required.

All matters determined by committee are either dealt with under its delegated authority or submitted to the full Board as recommendations for Board decision.

3.5 Subsidiaries

The Company has 6 fully owned non-trading subsidiaries, all of which remain inactive and have no assets and liabilities.

3.6 Commitment

The Transwaste Board is scheduled to meet eleven times a year. Other special meetings are convened, as required.

3.7 Independent Professional Advice

Directors and Board committees have the right, in connection with their duties and responsibilities, to seek independent professional advice at Transwaste's expense, subject to Board approval.

4. Nature & Scope of Activities

The Company will undertake the following activities:

4.1 Landfill and Transport Activities

- (a) The primary activity of the Company is to own and operate a non-hazardous municipal waste regional landfill at Kate Valley in Canterbury, including the haulage of solid wastes from transfer stations throughout the Canterbury region, to meet or exceed world best practice standards and the standards determined by the regulatory authorities;
- (b) Contract with Waste Management NZ Limited through its Canterbury Waste Services (CWS) division for the provision of services for the operation of the Kate Valley landfill and the haulage of waste from the transfer stations to the landfill, to ensure provision of high quality landfill operations and solid waste haulage operations economically and efficiently and in compliance with relevant consents;
- (c) Offer residual waste management facilities and solutions at all levels in the Canterbury Region, and beyond, including investment in alternatives to landfilling should those alternatives be more environmentally sustainable and cost effective methods of disposal of residual waste (in due course); and
- (d) Utilise the landfill gas produced over time from the landfill in an economically and environmentally sustainable manner.

4.2 Land Management Activities

(a) Land Resources

The Company, through its Tiromoana Station division, holds land in addition to that required under the current resource consent conditions for the Kate Valley landfill. The management of the land will continue to be conducted in accordance with the Company's land strategy and management plan, which seeks to optimise both the utilisation of the land resources for the benefit of landfill operations and the value of the property over time.

(b) Forestry

The Company will conduct forestry operations in terms of its long term forestry plan, which is an integral part of the Kate Valley landfill activities.

4.3 Conservation and Education Activities

(a) Conservation Activities

The Company will continue to develop the Tiromoana Bush native forest re-establishment and public recreation concept, including ongoing development and maintenance of both the Tiromoana Bush walkway and the Mt Cass walkway.

(b) Education Activities

The Company will develop appropriate strategies to provide learning resources and contextual learning activities from primary through to tertiary level and to the community.

4.4 Earthquake Waste Management

The Burwood project was completed, and the site handed back to Christchurch City Council during the 2021/2022 Sol period.

Approximately \$5,000,000 Retained Earnings is held in reserve as a contingency for any unforeseen matters over the next few years. Subject to there being no unforeseen matters or additional capital requirements, the Board will consider distributing the \$5,000,000 to Shareholders during the 2024/2025 financial year.

5 Objectives and performance targets for the 2023/2024 year

These detailed targets are to be read in the context of the explanation about sustainability/sustainable development included in section 2 – Objectives of this Sol.

Objective in support of Mission Statement	Desired outcomes	Performance measure	Performance target
Environment			
5.1 To ensure that Transwaste, as a minimum, meets present and future environmental standards in a manner which is consistent with the preservation of the natural environment and the careful and sustainable management of its natural resources.	No proven breaches of Resource Management Act consents.	Number of established consent breaches notified by ECan.	Nil.
Support New Zealand's "Predator Free by 2050" goal.	Predator Free by 2050		
(a) Regular culling of large mammal pests from Kate Valley & Tiromoana Bush.	Limit large mammal pests (pigs and deer) to low levels in Tiromoana Bush.	Impact on restoration plantings and natural regeneration	No adverse impacts on restoration plantings from deer and pig rooting (such damage being evident in <5% of vegetation monitoring plots).
(b) Regular trapping of small mammal pests from Kate Valley and Tiromoana Bush.	Small mammal pests (mustelids, rodents, possums, cats, hedgehogs) reduced to levels that have minimum impact on native biodiversity in Tiromoana Bush.	The abundance of bird life (as indicated by remeasuring of the bird monitoring transects) is greater than the 2005-2009 baseline for bellbird and grey warbler.	Increase in abundance of birdlife.

Objective in support of Mission Statement		Desired outcomes	Performance measure	Performance target
	Maintain and/or reduce Green House Emission intensity.	Measure Transwaste's carbon footprint.	Toitū Envirocare has been engaged to provide carbon measurement and management certification services.	Carbon footprint measured and independently certified.
		Maximise capture and destruction of landfill gas from Kate Valley landfill.	Transwaste manages the waste produced by others in an environmentally sustainable manner that includes maximizing the capture and destruction of methane resulting from the decomposition of that waste, through generation of renewable energy and flaring, as measured in accordance with the regulations to the Climate Change Response Act 2002.	Ensure the capture and destruction of in excess of 95% of landfill gas produced by Kate Valley landfill as measured by the methodology applicable for the ETS reporting period.
		Reduce GHG emissions from Controlled Waste haulage	When CWS haulage vehicles replaced in accordance with replacement programme moving from certification Euro 4 and 5 to Euro 6.	Maintain or improve average Euro emission rate of CWS fleet.
	To use the gas captured in a socially and economically sustainable way.	To ensure the beneficial use of landfill gas to obtain the best economic value.	MWh of electricity exported from Kate Valley landfill.	Increase MWh exported by 50% over the three-year Sol period.
	Generate carbon offsets via commercial and indigenous forestry (secondary to reducing Green House Gas Emission intensity noted above).	Exotic Forestry.	Measure NZU's credits (currently measured every 5 years, last measurement prepared at 31 December 2022)	Monitor and report the tonnage of carbon sequestered (measured by accrual of ETS units).
		Tiromoana Bush (ongoing planting, growth of native trees, bush).	Register and measure for Permanent Post 1989 (PP89) scheme for permanence (or alternatively for the P89 scheme if regulations are	Monitor and report the tonnage of carbon sequestered (measured by

Objective in support of Mission Statement		Desired outcomes	Performance measure	Performance target
		Report annually carbon emissions attributable to the waste received from each Territorial Local Authority area, both before and after carbon reduction initiatives.	not in place) by 31 December 2022. Annual Report on carbon emissions to Territorial Local Authorities.	accrual of ETS units). Development and distribution of carbon emissions reporting to Territorial Local Authorities.
Corporate Citizenship/Community Relations				
5.2	To be a responsible Corporate Citizen by acting fairly and honestly and to be sensitive to local issues.	Finance the Kate Valley Landfill Community Trust (from the Disposal Charge) for the purpose of benefiting the local community. Develop, maintain, and promote the use of education material with regard to waste management and the environment. Plan for sites aftercare and closure – financially and revenue streams.	Annual payments to Kate Valley Landfill Community Trust. Evidence the education material is being used in schools. Adequate provisioning in financial statements for aftercare and closure costs.	Annual payments made. Material is being used by schools. Financial provisioning stands up to audit scrutiny.
Service Quality				
5.3	Meet the present and future needs of the people of Canterbury with high standards of value, quality and service and establish effective relations with customers.	Timely, high quality and reliable waste transport services. Reliability of access to the Kate Valley landfill.	No transfer station is unable to receive waste during its normal operating hours due to Transwaste's failure to supply containers. Proportion of normal transport access hours that landfill is available to waste transporters.	Zero events. More than 99% of normal annual transport access hours.

Objective in support of Mission Statement		Desired outcomes	Performance measure	Performance target
Health and Safety				
5.4	Strive for zero injury accidents in all operations the Company and its main contractors, CWS and CMRF, will be responsible for, whilst maintaining a high level of service and production.	<p>Ensuring that in all activities the Company and its contractors have Health and Safety Management Plans in place.</p> <p>Maintain Kate Valley public walkways to an acceptable standard, (track maintenance, signage).</p> <p>No traffic incidents where CWS drivers at fault.</p>	<p>TRIFR - Total recordable injury frequency rate for last 12 months.</p> <p>Annual operational plans objectives met.</p> <p>Number of at-fault incidents.</p>	<p>Maintain or improve current TRIFR.</p> <p>No serious avoidable injuries.</p> <p>Zero events.</p>
Good Employer				
5.5	Be a Good Employer, through either direct employment or by way of the management contract with CWS.	<p>Ensure CWS has objectives and policies that detail the relationship with employees, their remuneration, safety, and other issues such as equal opportunity in employment.</p> <p>Ensuring that its employees have secure and rewarding employment which provides the means for personal development.</p>	<p>CWS landfill and transport staff annual FTE turnover.</p> <p>CWS staff annual hours of training.</p>	<p>No more than 15% annual turnover.</p> <p>10 hours per FTE annually.</p>

Objective in support of Mission Statement		Desired outcomes	Performance measure	Performance target
Consultation/Communication				
5.6	Establish and maintain good relations with the local host community of the Kate Valley landfill and consult with those groups and other interest groups (including Tangata Whenua) on issues that are likely to affect them.	Consult with the host community concerning landfill operations by way of direct communication and via the Community Liaison Group. Engage with other interest groups, including Tangata Whenua, and discuss all issues likely to affect them.	Number of Kate Valley Community Liaison Group meetings held. Three interactions with interest groups per year.	At least 2 per year. Meet measure.
Legislative/Regulatory Compliance				
5.7	To be a good Corporate Citizen by acting lawfully	To ensure compliance with all relevant legislation and statutory requirements	Annual reporting to Board on areas of compliance and non-compliance. Number of known legislative and regulatory non-compliance	100% compliance in all key areas
Shareholder Interests				
5.8	To operate a successful business, providing a fair rate of return to its shareholders	To effectively operate the consented regional landfill at Kate Valley to achieve specific commercial performance targets.	As outlined in section 5.9 (For the 2023/24 year) - Total Revenue (inclusive of waste levy) - EBIT - Dividends paid (Kate Valley)	\$72,025,000 \$20,256,000 \$11,650,000

5.9 Financial performance targets

The financial performance targets for the Kate Valley landfill operations of the Company are set out below.

	2023/2024	2024/2025	2025/2026
	\$'000	\$'000	\$'000
Total revenue inclusive of waste levy ¹	72,025	77,049	78,466
Total revenue exclusive of waste levy	54,625	56,325	57,898
EBIT	20,256	21,164	21,383
Dividends payable	11,650	13,800	13,800

¹ – inclusive of waste levy increases

The forecasted figures for the 2024/2025 and 2025/2026 years are based on existing information. The actual figures will result from future factors largely outside the control or current knowledge of the Company and as such, may vary significantly from those forecast.

6 Capital structure

6.1 Ratio

The Company will endeavour to operate with a ratio of consolidated Shareholders' Funds to Total Assets as set out below.

	2023/2024	2024/2025	2025/2026
Shareholders' Funds to Total Assets	42.7%	34.0%*	35.0%

* - due to impact of the anticipated final BRRP project dividend of \$5m and significant capital expenditure in the period

6.2 Definition

Consolidated Shareholders' Funds are defined as the sum of the amount of paid-up share capital, retained earnings, accumulated losses, revenue, and capital reserves. The Total Assets are defined as the sum of the net book values of current assets, investments, property, plant and equipment and intangible assets. The items making up the definitions are as disclosed in the Company's statement of financial position prepared on a consolidated basis and in accordance with generally accepted accounting practice.

6.3 No calls on capital from Shareholders are anticipated during the next three-year period.

7 Accounting policies

7.1 Transwaste Canterbury Limited has adopted accounting policies that are consistent with New Zealand International Financial Reporting Standards and generally accepted accounting practice. The policies are set out in the 2022 Transwaste Canterbury Limited Annual Report.

8 Dividend policy

- 8.1 Profit retention and the level of dividend to be paid will be decided from year to year by the Directors in accordance with the results, circumstances prevailing and the requirement to meet the solvency test under the provisions of the Companies Act 1993. The dividend policy objective is to ensure that the amount of the dividend does not limit the Company's ability to fund future expenditure requirements by itself or with its associates for maintaining and expanding operations in the environmental services business and servicing the Company's resultant debt structure.
- 8.2 Subject to clause 8.1, it is expected that 100% of the Company's Profit for the year, after retention of working capital and/or retention of funds for any other operational needs of the landfill and after tax, in each year will be distributed out of retained earnings unless the Board considers that an investment opportunity in relation to the landfill and transport operations and alternatives to landfilling will provide an appropriate risk adjusted return on investment.

An interim dividend may be paid after the half yearly accounts have been considered by the Directors.

- 8.3 In respect of the now completed BRRP project, retained earnings of approximately \$5,000,000 are held in reserve as a contingency for any unforeseen matters over the next few years. Subject to there being no unforeseen matters or additional capital requirements, the Board will consider distributing the \$5,000,000 to Shareholders during the 2024/2025 financial year.
- 8.4 Indicative dividends to shareholders are set out below.

	2023/2024	2024/2025	2025/2026
	\$'000	\$'000	\$'000
Indicative dividends			
- Final from prior year	4,800*	6,800	7,000
- Interim for current year	6,850	7,000	6,800
- BRRP final project dividend	-	5,000	-
Total	11,650	18,800	13,800

* - estimated at \$7.0m based on FY23 forecast, reduced by \$2.2m already paid in advance during FY23.

9 Information to be provided to the shareholders

9.1 Statutory information requirements

Annual Statement of Intent

No later than 1 March of each year the Board will provide a draft Statement of Intent in accordance with Section 64 of the Local Government Act. The Directors will consider comments from the Shareholders on the draft Sol made within two months and not later than 30 June of each year shall deliver the final Sol to the shareholders.

Half Yearly Reports

Within two months after the end of the first half of each financial year the Board will deliver an unaudited half-yearly report to the shareholders. The consolidated financial statements will be the same as required under Section 69 for annual financial statements. This will consist of:

- report on the operations of the Company during the financial period;
- financial statements prepared in accordance with generally accepted accounting practice;
- comparison of the performance of the organisation and its subsidiaries (if any) with the statement of intent, together with an explanation of any material variations; and
- a dividend recommendation for the period to which the report relates.

Annual Reports

Within three months after the end of each financial year, the Board will deliver an annual report to the shareholders. The content of the report will be pursuant to Sections 67 to 69 and will consist of:

- (a) report on the operations of the Company during the financial period;
- (b) financial statements prepared in accordance with generally accepted accounting practice;
- (c) comparison of the performance of the organisation and its subsidiaries (if any) with the statement of intent together with an explanation of any material variations;
- (d) a dividend recommendation for the period to which the report relates;
- (e) Auditors' Report on the above financial statements and the performance targets and other measures by which the performance of the Company has been judged in relation to objectives; and
- (f) an Annual Review. The Annual Review will be in a format suitable for easy reading and consist of:
 - i. A Chairman's Review and information on governance and management.
 - ii. A section on economic performance for the preceding financial year.
 - iii. A section on social performance for the preceding financial year.
 - iv. A section on environmental performance for the preceding financial year.

9.2 Other information

The Company will disclose as much information on its operations as is practical and consistent with commercial and confidentiality considerations. The Company will endeavour to operate on a "no surprises" basis regarding all issues of relevance to shareholders.

10 Estimate of the commercial value of the Company

- 10.1 The directors estimate that the commercial value of the shareholders' investment in the Company is at least that which is stated as "Shareholder Equity" in the latest available audited financial statements. This value is reassessed annually as part of the preparation of the audited financial statements.

11. LTP 2024-34 Update

Reference / Te Tohutoro: 23/1124700

Report of / Te Pou Matua:	Peter Ryan, Head of Corporate Planning and Performance, (Peter.Ryan@ccc.govt.nz)
Senior Manager / Pouwhakarae:	Lynn McClelland, Assistant Chief Executive Strategic Policy and Performance (lynn.mcclelland@ccc.govt.nz)

1. Nature of Information Update and Report Origin

- 1.1 Regular Long-Term Plans (LTPs) updates to the Mayor and Councillors are a standard component of a strong LTP process. Workshop briefings have been arranged between July and December 2023 to undertake content joint development between the Mayor and Councillors and staff. Recordings and working papers will be released to the public. This includes review of draft strategies, activity plans, asset management plans, capital programme prioritisation, key policies and the Consultation Document.
- 1.2 This update is based on the Mayor and Councillor's formal Letter of Expectation, as well as the Long-term Plan process and high-level phasings and timings approved by Council.

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receive the information in the LTP 2024-34 Update Report.

3. Brief Summary

- 3.1 Under the Local Government Act 2002 a local authority must have an LTP in place at all times. The structure, timing, information provided, and consultation processes are defined by the legislation. LTPs are audited by the Office of the Auditor-General through Audit NZ.
- 3.2 The flagship document of the LTP is the Consultation Document (CD) which must set out the challenges facing the city as well as the options and recommendations of the Council for community consultation. This is the key document from residents' point of view.
- 3.3 It is supported by Infrastructure and Financial Strategies that must have a minimum horizon of 30 years. These too must set out the challenges, options and recommendations that inform the LTP, as well as guiding the development of the capital programme.
- 3.4 Supporting these are technical documents (activity and asset management plans) that span the Council's services.
- 3.5 There are other key drivers behind the LTP. This includes a Letter of Expectation from the Mayor and Council, which sets out priorities to be addressed as well as defining the LTP process.
- 3.6 The key priorities of the Letter include:
 - 3.6.1 A focus on the Strategic Framework as the basis of LTP planning;
 - 3.6.2 A focus on Rūnanga as partners in LTP development;
 - 3.6.3 An effective roll out of climate resilience initiatives;
 - 3.6.4 A demonstrably deliverable capital programme across all years of the LTP;
 - 3.6.5 A joint development process between Council and staff July-December 2023.

3.7 These drivers and their role in informing the development of the LTP are summarised below:

High level phasing approved by ELT and Council



Item 11

3.8 The Letter is also specific about the need for a joint development process between Council and staff, which was highly successful during the 2021 process.

3.9 This commences with staff building first draft LTP documents (strategies and plans as described above) up to 30 June 2023, followed by joint workshops/briefings with councillors from July to December 2023 to refine, adjust and align LTP components.

3.10 The results will inform the draft LTP to be adopted in February 2024, followed by community consultation and adoption of a final LTP in June 2024.

3.11 Council approved an LTP work plan in July 2022.

Progress Update

3.12 Overall, the LTP programme is largely on track. Overlap with a complex Annual Plan process caused some stress around resourcing, which appears temporary.

Iwi Partnership

3.13 On track. Through Te Hononga Committee, Papatipu Rūnanga have provided their priorities for the next LTP cycle. Rūnanga are to meet with Heads of Service to discuss incorporation of the priorities into operational plans.

Strategic Framework (Community Outcomes and Strategic Priorities)

3.14 Completed. These have been approved by Council as the basis of planning, including LTP planning.

Customer Feedback

3.15 On track. Resident Survey results were received by Council in May 2023 and have been provided to Heads of Service to inform the development of activity plans and the capital programme.

3.16 The revised Environmental Scan has been presented to the Executive Leadership Team (ELT) at a staff workshop of 11 July and is part of the LTP – Setting the Scene report to Council of 19 July 2023. The scan is content-only, without any design elements (which will come later).

Climate Resilience

3.17 On track. The draft Infrastructure Strategy has been reviewed through a climate lens. The Financial strategy has not been reviewed at present. Advice provided on all activity plans through pit crews, drop-in sessions, and extensive work with plan writers.

Infrastructure Strategy

- 3.18 On track. Draft Infrastructure Strategy was presented to the ELT at a staff workshop of 11 July and was part of the 'LTP – Setting the Scene' report to Council of 19 July 2023. Work for the IS is on-going.

Financial Strategy

- 3.19 A focus area. Top level themes considered and reviewed with ELT and Council.

Activity Plans

- 3.20 On track, despite Annual Plan impacts on key Heads of Service. As per the councillor's Letter of Expectation, all activity plans will be made available to Council as working drafts from 25 July. Briefings will run from August to December for the joint development process.

Asset Management Plans

- 3.21 On track. There is complexity around Three Waters asset plans due to ongoing questions around when and how transition will occur. There are also resourcing issues.
- 3.22 As with activity plans, all draft asset management plans will be made available to Council as working drafts from 25 July for the August-December joint development process.

Capital Prioritisation

- 3.23 On track. A prioritisation model has been developed and considered by ELT. It has taken those presentation and prioritisation methodologies that were successful with councillors in the 2021 LTP process and enhanced those approaches.
- 3.24 It is not expected that this approach will deliver a final capital programme. It will deliver a complete starting position across the whole programme - focused on deliverability across the life of the LTP – that will enable constructive debate at governance level. This is in line with the Letter of Expectation. More information to follow at the first LTP briefing of 25 July.

Pre-Engagement

- 3.25 A comprehensive pre-engagement process is in train, utilising online and in person techniques to enable residents to articulate "what matters most" to them.

Issues and Risks

- 3.26 There are always risks to any process as large and complex as an LTP. Key risks include:
- 3.26.1 striking the right balance between complex opex and capex drivers, available budget scenarios, and future rates increases
 - 3.26.2 achieving a deliverable capital programme over the life of the LTP
 - 3.26.3 balancing future-oriented works (including climate resilience) with BAU needs
 - 3.26.4 uncertainty around central government reforms, especially impacts on Three Waters
 - 3.26.5 uncertainty around long-term economic factors (inflation, growth etc)
 - 3.26.6 successful partnerships with key stakeholders
 - 3.26.7 successful project management, including alignment of LTP components
 - 3.26.8 successful joint development process between Council and staff (July - December 2023.)
- 3.27 The LTP programme team works closely with the Risk and Assurance team. Risks have been identified at both enterprise and operational level.
- 3.28 Enterprise-level risks – as well as their potential impacts, likelihood and mitigations - will be reported regularly to ELT (as steering group) and also to Audit and Risk Management Committee (ARMC).

Conclusion

- 3.29 Despite an unusual level of complexity (driven by reforms and other uncertainties) the overall LTP programme and its constituent work streams are proceeding well and to plan.
- 3.30 Comprehensive project management, risk, oversight and related processes are in place.
- 3.31 There will be an early assessment from Audit NZ in September 2023. This is primarily a health check with no formal status, designed to assist local authorities in identifying any shortfalls in the LTP development at an early stage.
- 3.32 The joint development part of the LTP process is about to begin. This is where Council and staff work together through drafts of the various LTP components, so that the Mayor and Councillors can provide their guidance on the overall LTP and Consultation Document options by mid-December 2023.
- 3.33 This guidance will inform the build of the draft LTP for adoption on 14 February 2024, followed by formal community consultation, and final adoption 25 June 2024.

Attachments Ngā Tāpirihanga

There are no attachments for this report.

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

Document Name – Location / File Link
Not applicable

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

Authors	Boyd Kedzlie - Senior Business Analyst Peter Ryan - Head of Corporate Planning & Performance
Approved By	Peter Ryan - Head of Corporate Planning & Performance Lynn McClelland - Assistant Chief Executive Strategic Policy and Performance

12. Resolution to Exclude the Public

Section 48, Local Government Official Information and Meetings Act 1987.

I move that the public be excluded from the following parts of the proceedings of this meeting, namely items listed overleaf.

Reason for passing this resolution: good reason to withhold exists under section 7.

Specific grounds under section 48(1) for the passing of this resolution: Section 48(1)(a)

Note

Section 48(4) of the Local Government Official Information and Meetings Act 1987 provides as follows:

“(4) Every resolution to exclude the public shall be put at a time when the meeting is open to the public, and the text of that resolution (or copies thereof):

- (a) Shall be available to any member of the public who is present; and
- (b) Shall form part of the minutes of the local authority.”

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public are as follows:

ITEM NO.	GENERAL SUBJECT OF EACH MATTER TO BE CONSIDERED	SECTION	SUBCLAUSE AND REASON UNDER THE ACT	PLAIN ENGLISH REASON	WHEN REPORTS CAN BE RELEASED
13.	PUBLIC EXCLUDED FINANCE AND PERFORMANCE COMMITTEE MINUTES - 28 JUNE 2023			REFER TO THE PREVIOUS PUBLIC EXCLUDED REASON IN THE AGENDAS FOR THESE MEETINGS.	
14.	PARKS MAINTENANCE SERVICE PROVISION	S7(2)(B)(II), S7(2)(H)	PREJUDICE COMMERCIAL POSITION, COMMERCIAL ACTIVITIES	THE REPORT CONTAINS CONFIDENTIAL COSTS ANALYSIS INFORMATION. DISCLOSURE OF THIS MATERIAL WOULD SIGNIFICANTLY IMPACT COUNCIL'S COMMERCIAL POSITION.	POST DECISION. REPORT RELEASE IS SCHEDULED TO BE BY THE END OF SEPTEMBER 2023.
15.	LYTTELTON PORT COMPANY LTD (LPC) - APPOINTMENT OF DIRECTOR	S7(2)(A)	PROTECTION OF PRIVACY OF NATURAL PERSONS	TO PROTECT THE IDENTITY OF THE CANDIDATE AND HIS/HER REPUTATION.	AS SOON AS THE DECISION IS MADE BY THE COUNCIL AND THE CANDIDATE IS NOTIFIED.
16.	RE-APPOINTMENT OF DIRECTORS TO CHRISTCHURCH CITY HOLDINGS LTD, ITS SUBSIDIARIES AND TO CHRISTCHURCHNZ HOLDINGS LTD AND VENUES ŌTAUTAHU LTD.	S7(2)(A)	PROTECTION OF PRIVACY OF NATURAL PERSONS	TO PROTECT THE IDENTITY OF THE CANDIDATE AND HIS/HER REPUTATION.	AS SOON AS THE COUNCIL HAS MADE ITS DECISIONS AND THE CANDIDATES HAVE BEEN ADVISED.

Karakia Whakamutunga

Kia whakairia te tapu

Kia wātea ai te ara

Kia turuki whakataha ai

Kia turuki whakataha ai

Haumi e. Hui e. Tāiki e