
Finance and Performance Committee

AGENDA

Notice of Meeting:

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

Date: Wednesday 29 January 2025
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

23 January 2025

Principal Advisor

Bede Carran
General Manager Finance, Risk & Performance / CFO
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Meeting Advisor

David Corlett
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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 mākinakina ki uta

Kia mātaratara ki tai

E hī ake ana te atakura

He tio, he huka, he hau hū

Tihei mauri ora

1. Apologies Ngā Whakapāha

Apologies will be recorded at the meeting.

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, 18 December 2024](#) 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 hearing process.

Public Forum presentations will be recorded in the meeting minutes

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.

Deputations will be recorded in the meeting minutes.

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 18 December 2024
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
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 Sara Templeton

Principal Advisor

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

Karakia Tīmatanga

The agenda was dealt with in the following order.

Secretarial note: Mayor Mauger made a statement in support of those impacted by the recent Vanuatu earthquake. A minutes silence was held in respect of those affected.

1. Apologies Ngā Whakapāha

Part C

Committee Resolved FPCO/2024/00077

That the apologies from Councillor Scandrett for absence and Councillors McLellan and Harrison-Hunt for lateness be accepted.

Councillor MacDonald/Councillor Coker

Carried

23. Resolution to Include Supplementary Report

Committee Resolved FPCO/2024/00078

Decision

That the reports be received and considered at the Finance and Performance Committee meeting on Wednesday, 18 December 2024.

Open Items

24. Electricity Procurement 2025 to 2030

25. Parking Near Christchurch Hospital

Councillor MacDonald/Councillor Coker

Carried

2. Declarations of Interest Ngā Whakapuaki Aronga

Part B

Councillors Henstock and McLellan declared an interest in Item 12 ChristchurchNZ Holdings Ltd Draft Letters of Expectation 2025/26.

Councillor Barber declared an interest in Items 13 and 14 relating to Venues Ōtautahi.

Councillors MacDonald and Templeton declared an interest in Items 15 and 16 and public excluded Item 19 in relation to Christchurch City Holdings Ltd.

Mayor Mauger and Councillor Coker declared an interest in public excluded Item 20 in relation to Christchurch City Holdings Ltd: Appointment of Directors.

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

Part C

Committee Resolved FPCO/2024/00079

That the minutes of the Finance and Performance Committee meeting held on Wednesday, 27 November 2024 be confirmed.

Councillor MacDonald/Councillor Coker

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 Henstock left the meeting at 9.33 am and returned at 9.35 am during consideration of Item 7.

7. Key Organisational Performance Results - November 2024

Committee Resolved FPCO/2024/00080

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the information in the Key Organisational Performance Results - November 2024 Report.
2. Notes that the section 'Responses to questions from Councillors' will be included as an Appendix to the report from the next meeting.

Councillor MacDonald/Councillor Templeton

Carried

8. Financial Performance Report - November 2024

Committee Resolved FPCO/2024/00081

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the information in the Financial Performance Report - November 2024 Report.

Councillor MacDonald/Councillor Coker

Carried

Councillor Harrison-Hunt joined the meeting via audio/visual link at 9.43 am during consideration of Item 9.

9. Capital Programme Performance Report November 2024

Committee Resolved FPCO/2024/00082

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the information in the Capital Programme Performance Report November 2024.
2. Approves the addition of project 67806 – CWTP Activated Sludge Plant (Christchurch Wastewater Treatment Plant Trickling Filter Replacement) to the FY25 Watchlist.
3. Approves the removal of project 47123 – CWTP Biogas Storage Upgrade from the FY25 Watchlist.

Councillor MacDonald/Councillor Keown

Carried

Councillor Henstock left the meeting at 10.06 am and returned at 10.09 am during consideration of Item 10.

10. Draft Development Contributions Policy 2024

Committee comment

The Committee agreed to defer making a decision to consult on the Draft Development Contributions Policy so that a workshop could be held to address the questions and other options raised at the meeting regarding the Policy.

Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the information in the Draft Development Contributions Policy 2024 Report.
2. Approves the draft Development Contributions Policy 2024 (**Attachment A**) for consultation in accordance with section 82 of the Local Government Act 2002.

3. Agrees that prior to consultation commencing staff may make changes to the draft Development Contributions Policy 2024 to correct minor drafting errors.
4. Notes that the decision in this report is assessed as medium significance based on the Christchurch City Council's Significance and Engagement Policy. The level of significance was determined by consideration of the importance of the policy to the wider community who are largely unaffected (low significance) and to property developers of Christchurch district (medium significance) who are directly affected through the requirement to pay development contributions.

Committee Resolved FPCO/2024/00083

Part C

That the Finance and Performance Committee:

1. Agrees that the Draft Development Contributions Policy 2024 Report be deferred and be brought back to a subsequent meeting, after a Council workshop has been held.

Councillor MacDonald/Councillor Keown

Carried

Councillor Templeton requested that her abstention from the vote be recorded.

11. Climate Resilience Fund: Policy

Committee Resolved FPCO/2024/00084

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the information in the Climate Resilience Fund: Policy Report.
2. Notes that the decision in this report is assessed as medium significance based on the Christchurch City Council's Significance and Engagement Policy.
3. Agree the proposed strategic policy settings to consult on as part of the Annual Plan:
 - a. **Scope of the Fund:** Confirm that the Fund will be allocated exclusively to Council-approved Adaptation Plans, with an Exceptional Circumstances Provision to allow for flexibility in addressing emerging risks as approved by Council.
 - b. **Fund Reserve Period:** Confirm a 30-year reserve period to hold the fund for future climate adaptation projects, in line with intergenerational equity principles.
4. Agree the proposed operational policy settings to consult on as part of the Annual Plan, which include:
 - a. **Governance Settings**
 - b. **Financial Management Settings**
 - c. **Evaluation, Monitoring and Reporting Settings**

5. Note the dependence of the Fund's eventual allocation methodology on broader Council work programmes, specifically the ongoing development of data, adaptation planning frameworks, and asset management integration efforts.
6. Agree to consult on the proposed policy as part of the Annual Plan.

Councillor Templeton/Deputy Mayor

Carried

Councillor Barber left the meeting at 10.20 am and returned at 10.23 am during consideration of Item 25.

25. Parking Near Christchurch Hospital

Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the information in the Parking Near Christchurch Hospital Report.
2. Notes that the decision in this report has been assessed as high significance based on the Christchurch City Council's Significance and Engagement Policy.
3. Approves Option 4, maintaining the status quo along Riccarton Avenue and Hagley Avenue.
4. Notes that should staff be advised to proceed with options 1, 3, or 5, public consultation will be required.

Committee Resolved FPCO/2024/00085

Part C

That the Finance and Performance Committee:

1. Receives the information in the Parking Near Christchurch Hospital Report.
2. Notes that the decision in this report has been assessed as high significance based on the Christchurch City Council's Significance and Engagement Policy.
3. Approves a six-month trial for a time restricted clearway along the north side of Hagley Avenue from 7.30 am to 7.30 pm between St Asaph Street intersection and Riccarton Avenue intersection to allow for nighttime parking only. Prior to the trial staff will undertake pre-engagement to inform public and key stakeholders of the trial.

Councillor Keown/Councillor Fields

Carried

Councillor Coker and Deputy Mayor Cotter requested that their vote against the resolution be recorded.

24. Electricity Procurement 2025 to 2030

Committee Resolved FPCO/2024/00086

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the information in the Electricity Procurement 2025 to 2030 Report.
2. Notes that the decision in this report is assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy.
3. Notes the attached procurement plan for electricity supply which recommends using the Ministry of Business, Innovation and Employment's All of Government Electricity procurement process.
4. Appoints Meridian Energy Limited through the Ministry of Business, Innovation and Employment's All of Government Electricity Supply Panel as preferred tenderer for the supply of Time of Use, Non-Half Hour, unmetered, and distributed unmetered load (for streetlighting and traffic signals) electricity for a period of up to 60 months at or within the rates listed in PX Attachment B.
5. Delegates to the Chief Executive to conclude negotiations and enter into a contract with Meridian Energy Limited through the Ministry of Business, Innovation and Employment's All of Government Electricity Supply Panel as preferred tenderer for the supply of Time of Use, Non Half Hour, unmetered, and distributed unmetered load (for streetlighting and traffic signals) electricity for a period of up to 60 months at or within the rates listed in PX Attachment B.
6. Notes that the approximate value of the contract for the full period of 60 months, based on the current indicative energy use profile and excluding network charges and GST is \$67.9 million.
7. Agrees that the attachments to this report remain public excluded until 2 July 2025, or such a time as the contract has been awarded and only be released on review and advice from the Head of Procurement and Contracts

Mayor/Deputy Mayor

Carried

Councillor McLellan joined the meeting at 10.34 am during consideration of Item 12.

Deputy Mayor left the meeting at 10.36 am and returned at 10.42 am during consideration of Item 12.

12. ChristchurchNZ Holdings Ltd - Draft Letter of Expectations 2025/26

Committee Resolved FPCO/2024/00087

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Approves the draft Letter of Expectations for ChristchurchNZ Holdings Ltd for 2025/26;
2. Delegates authority to the Mayor, Deputy Mayor and Chair of the Finance and Performance Committee to finalise and issue the Letter of Expectations in line with resolutions passed by the Finance and Performance Committee and any minor editing required; and
3. Notes that the decision in this report is assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy.

Councillor Fields/Councillor MacDonald

Carried

Councillors Henstock and McLellan having declared an interest in Item 12 took no part in the discussion or vote.

13. Venues Ōtautahi - Quarter 1 2024/25 Performance Report

Committee Resolved FPCO/2024/00088

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives Venues Ōtautahi - Quarter 1 2024/25 Performance Report Report.

Councillor MacDonald/Councillor Coker

Carried

Councillor Barber having declared an interest in Item 13 took no part in the discussion or vote.

14. Venues Ōtautahi - Draft Letter of Expectations for 2025/26

Committee Resolved FPCO/2024/00089

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Approves the draft Letter of Expectations for Venues Ōtautahi for 2025/26;
2. Delegates authority to the Mayor, Deputy Mayor and Chair of the Finance and Performance Committee to finalise and issue the Letter of Expectations in line with resolutions passed by the Finance and Performance Committee and any minor editing required; and
3. Notes that the decision in this report is assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy.

Deputy Mayor/Mayor

Carried

Councillor Barber having declared an interest in Item 14 took no part in the discussion or vote.

17. Resolution to Exclude the Public Te whakataunga kaupare hunga tūmatanui

Committee Resolved FPCO/2024/00090

Part C

That Bryan Pearson, Chair Matt Bryan CE, and Ms Anne Urlwin, Appointments Committee Chair of Christchurch City Holdings Ltd remain after the public have been excluded for Item 20 of the public excluded agenda as they have knowledge that is relevant to that item and will assist the Council.

AND

That at 10.40 am the resolution to exclude the public set out on pages 435 to 436 of the agenda and pages 149 to 150 of the supplementary agenda be adopted.

Councillor MacDonald/Mayor

Carried

Secretarial note: The Committee came out of the public excluded part of the meeting at 11.22 am with Councillor Coker in the Chair.

Councillor Harrison-Hunt returned to the meeting via audio/visual link at 11.28 am during consideration of Item 15.

15. Christchurch City Holdings Ltd - Quarter 1 2024/25 Performance Report

Committee Resolved FPCO/2024/00091

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives Christchurch City Holdings Ltd's Quarter 1 2024/25 Performance Report.

Mayor/Councillor Coker

Carried

Councillor MacDonald having declared an interest in Item 15 sat back from the table and took no part in the discussion or vote. Councillor Templeton having declared an interest in Item 15 took no part in the discussion or vote.

16. Christchurch City Holdings Ltd - Draft Letter of Expectation for 2025/26

Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Approves the draft Letter of Expectations for 2025/26 for Christchurch City Holdings Ltd;
2. Delegates authority to the Mayor, Deputy Mayor and Deputy Chair of the Finance and Performance Committee to finalise and issue the Letter of Expectations in line with resolutions passed by the Finance and Performance Committee and any minor editing required; and
3. Notes that the decision in this report is assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy.

Committee Resolved FPCO/2024/00092

Part C

That the Finance and Performance Committee:

1. Approves the draft Letter of Expectations for 2025/26 for Christchurch City Holdings Ltd;
2. Delegates authority to the Mayor, Deputy Mayor and Deputy Chair of the Finance and Performance Committee to finalise and issue the Letter of Expectations in line with resolutions passed by the Finance and Performance Committee and any minor editing required; and
3. Notes that the decision in this report is assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy.
4. Council requests that CCHL as part of its Statement of Intent' acknowledges that it and its subsidiaries are owned either wholly or by majority by Christchurch City Council on behalf of the Community and it will conduct itself in a manner and make decisions that are consistent with public ownership being retained. Council also expects that CCHL will engage with Council before progressing any proposed significant change to it, or its subsidiaries operating models.
5. Council expects CCHL and its subsidiaries to act as a good employer fostering relationships of good faith and promoting the Object (section 3) of the Employment Relations Act 2000. This should include strong employee and union relationships, support collective bargaining, improve health and safety, and maintain its commitment to a directly employed workforce at LPC. Noting, Council is not supportive of the leasing out of our port operations or any other significant operations involving directly employed staff.

Councillor Coker/Councillor Fields

Carried

Councillor MacDonald having declared an interest in Item 15 sat back from the table and took no part in the discussion or vote. Councillor Templeton having declared an interest in Item 15 took no part in the discussion or vote.

The public were re-admitted to the meeting at 11.22 am.

Karakia Whakamutunga

Meeting concluded at 11.47 am.

CONFIRMED THIS 29TH DAY OF JANUARY

**COUNCILLOR SAM MACDONALD
CHAIRPERSON**

Unconfirmed

7. Key Organisational Performance Results - December 2024

Reference Te Tohutoro: 24/2271895

Responsible Officer(s) Te Peter Ryan, Head of Corporate Planning & Performance

Pou Matua: Peter.Ryan@ccc.govt.nz

Accountable ELT Bede Carran, General Manager Finance, Risk & Performance / Chief

Member Pouwhakarae: Financial Officer

1. Purpose and Origin of the Report Te Pūtake Pūrongo

- 1.1 To provide Council with an overview of performance towards delivering year one of our Long-term Plan 2024-34 (LTP), our 'contract with the community.'

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the information in the Key Organisational Performance Results - December 2024 Report.
2. Notes that 'Responses to questions from Councillors' is included as an attachment to the report.

3. Background/Context Te Horopaki

- 3.1 This is a regular report focused on a suite of the 'vital few' organisational performance targets and forms a key component of the Performance Framework and its reporting. As this is the half yearly report, the attachments cover all levels of service.
- 3.2 Levels of service (LOS) are now in consolidated format, which means that exceptions are put in perspective against those performance measures that are on track. This report, as well as all supporting activity reports, have been extensively reworked to achieve this.

4. Considerations Ngā Whai Whakaaro

- 4.1 The key organisational performance targets include:
 - Service Delivery (levels of service).
 - Capital Projects (both delivery and planning).
 - Value for Money (finance – activity budgets and capex).

- 4.2 This report provides December monthly performance forecasts against ELT performance priority targets for the LTP 2024-34.

Executive Leadership Team (ELT) Organisational Performance Priorities	Target	Forecast
ELT: Service Delivery		
Deliver 'Community' Levels of Service to Target	>=85%	85.4%
Deliver 'Management' Levels of Service to Target	>=85%	86.7%
ELT: Capital Projects		
Projects: % of Projects delivered to 'Delivery Complete' milestones (Whole of Life)	>=85%	83.4%
Planning % of FY26 funding programme budgets allocated (Projects Initiated) by 31 March 25	>=90%	88.0%
Planning % of FY27/FY28 funding programme budgets drawn down in CPMS by 30 June 25	>=90%	78.0%
ELT: Value for Money		
Demonstrate Value for Money by actively managing our Activity Budgets	=100%	89.7%
Delivery overall Capital Programme within approved budget	=<\$0	-\$37.4

- 4.3 Overall organisational performance priority forecasts generally show improvement.
- 4.4 **Community Level of Service delivery (85.4%)** sees an improvement of 1.5% from November. This level of service performance is forecast to achieve ELTs performance target **(85%)**.
- 4.5 **Management Level of Service delivery (86.7%)** has a small improvement of 0.3% from November. LOS performance remains forecast to achieve ELT performance target **(85%)**.
- 4.6 **Capital Project milestone delivery (83.4%)** saw a small decline of 0.8% from November. Capital Programme milestone delivery remains below the ELT target **(85%)**.
- 4.7 **Capital planning** performance forecasts each show good progress for this time of year, and likely to mee the **ELT target of 90%** as follows:
- Funding programme budgets allocated for FY2026 by 31st March 2025 are currently reported at **88%**.
 - Budget drawdowns for FY2027 and 2028 by 30th June 2025 are currently reported at **78%**.
- 4.8 **Activity budgets, actively managed to budget (89.7%)**, saw an improvement of 2.5% from November. The organisational target set by ELT is **100%** of activities are actively managed to budget.
- 4.9 **Deliver Capital Programme within approved budget (-\$37.4M)**, saw no change from November. Deliver Capital Programme within approved budget remains within the ELT target **(= / < \$0)**.

5. Service Delivery

Level of Service Delivery Community	2024/2025		B/R/A/G	2023/2024	2022/2023	2021/2022	Target
	✓	85.4%					
	▲	1.5%					
	0/4/24/164			82.2%	81.8%	77.0%	≥85%
Level of Service Delivery Management	2024/2025		B/R/A/G	2023/2024	2022/2023	2021/2022	Target
	✓	86.7%					
	▲	0.3%					
	0/4/34/248			84.8%	83.2%	84.7%	≥85%

*B = Black, no data. R = Red, will miss target. A = Amber, requires intervention. G = Green, will achieve target.

- 5.1 **Community Level of Service delivery (85.4%)** sees an improvement of 1.5% from November. LOS performance remains below the ELT performance target **(85%)**.
- 5.1.1 Through active business review forecast changes are positively impacting community measures for three activities:
- Transport;

- Flood Protection and Control Works;
- Performance, Finance and Procurement.

- 5.2 **Management LOS delivery (86.7%)** sees a small increase of 0.3% from November. LOS performance remains just above the ELT performance target **(85%)**.
- 5.3 Both forecasts are in line with the standing Audit and Risk Management Committee (ARMC) request for all LOS that did not meet target the previous year to continue to be reported as an amber exception until evidence is provided the target will or has been met. This provides for conservative forecasts at the beginning of a financial year.
- 5.4 The scatter-diagram below (also **Attachment A**) shows forecast activity LOS delivery performance (Community and Management LOS), against forecast activity budget performance (over- or under-spend).
- Activities variously report level of service delivery forecasts ranging from 51.9% to 100% achievement, while all but 4 activities are presently forecast on budget.
 - The vertical y-axis shows forecast **service delivery** (LOS) performance.
 - The horizontal x-axis shows forecast **budget** over/underspend (scaled to relative budget).
- 5.5 The updated view of **Service Delivery** is attached to this report (**Attachment B**). It is:
- a visual summary of activity overall service delivery and activity budget performance,
 - underpinned by a more granular LOS summary across the activity, before
 - listing specific exceptions detail and business commentary.



- In line with advice in the November performance reporting the service delivery view for December (half-year reporting) includes all levels of service ('greens' as well as exceptions).

Performance by Activity - December 2024

Activity	Full Year Forecast	Full Year Budget	Carry Forward	Variance after Carry Forward	Variance % after Carry Forward	Delivery Percentage
Wastewater collection, treatment and disposal	26,197,010	22,973,543	0	-3,223,467	-14.03%	82.1%
Flood Protection and Control Works	6,488,422	6,045,236	0	-443,186	-7.33%	100.0%
Water Supply	21,241,544	20,826,648	0	-414,896	-1.99%	61.3%
Christchurch City Libraries / Nga Kete Wananga o Otautahi	31,107,994	30,625,548	0	-482,446	-1.58%	100.0%
Digital	33,205,303	33,205,681	0	378	0.00%	80.0%
Civic and International Relations	930,849	930,849	0	0	0.00%	100.0%
Sustainable Economic Development	15,268,019	15,268,019	0	0	0.00%	100.0%
Otakaro Avon River Corridor (OARC)	393,482	393,482	0	0	0.00%	85.7%
Emergency Management & Community Resilience	1,438,501	1,438,502	0	1	0.00%	100.0%
Programme Management Office	-151,200	-151,200	0	0	0.00%	100.0%
City Growth and Property	3,383,571	3,383,824	0	254	0.01%	100.0%
Community Housing	-9,890,812	-9,890,066	0	746	0.01%	100.0%
Technical Services and Design	-4,126,191	-4,125,610	0	581	0.01%	33.3%
Christchurch Art Gallery / Te Puna o Waiwhetu	7,262,081	7,265,808	0	3,727	0.05%	100.0%
Akaroa Museum	503,681	504,342	0	662	0.13%	100.0%
Vertical Capital Delivery	-426,509	-425,664	0	845	0.20%	100.0%
Building Regulation	-4,704,007	-4,683,720	0	20,287	0.43%	78.6%
Governance and Decision Making	10,703,935	10,753,936	0	50,001	0.46%	100.0%
Community Development and Facilities	38,873,796	39,399,293	300,000	225,496	0.57%	83.3%
People and Capability	3,481,760	3,502,845	0	21,085	0.60%	100.0%
Asset management & Facilities	18,598,198	18,712,528	0	114,330	0.61%	71.4%
Parks and Foreshore	36,796,080	37,090,769	-116,000	410,689	1.11%	90.9%
Transport	37,974,959	38,426,897	0	451,938	1.18%	51.9%
Regulatory Compliance and Licensing	2,180,449	2,209,410	0	28,961	1.31%	76.9%
Performance, Finance, and Procurement	9,206,994	9,337,595	0	130,601	1.40%	100.0%
Stormwater Drainage	12,422,442	12,603,990	0	181,549	1.44%	80.8%
Legal Services	4,346,286	4,446,674	0	100,389	2.26%	100.0%
Strategic Planning and Resource Consents	16,799,218	17,203,270	0	404,051	2.35%	91.7%
Communications and Engagement	4,940,766	5,089,828	0	149,062	2.93%	87.5%
Risk and Assurance	2,771,112	2,861,772	0	90,660	3.17%	100.0%
Citizens and Customer Services	7,090,463	7,323,361	0	232,898	3.18%	100.0%
Recreation, Sports, Community Arts and Events	22,686,613	23,923,665	0	1237051	5.17%	92.3%
Mayoral, Councillor and Executive Support, and Treaty Relationships	3,774,906	4,013,281	0	238,375	5.94%	100.0%
Solid Waste and Resource Recovery	44,585,091	48,046,877	0	3,461,785	7.21%	86.4%
Strategic Policy and Resilience	4,344,324	4,723,172	0	378,848	8.02%	100.0%
Land and Property Information Services	-1,958,002	-1,668,002	0	289,999	17.39%	100.0%
Parks Heritage Management	962,183	1,320,166	0	357,984	27.12%	80.0%
Strategic Asset Management	773,214	1,114,085	0	340,871	30.60%	100.0%
Business Support and Continuous Improvement	-208,400	304,322	0	512,722	168.48%	80.0%

Item 7

6. Responses to questions from Councillors

- 6.1 In the lead-in to the committee meeting of 18 December 2024, Councillors asked questions about several Service Delivery (level of service) exceptions. Questions related to the following topics:
 - 6.1.1 Water Supply average consumption (12.0.7).
 - 6.1.2 Regulatory Compliance and Licencing - noise control service contract (9.0.8).
 - 6.1.3 Transport – improve roadway condition, measured by smooth travel exposure (16.0.2).
- 6.2 Staff responses are available in **Attachment C**, including an update on timing for the Asset Management Maturity Assessment (AMMA) process.

7. Capital Projects – Delivery and Planning

Capital Project Delivery	2024/2025		B/R/A/G	2023/2024	2022/2023	2021/2022	Target
	x	83.4%		Key 88%	Key 100%	Key 73.5%	
	▼	-0.8%		NonKey 86%	NonKey 84%	NonKey 84.5%	

- 7.1 **Capital project milestone delivery** performance is forecasting **83.4%**, showing a further small decline of 0.8% from November. This remains forecast below the ELT target of **85%**.
- 7.2 The capital delivery target relates to projects Council is responsible for delivering, including Council-funded and externally funded projects.

2024/2025	Forecast	Target
Planning % of FY26 funding programme budgets allocated (Projects Initiated) by 31 March 25	88.0%	≥90%
Planning % of FY27/FY28 funding programme budgets drawn down in CPMS by 30 June 25	78.0%	≥90%

- 7.3 **Capital planning** performance forecasts both show good progress for this time of year, and likely to meet the ELT target of **90%** as follows:
- Funding programme budgets allocated for FY2026 by 31st March 2025 currently at **88%**.
 - Budget drawdowns for FY2027 and 2028 by 30th June 2025 is currently at **78%**.
- 7.4 For further information and underlying project detail, refer to the Capital Programme Performance Report.

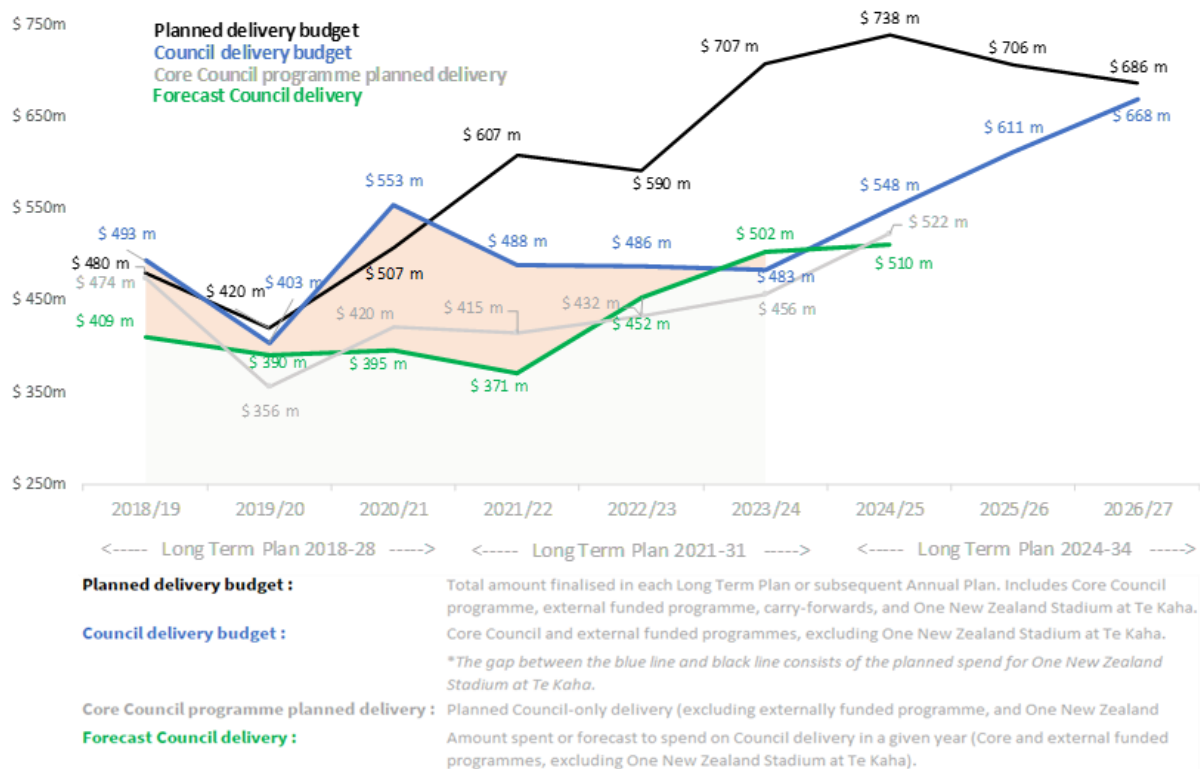
8. Value for Money

Value for Money Activities Managed to Budget	2024/2025		On Track	2023/2024	2022/2023	2021/2022	Target
	x	89.7%	35 of 39	New measure 2024/25			= 100%
	▲	2.5%					

- 8.1 **89.7%** of activities are forecast to meet budget (nett controllable cost, after carry-forwards), against the ELT target **100%**. 35 of the 39 activities are forecast on budget. This is an improvement of 2.5% (1 activity) from the November forecast.
- 8.2 For more information refer to **Attachments A & B** and to the Financial Performance Report.

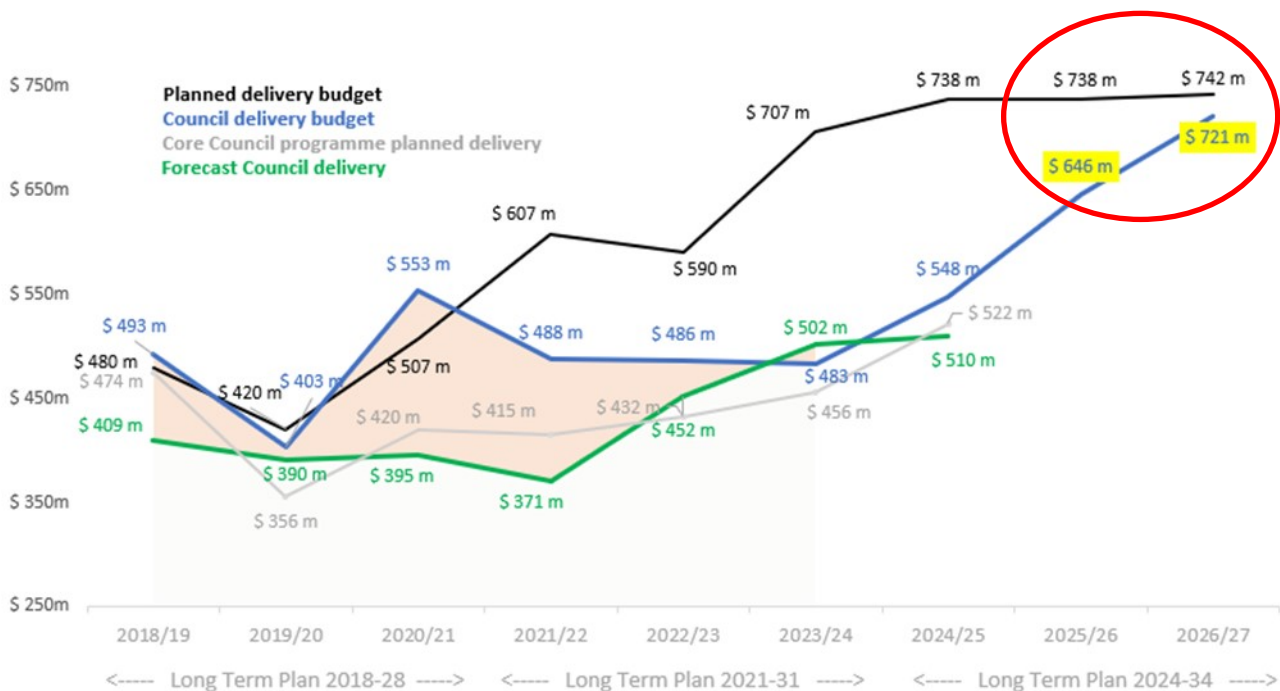
Value for Money Capital Expenditure	2024/2025		Forecast	Budget	2023/2024	2022/2023	2021/2022	Target
	✓	-\$37.4m	\$510.0m	\$547.6m	\$501.7m	\$452.1m	\$452m	≤ \$0
	=	\$0.0m						

- 8.3 Overall **capital programme budget expenditure** is forecast at **-\$37.4m**, against ELT's target of within approved budget (**≤ \$0**). This applies a consistent PMO forecast of \$510m against the current programme of \$547.7m, approx. 93.1%. The forecast includes core and externally funded work but excludes One New Zealand Stadium at Te Kaha.
- 8.4 More detailed information is available in the Capital Programme Performance Report.
- 8.5 Following is the forward view of capital delivery performance for the LTP 2024-34 (financial).



- 8.6 The forward view of capital delivery performance (financial) looks at commitments for the first three years of the LTP 2024-34, accompanied by confirmed capital delivery in preceding LTP-cycles against plan.
- 8.7 This view takes into account revised year-end budget delivery figures for 2023/24, and the adopted capital programme from the LTP 2024-34 (approved future years planned expenditure for 2024/25, 2025/26 and 2026/27).
- 8.8 The extended black line is the full planned delivery budget including One New Zealand Stadium at Te Kaha.
- 8.9 The extended blue line shows the full Council planned delivery budget (excluding One New Zealand Stadium at Te Kaha, and before any confirmed carry forwards):
- from a consistent \$488m to \$483m planned budget for the three years (2021-24);
 - to between \$548m to \$668m planned budget for the future three years (2024-27).
- 8.10 It is accepted these future planned delivery budgets for capital meet Council's expectations as being both deliverable and affordable.
- 8.11 Currently, Council capital delivery (green line) for 2024/25 (year one of the LTP 2024) is **forecast at \$510m** against the current programme **budget of \$548m** (blue line). This equates to -\$37.4m, or 93.1% forecast delivery.
- 8.12 This forecast delivery value is in line with the year-end actual value for 2023/24, \$502m.
- 8.13 The ELT performance goal for capital delivery is based on all delivery Council is accountable for (excluding One New Zealand Stadium at Te Kaha), regardless of funding source.
- 8.14 Figures align with the Financial and Capital Programme Performance reports.
- 8.15 **Deliverability of capital programme from 2025/26 onwards.** In contrast below, the same graph previously appeared in the 10 December 2024 report to Council, the graph and accompanying text showing significant increase in planned delivery budgets for 2025/26 and 2026/27.

- 8.16 The LTP process generated much debate about capital programme ‘bow wave’ in local government and the deliverability of the core (non-One New Zealand Stadium at Te Kaha) capital programme. This finalised in the LTP at a core capital programme of \$610 million for 2025/26, and \$668 million for 2026/27.
- 8.17 However, in the months since, carry-forwards (capital works not done in 2023/24) have been added (\$36 million) and a variety of capital works have been ‘brought back’ from outer years. Actions carried over from the LTP added \$4.5 million, boosting the current 2025/26 Annual Plan proposal by approximately \$40 million.
- 8.18 The graph shows the actual capital delivery trend line (in green) with delivery of capital works at year end 2024/25 forecast to be \$510 million, an historic high.
- 8.19 It also shows the currently proposed Annual Plan core capital programme budget for 2025/26 at \$646 million (in blue).
- 8.20 The assumption that delivery can lift by at least \$136 million, and potentially more depending on the level of carry forwards, over the course of a single year carries risk especially if further capital works are added via the Annual Plan.



Planned delivery budget :

Total amount finalised in each Long Term Plan or subsequent Annual Plan. Includes Core Council programme, external funded programme, carry-forwards, and Te Kaha.

Council delivery budget :

Core Council and external funded programmes, excluding Te Kaha.

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







Core Council programme planned delivery :

Planned Council-only delivery (excluding externally funded programme, and Te Kaha).

Forecast Council delivery :

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

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	Top Activities (service delivery and budget)	25/34888	27
B  	Service delivery summary (levels of service)	25/59461	29
C  	Responses to questions from Finance and Performance Committee meeting of 18 December 2024	25/72136	142

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

Document Name – Location / File Link
Not applicable

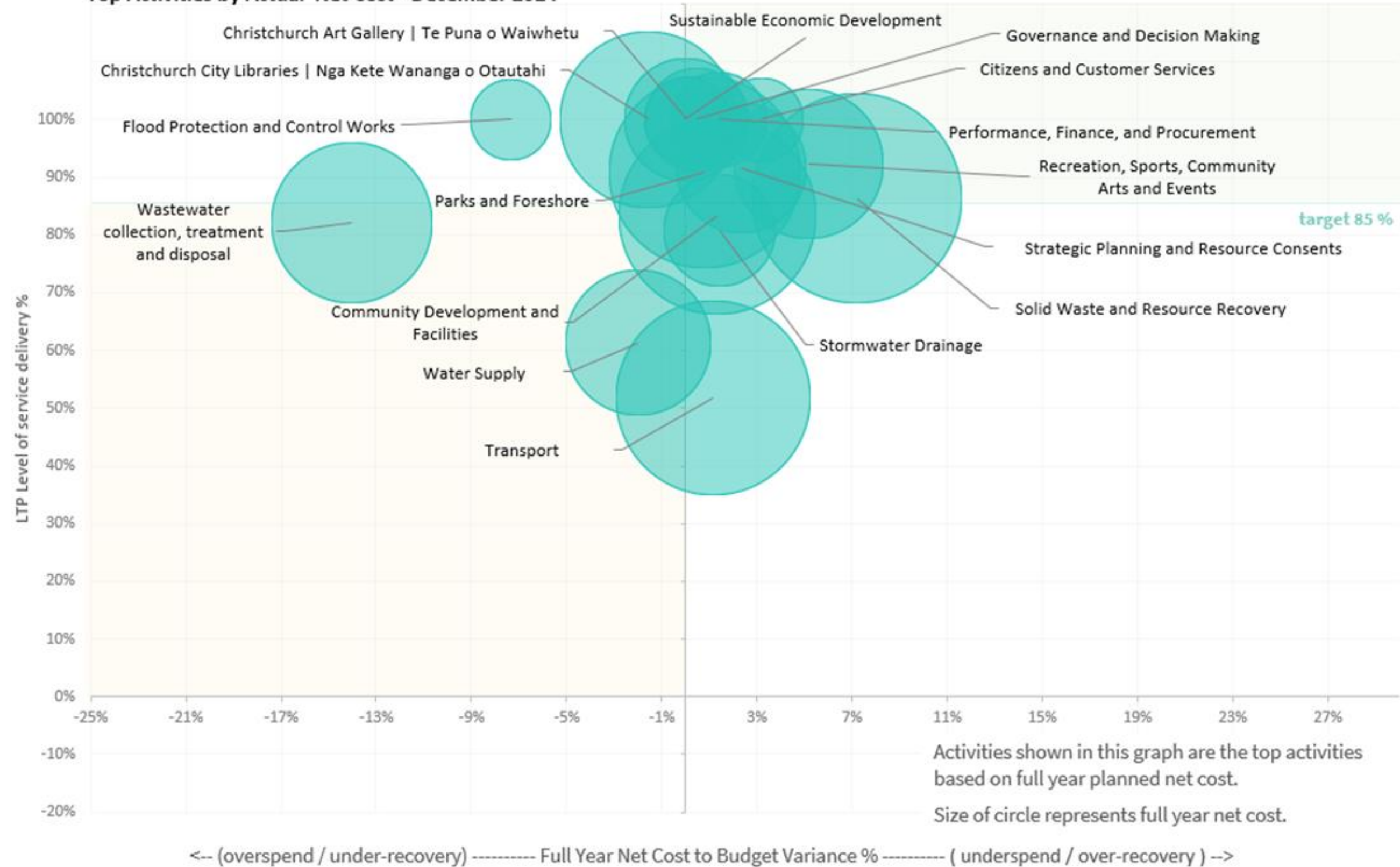
Signatories Ngā Kaiwaitohu

Authors	Amber Tait - Performance Analyst Boyd Kedzlie - Senior Corporate Planning & Performance Analyst
Approved By	Peter Ryan - Head of Corporate Planning & Performance Bede Carran - General Manager Finance, Risk & Performance / Chief Financial Officer

Appendix D - Top Ten Activities by Net Cost

Level of Service Delivery vs Net Cost % Variance by Activity

Top Activities by Actual Net Cost - December 2024



Performance by Activity

Performance by Activity - December 2024

Activity	Full Year Forecast	Full Year Budget	Carry Forward	Variance after Carry Forward	Variance % after Carry Forward	Delivery Percentage
Wastewater collection, treatment and disposal	26,197,010	22,973,543	0	-3,223,467	-14.03%	82.1%
Flood Protection and Control Works	6,488,422	6,045,236	0	-443,186	-7.33%	100.0%
Water Supply	21,241,544	20,826,648	0	-414,896	-1.99%	61.3%
Christchurch City Libraries / Nga Kete Wananga o Otautahi	31,107,994	30,625,548	0	-482,446	-1.58%	100.0%
Digital	33,205,303	33,205,681	0	378	0.00%	80.0%
Civic and International Relations	930,849	930,849	0	0	0.00%	100.0%
Sustainable Economic Development	15,268,019	15,268,019	0	0	0.00%	100.0%
Otakaro Avon River Corridor (OARC)	393,482	393,482	0	0	0.00%	85.7%
Emergency Management & Community Resilience	1,438,501	1,438,502	0	1	0.00%	100.0%
Programme Management Office	-151,200	-151,200	0	0	0.00%	100.0%
City Growth and Property	3,383,571	3,383,824	0	254	0.01%	100.0%
Community Housing	-9,890,812	-9,890,066	0	746	0.01%	100.0%
Technical Services and Design	-4,126,191	-4,125,610	0	581	0.01%	33.3%
Christchurch Art Gallery / Te Puna o Waiwhetu	7,262,081	7,265,808	0	3,727	0.05%	100.0%
Akaroa Museum	503,681	504,342	0	662	0.13%	100.0%
Vertical Capital Delivery	-426,509	-425,664	0	845	0.20%	100.0%
Building Regulation	-4,704,007	-4,683,720	0	20,287	0.43%	78.6%
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Transport	37,974,959	38,426,897	0	451,938	1.18%	51.9%
Regulatory Compliance and Licensing	2,180,449	2,209,410	0	28,961	1.31%	76.9%
Performance, Finance, and Procurement	9,206,994	9,337,595	0	130,601	1.40%	100.0%
Stormwater Drainage	12,422,442	12,603,990	0	181,549	1.44%	80.8%
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Citizens and Customer Services	7,090,463	7,323,361	0	232,898	3.18%	100.0%
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Land and Property Information Services	-1,958,002	-1,668,002	0	289,999	17.39%	100.0%
Parks Heritage Management	962,183	1,320,166	0	357,984	27.12%	80.0%
Strategic Asset Management	773,214	1,114,085	0	340,871	30.60%	100.0%
Business Support and Continuous Improvement	-208,400	304,322	0	512,722	168.48%	80.0%

Long-term Plan 2024-34

Activity: Water Supply (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget =/≤ \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$21,241,544	\$20,826,648	\$0	-\$414,896	-2%	Three Waters will exceed the operational budgets this year. This is partly due to a shortfall in funding for personnel costs, higher operating costs at the CWTP plant and maintenance contact.	We are proactively looking for opportunities to limit expenditure against OPEX budgets. This can reduce the level of overspend, but not fully resolve. Work with finance to set appropriate OPEX funding in the annual plan.

(Controllable net cost of service after carry-forwards)

Activity: Water Supply - Level of Service Details






Council operates water supplies in a reliable manner



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Number of unplanned interruptions per 1,000 properties served per year (12.0.1.2)	C	≤41		December 7.87		
LTP24: Proportion of residents satisfied with reliability of water supplies (12.0.1.13)	C	≥80%				
LTP24: Number of continuities of supply complaints per 1,000 connections served per year (DIA 4e) (12.0.1.7)	M	≤2.0				
LTP24: Number of pressure or flow complaints per 1,000 connections per year (DIA 4d) (12.0.1.8)	M	≤2		0.60 per 1000.	Will meet target.	
LTP24: Weekly average of the number of unplanned interruptions of greater than 4 hours duration each year (12.0.1.1)	M	≤1.2		December 4.96		





Council provides high quality water that residents are satisfied with





Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Proportion of residents satisfied with quality of Council water supplies (12.0.2.19)	C	>=52%			Continue with improvements being made within our water supply network, including equipment upgrades, as well as planned improvement in communications to the community.	Continue with improvements being made within our water supply network, including equipment upgrades, as well as planned improvement in communications to the community. We will also continue to work on improving response time performance internally and with our contractors.
LTP24: Total number of complaints received by Council about (DIA 4) (12.0.2.16):a) Drinking water clarityb) Drinking water tastec) Drinking water odour d) Pressure or flowe) Continuity of supplyf) Council's response to any of these water supply issuesper 1,000 connections served per year (12.0.1.16)	C	<=6.6				
LTP24: Number of water clarity complaints per 1,000 connections per year (DIA 4a) (12.0.2.13)	M	<=1.0		0.26 per 1000.	Will meet target.	
LTP24: Number of water odour complaints per 1,000 connections per year (DIA 4c) (12.0.2.14)	M	<=0.5		0.08 per 1000.	Will meet target.	
LTP24: Number of water taste complaints per 1,000 connections per year (DIA 4b) (12.0.2.15)	M	<=0.5		0.11 per 1000.	Will meet target.	

Council provides water supplies that are safe to drink and compliant with Drinking Water Standards









Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Proportion of customers connected to water supply zones with an up-to-date Taumata Arowai registered Water Safety Plan (12.0.2.1)	C	100%		100%		
LTP24: Water supplied is compliant with the DWQA Rules (Bacteria compliance) (DIA 1a) (12.0.2.9)	C	Compliant		Not meeting all standards.	In Christchurch City, apart from Main Pumps (and Tanner in the future) which are bacterially compliant via UV, we are unable to meet the bacterial requirements for treatment by chlorine that are listed in the DWQARs. Our current infrastructure does not allow for us to be able to provide the required amount of contact time.	We are working with Taumata Arowai on determining a pathway to compliance in this area (medium to long-term).
LTP24: Water supplied is compliant with the DWQA Rules (Protozoal compliance) (DIA 1b) (12.0.2.10)	C	Compliant		Overall non-compliant, but over 80 sources have demonstrated Class 1 status and are now protozoa compliant	Class 1 sampling will be completed by the end of financial year. Tanner Treatment Plant UV upgrade will not be completed by end of financial year.	Once Tanner Treatment Plant UV upgrade is completed (expected by December 2025), the compliance status for this objective will improve.
LTP24: Proportion of High Hazard commercial connections with compliant backflow prevention	M	>=100%		Unknown.	The Backflow register is not functioning as it should as yet. Data checking and auditing is being completed in consultation with the IT	Progress has been made this year. Next steps are confirmation of data and then we can confirm that measurements are correct.

device tested within the last year (12.0.2.2)					team. Once the Backflow Register is working as it should, our Water Supply Security Specialist will be able to report accurately from the register.	Current date for reporting to be accurate is 31 March 2025.
LTP24: Proportion of Medium Hazard commercial connections >38mm diameter with compliant backflow prevention device tested within the last year (12.0.2.20)	M	>=100%		Unknown.	The Backflow register is not functioning as it should as yet. Data checking and auditing is being completed in consultation with the IT team. Once the Backflow Register is working as it should, our Water Supply Security Specialist will be able to report accurately from the register.	Progress has been made this year. Next steps are confirmation of data and then we can confirm that measurements are correct. Current date for reporting to be accurate is 31 March 2025.
LTP24: Proportion of micro-biological drinking water samples collected and analysed by an IANZ accredited and Ministry of Health/Taumatā Arowai registered laboratory (12.0.2.21)	M	100%				

Council staff and contractors respond to customers feedback and quickly resolve issues



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Median time (in hours) from notification to attendance of non-urgent callouts (DIA 3c) (12.0.1.9)	C	<=72		December 10.40 hours		
LTP24: Median time (in hours) from notification to attendance of urgent call-out (DIA 3a) (12.0.1.10)	C	<=1		December 0.36 hours		
LTP24: Median time (in hours) from notification to resolution of non-urgent callouts (DIA 3d) (12.0.1.11)	C	<=96		December 17.70 hours		
LTP24: Median time (in hours) from notification to resolution of urgent callouts (DIA 3b) (12.0.1.12)	C	<=5		December 2.13 hours		
LTP24: The proportion of residents satisfied with Council responsiveness to water supply problems (12.0.1.14)	C	>=65%			Continue with improvements being made within our water supply network, including equipment upgrades, as well as planned improvement in communications to the community.	Continue with improvements being made within our water supply network, including equipment upgrades, as well as planned improvement in communications to the community. We will also continue to work on improving response time performance internally and with our contractors.
LTP24: Number of complaints regarding Council's response to complaints about drinking water taste, odour, clarity, pressure or flow, or continuity of supply per 1,000 properties connected to the Council's water supply system per year (DIA 4f) (12.0.1.15)	M	<=0.6		0.07 per 1000.	Will meet target.	

Council water supply networks and operations are sustainable



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Average consumption of drinking water in litres per resident per day (DIA 5) (12.0.7)	C	<=220		Month December result of 334 l/resident/day	Year to date result of 310.69, above the target limit	Water consumption is continuing to exceed the target has done continuously for the first six months of the year. Based on this trend, it is anticipated that the full year target will be missed, and so the rating has been changed from "Requires remedial action" to "Will Not Meet Target". Monitoring will be undertake to assess how, and if it is possible to bring back within target
LTP24: Percentage of real water loss from Council's water supply reticulated network (DIA 2) (12.0.6)	C	<=25%		This is calculated on an annual basis	Based on results from 2023-24 FY, we are improving but unlikely to meet these targets this calendar year.	The Council is improving their existing Water Loss Contract to better measure and locate water loss, as well as developing the Smart Water project.
LTP24: 10 year rolling historic ratio of renewals to depreciation (12.0.15)	M	>=70%		This is a target that can only be confirmed at the end of the year.	To provide an indication of the on-going status of this metric through the year, we have used the project managers forecast spend compared to budget as an indicator. Currently the forecast spend is 105.4% of budget, therefore this target should be met.	Nothing is proposed as the LTP and renewals budgets are already set and the LoS is being met.
LTP24: Annual average power (kWh of electricity) used to pump each cubic metre of water (12.0.4)	M	<=0.35		Month December result of 0.37	Year to date result of 0.37, exceeding the target limit	Power consumption is continuing to exceed the target has done continuously for the first six months of the year. Based on this trend, it is anticipated that the full year target will be missed, and so the rating will remain at "Will Not Meet Target". Monitoring will be undertake to assess how, and if it is possible to bring back within target
LTP24: Average Infrastructure Leakage Index (ILI) for all Council water loss zones (12.0.6.2)	M	<=3.28		This is calculated on an annual basis.	Based on results from 2023-24 FY, we are improving but unlikely to meet these targets this calendar year.	The Council is improving their existing Water Loss Contract to better measure and locate water loss, as well as developing the Smart Water project.
LTP24: Increase Water Supply Asset Management Maturity towards agreed, appropriate level (12.0.16)	M	77		Last partial maturity assessment carried out in 2023, with the 3 waters result being between 45-80.	The recent AMMA review puts 3 Waters as Core to Intermediate which gives a related score band of 45-80, but did not provide an actual score value. Until the next review is carried out, currently planned for the 2026 calendar year, the final result against the target cannot be determined	Implement Asset Management Improvement Plan. This will require prioritisation as there is limited funding available.
LTP24: Number of infringement notices for major or persistent breaches of resource consents regarding the operation of the water supply network, as reported by ECan or Council (12.0.5)	M	0				
LTP24: Peak day demand of drinking water in L per connection per day (12.0.10)	M	<=1400		Month December result of 1360	Year to date result of 1213, well under the target limit	Continue to monitor
LTP24: Peak hour demand of drinking water in L per connection per hour (12.0.11)	M	<=95		Month December result of 83	Year to date result of 72, well under the target limit	Continue to monitor

Long-term Plan 2024-34

Activity: Wastewater collection, treatment and disposal
(December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$26,197,010	\$22,973,543	\$0	-\$3,223,467	-14%	Three Waters will exceed the operational budgets this year. This is partly due to a shortfall in funding for personnel costs, higher operating costs at the CWTP plant and maintenance contact.	We are proactively looking for opportunities to limit expenditure against OPEX budgets. This can reduce the level of overspend, but not fully resolve. Work with finance to set appropriate OPEX funding in the annual plan.


(Controllable net cost of service after carry-forwards)

Activity: Wastewater collection, treatment and disposal - Level of Service Details

Council has high wastewater discharge quality complying with resource consents











Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Number of abatement notices, infringement notices, enforcement orders and convictions regarding Council resource consents related to discharges from wastewater systems per year (DIA 2) (11.1.2)	C	0				
LTP24: Number of abatement notices regarding Council resource consents related to discharges from wastewater systems per year (DIA 2a) (11.1.2.1)	M	0				
LTP24: Number of convictions regarding Council resource consents related to discharges from the wastewater systems per year (DIA 2d) (11.1.2.2)	M	0				
LTP24: Number of enforcement orders regarding Council resource consents related to discharges from wastewater systems per year (DIA 2c) (11.1.2.3)	M	0				
LTP24: Number of infringement notices regarding Council resource	M	0				

consents related to discharges from wastewater systems per year (DIA 2b) (11.1.2.4)						
LTP24: Proportion of externally reported sampling and testing completed by an IANZ accredited laboratory (11.1.4)	M	100%				

Council operates wastewater services in a reliable manner, minimising the number of complaints around wastewater issues



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Percentage of total wastewater gravity network pipework length at condition grade 5 (very poor) (11.0.1.18)	C	<=17%		5.27%	Currently 5.27% of the wastewater network is at condition grade 5. This is meeting the target of less than or equal to 17.00%.	None required. We note that projects 60385, 69465, 69553, 70580, 70633, 70853, 71128, 71129, 71281 and 72038 in programme 35 will improve the condition of poor condition pipes and further decrease the proportion of wastewater pipes at a very poor condition grade.
LTP24: Proportion of residents satisfied with the reliability and responsiveness of wastewater services (11.0.1.16)	C	>=68%				
LTP24: Total number of complaints received per 1000 connections by Council per year about (DIA 4): a) Wastewater odourb) Wastewater system faultsc) Wastewater system blockagesd) Council's response to wastewater issues (11.0.1.10)	C	<=10.7				
LTP24: Annual number of properties affected by wastewater blowbacks due to maintenance work carried out by the Council or its contractors (11.0.1.15)	M	<35				
LTP24: Number of wastewater odour complaints per 1,000 connections to the wastewater network per year (DIA 4a) (11.0.1.8)	M	<=0.6				
LTP24: Number of wastewater system blockage complaints per 1,000 connections to the wastewater network per year (DIA 4c) (11.0.1.7)	M	<=6				
LTP24: Number of wastewater system fault complaints per 1,000 connections to the wastewater network per year (DIA 4b) (11.0.1.9)	M	<=4.0				
LTP24: Percentage of wastewater mains with high or very high consequences of failure inspected	M	>=80%		59.37%	At present 137.76 kms of high consequence of failure pipe are at a point in their lifespan where inspection is required with 81.79 kms of	Procure long-term CCTV pipe inspection contract, continue pipe inspection program.

as scheduled in their lifespan (11.0.1.19)					this length inspected. This equates to 59.37% performance against the target. To meet the current years target 21.53 kms pipe requires inspection, costing \$688,852.80.	
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Council operates wastewater services in a responsive manner following notification of an issue







Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Median time (in hours) from notification to attendance of overflows resulting from network faults (DIA 3a) (11.0.1.5)	C	<=1		December 0.36 hours		
LTP24: Median time (in hours) from notification to resolution of overflows resulting from network faults (DIA 3b) (11.0.1.6)	C	<=12		December 2.32 hours		
LTP24: Median time (in hours) from notification to arrival on-site for non-urgent faults on rural wastewater networks (DIA 3a) (11.0.6.3)	M	<=120		December 0.00 hours		
LTP24: Median time (in hours) from notification to arrival on-site for non-urgent faults on urban wastewater networks (DIA 3a) (11.0.6.2)	M	<=120		December 1.0 hours		
LTP24: Median time (in hours) from notification to arrival on-site for urgent faults on rural wastewater networks (DIA 3a) (11.0.1.1)	M	<=2		December - 13 minutes	On track to meet target. July to December results within target.	Maintaining focus via contract interactions with contractor.
LTP24: Median time (in hours) from notification to arrival on-site for urgent faults on urban wastewater networks (DIA 3a) (11.0.1.2)	M	<=1		December 0.38 hours		
LTP24: Number of complaints regarding Council's response to issues with the Council wastewater system per 1,000 connections to the wastewater network per year (DIA 4d) (11.0.6.4)	M	<=0.1				

Council wastewater networks and operations are sustainable




Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: 10 year rolling historic ratio of renewals to depreciation (pipe reticulation) (11.1.10)	M	>=45%		This is a target that can only be confirmed at the end of the year.	Capital program needs to be fully delivered to meet target.	Monitor delivery program.
LTP24: Increase Wastewater Asset Management Maturity towards agreed, appropriate level (11.1.11)	M	>=77		Last partial maturity assessment carried out in 2023, with the 3 waters result being between 45-80.	The recent AMMA review puts 3 Waters as Core to Intermediate which gives a related	Implement Asset Management Improvement Plan.

					score band of 45-80. Next detailed review is planned for the 2026 calendar year.	
LTP24: Power consumption - kWh of electricity per cubic metre wastewater treated at the Christchurch wastewater treatment plant (11.1.5.1)	M	<=0.55		Month December result of 0.45	Year to date result of 0.40, well under the target limit	Following the CWTP fire in November 2021, the CWTP has been operating a temporary system which was incapable of meeting the Level of Service in FY23. The level of service has been changed for FY24, to be more relevant and meaningful for the current state.
LTP24: Power consumption - kWh of electricity per kilogram of chemical oxygen demand (COD) removed at the Christchurch wastewater treatment plant (11.1.5.2)	M	<=1.2		Month December result of 0.61	Year to date result of 0.66, well under the target limit	Following the CWTP fire in November 2021, the CWTP has been operating a temporary system which was incapable of meeting the Level of Service in FY23. The level of service has been changed for FY24, to be more relevant and meaningful for the current state.
LTP24: Proportion of biosolids diverted from landfill (beneficially reused) (11.1.3.1)	M	>=80%		Month December result of 80%	Year to date result of 97%, well over the target limit.	Following the CWTP fire in November 2021, the CWTP has been operating a temporary system which was incapable of meeting the Level of Service in FY23. The level of service has been changed for FY24, to be more relevant and meaningful for the current state.
LTP24: Proportion of electricity used at the Christchurch wastewater treatment plant that is self-generated from treatment by-products (11.1.6)	M	>=30%		Month December result of 45%	Year to date result of 41%, well over the target limit	Continue to monitor. Rating left at "Requires remedial action", as whilst it is anticipated to come in over target, the summer period is difficult to anticipate.

Public health is protected from Council wastewater services by minimising dry weather overflows

 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Number of dry weather overflows from wastewater systems per 1,000 connections per year (DIA 1) (11.0.5.2)	C	<=0.7		This is calculated on an annual basis.		

Long-term Plan 2024-34

Activity: Vertical Capital Delivery (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

						Activity manager financial comment	
Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	-\$426,509	-\$425,664	\$0	\$845	0%	Vertical Capital Delivery Activity €" Forecasting to be on budget. €€ Te Kaha Project admin €" salary savings forecast €€ Te Kaha Project admin €" staff cost recoveries savings forecast €€ Consultants budget reduced to offset shortfall above €€ Consultants (project managers working on capital projects) €" costs and recoveries forecast	Hyper vigilance

(Controllable net cost of service after carry-forwards)

Activity: Vertical Capital Delivery - Level of Service Details

Provide specialist technical advice to project sponsors, stakeholder, and day to day delivery of the citizens & community capital programme



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Delivery of the day-to-day capital programme (Capital delivery - project management) of approved milestones, due for the financial year, are achieved within the year (13.7.26.11)	M	0.85		100%	100%	non required
				Of the 37 projects in my portfolio, 9 are due to complete in this FY.	Of the 37 projects in my portfolio, 9 are due to complete in this FY.	
				Of those 9 all are them on track.	Of those 9, all of them are on track.	
LTP24: Delivery of the day-to-day capital programme (Capital delivery - project management) to approved timeframes for whole of life (13.7.26.13)	M	0.85		94.6%	Of the 37 projects in my portfolio, 2 are forecasting to finish late: 1: Parakiore Recreation and Sports Centre (formerly Metro Sport Facility) 2: Parakiore Recreation and Sports Centre Equipment (formerly Metro Sports Facility)	Update baselines, as these are beyond CCC staff control, delivered by Crown Infrastructure Delivery
LTP24: Delivery of the day-to-day capital programme (Capital delivery - project management), Capital	M	0.85		104.2%	104.2%	None Required

programme expended from the approved annual budget including carry overs (13.7.26.12)				FY Budget : \$246.2 M FY Forecast: \$256.4 M	FY Budget : \$246.2 M FY Forecast: \$256.4 M	
LTP24: Health and safety professionally managed to minimise clients to legal and statutory exposure (13.7.31)	M	100% relevant project documents and templates contain H&S item	●	VCD collates all H+S data from contractors and live building sites into a monthly management report, with oversight from Senior H+S advisor.	VCD collates all H+S data from contractors and live building sites into a monthly management report, with oversight from Senior H+S advisor.	Continue with monthly management reviews of data and statistics. Ensure all staff have valid Site Safe passport.
LTP24: Provide specialist technical advice to Project sponsors and stakeholders (13.7.29.1)	M	Provide membership to PCG/PSG as sponsors - 100% for ongoing projects at delivery and development stage	●	All projects have Sponsors actively engaged and appropriate projects have PCG and PSG governance	All projects have Sponsors actively engaged and appropriate projects have PCG and PSG governance	None required.

Long-term Plan 2024-34

Activity: Transport (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$37,974,959	\$38,426,897	\$0	\$451,938	1%	Currently tracking to be on budget for transport and under budget for resource recovery.	There will continue to be focus on expenditure to achieve LoS.







(Controllable net cost of service after carry-forwards)

Activity: Transport - Level of Service Details






Our networks and services are environmentally sustainable and increasingly resilient



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Improve customer satisfaction with public transport facilities (quality of bus stops and bus priority measures) (10.4.4)	C	$\geq 73\%$		2024/25 Resident satisfaction survey results are not finalised. Last year's result was 73%	Resident satisfaction survey results are expected in April 2025. While results are pending there is no reason to expect that the target will not be met this year as maintenance and improvement works over the last year have been implemented.	Work to improve bus stop infrastructure will continue in line with LTP programmes. Maintenance of bus stops will be continued in line with contractual obligations.
LTP24: Improve the perception (resident satisfaction) that Christchurch is a cycling friendly city (10.5.2)	C	$\geq 67\%$		2025/25 Resident satisfaction survey results are not finalised. Last year's result was 65%	Resident satisfaction survey results are expected in April 2025	Council will continue the delivery of cycle improvement projects in line with the LTP. This will also include the assessing opportunities for improvements in line with maintenance and renewals works. Council will also continue its road safety education programme, with a particular focus on the safety of school children and other vulnerable groups.
LTP24: Increase the infrastructure provision for active and public modes (10.5.42)	C	≥ 625 kilometres (total combined length)		630 kilometres	The target has been met. Cycle provision continues to increase as more sections of the MCR projects are delivered Current numbers are: 607km of cycleways; 23km of PT priority lanes.	Sections of Nor'West Arc Section 3 and South Express remain in construction, so the number is expected to increase further in the FY.
LTP24: Increase the share of non-car modes in daily trips (10.0.2)	C	$\geq 37\%$ of trips undertaken by non-car modes		The current results are not available. Last year's result was 32.5% of trips undertaken by non-car mode	This Level of Service comes from the results of the Life in Christchurch survey. This is undertaken once a year, usually towards the end of the year, with results usually being available in April/May 2025.	The results here are consistent with empirical data from cycle counters, bus passenger numbers, etc which are all increasing. Remedial actions include:

					The last result was improved from the previous year's survey by 2.3%. This increase was consistent with the reported increase in the cycle trips and bus patronage.	The completion of Shovel Ready projects to add to the MCR network, such as South Express and NorWest Arc Section 3, which are expected to be underway in financial year 2024/25. Work to the Te Kaha surrounding streets is now underway, which will support non-car arrivals to the new stadium when it opens in 2026. Working with strategic partners to ensure effective delivery of PT programmes including, improved infrastructure (shelters, stops, etc), enforcement and intersection priority.
LTP24: More people are choosing to travel by cycling (10.5.3)	C	>=12,500 average daily cyclist detections		Overall avg daily count for this financial year so far is 12,060 (6 months) The rolling 12-month average from start of Dec 2023 to end of Dec 2024 = 12,419	The KPI is based on annual average daily cyclist detections >12,500. Average Count for Dec 2024 = 13,612 (*may reduce to around 12,500-13,000 when the weekdays around the Xmas/New year are taken into account)	Council will continue the delivery of cycle improvement projects in line with the LTP. This will also include the assessing opportunities for improvements in line with maintenance and renewals works. Council will also continue its road safety education programme, with a particular focus on the safety of school children and other vulnerable groups.
LTP24: Delivery of travel planning programmes to schools, workplaces, and communities (10.7.1)	M	>=30 organisations /schools (or 8,000 participants)		71 schools signed up to Good-to-Go Schools Programme (half-way point to all schools) Worked with 7 workplaces with a total of 400 customers in all our organisational PJP engagements.	Engagements will drop considerably over January due to school & workplace shut down	
LTP24: Increase the numbers of people cycling in the central city (10.5.39)	M	>=2,000 cyclists		2024/25 data is not yet available. Last year's result was 1962 trips.	This is a one-off, annual, 2hr-count to be undertaken in March 2025.	Council will continue the delivery of cycle improvement projects in line with the LTP. This will also include the assessing opportunities for improvements in line with maintenance and renewals works. Council will also continue its road safety education programme, with a particular focus on the safety of school children and other vulnerable groups.
LTP24: Maintain the condition of off-road and separated cycleways (10.5.38)	M	>=75% condition rating 3 or better		The condition of off-road and separated cycleways has not been assessed this financial year.	The AI tool and process used for footpath condition rating will be utilised for assessing the condition of the cycleway network. There is currently >100km of off-road and separated cycleways.	Progress AI condition rating on footpaths as a high priority to adapt and adopt this technology and methodology for our full cycleway network (off-road and separated) assessment.
LTP24: More people are choosing to travel by public transport (10.4.1)	M	>=13 million trips per year		15,025,408	The rolling annual total up until the end of November 2024 is 15,025,408	
LTP24: Reduce emissions and greenhouse gases related to transport (10.0.41)	M	<=1.08 million tonnes of CO2 equivalents		1,077,874.20 (same as previous month)		

Our networks and services protect the safety of all road users

		75%				
Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Delivery of school cycle skills and training (10.7.6)	C	3,000 to 3,500 students per annum		1869 students	Delivered to 4 schools over December.	
LTP24: Limit deaths and serious injury crashes per capita for cyclists and pedestrians (10.5.1)	C	<=12 crashes per 100,000 residents		6 crashes per 100,000 residents. All measures are on CCC controlled roads, based on NZTA Crash Analysis System (CAS) report (for period 1 April 2024 to 30 September 2024)	In the 6 months from 1 April 2024 to 30 September 2024, there has been one pedestrian death, and 3 pedestrian serious injury crashes. There have been no cyclist deaths, and 8 serious injuries to cyclists. On an annualised basis, this works out at 6 DSI crashes/100,000 residents, so is comfortably meeting the target at this point. It is also the second lowest 6 month in well over a decade (behind the COVID-affected first half of 2020). These low numbers appear to have been continued in the provisional numbers to December 2024. Against a backdrop of historically high cycle usage numbers, this is extremely encouraging.	Council continues to develop and deliver intervention programmes to improve safety outcomes on the network. This includes some safety interventions at high-risk locations and schools, as well as maintenance and renewals programmes, installation of new footpaths, and completion of the Shovel Ready cycleways. Council continues its road safety education programme, with a particular focus on the safety of school children and other vulnerable groups.
LTP24: Reduce the number of death and serious injury crashes on the local road network (DIA 1) (10.0.6.1)	C	4 less than previous FY		42 DSI crashes on the network in the first 6 months (annualised to 84) There were 2 fatal crashes, and 40 serious injury crashes. All measures are on CCC controlled roads, based on NZTA Crash Analysis System (CAS) report (for period 1 April 2024 to 30 September 2024)	In the previous year, there were 116 crashes resulting in a death or serious injury: 9 fatal, and 107 serious injuries. From this, 10 people were killed, and 120 were seriously injured. Therefore the target for FY25 is 112 crashes To date, Council has seen 42 DSIs in the first 6 months of the year, which when annualised to 84, means the target is on track to be comfortably met so far. At the time of updating the last two weeks of the next period were not available, but provisional results are looking good for staying at around the same rate into the third quarter and comfortably meeting the target.	While the target is being met, there have still been a significant number of people seriously injured on the network, so the aim is to continue to reduce harm on the network. Council will continue to develop and deliver intervention programmes that will positively impact safety outcomes on the network. This includes some safety interventions at high-risk locations and around schools, as well as maintenance and renewals programmes. Council continues its road safety education programme, with a particular focus on the safety of school children and other vulnerable groups.
LTP24: Reduce the number of death and serious injury crashes on the local road network (10.0.6.2)	M	Five year rolling average <100 crashes per year		5 year average to 30 September is 102.8 crashes/yr All measures are on CCC controlled roads, based on NZTA Crash Analysis System (CAS) report (for period 1 October 2019 to 30 September 2024)	To get below 100 would require FY25 to have <83 DSI crashes, which would be significantly lower than has ever been reported in a year before. The current rate (including provisional figures to December 2024) is close to meeting this. However, it will become increasingly challenging to meet in the next few years due to the high number of incidents in FY23 & FY24.FY21: 99 DSIs FY22: 95 DSIs	Council will continue to develop and deliver intervention programmes to improve safety outcomes on the network. This includes some safety interventions at high-risk locations and schools, as well as maintenance and renewals programmes. Council continues its road safety education programme, with a particular focus on the safety of school children and other vulnerable groups.

					FY23: 108 DSIs FY24: 116 DSIs FY25: 62 DSIs (to mid-December, which equates to 87 annualised)	These remedial actions, even if successful, will take time to show in the numbers due to the 5-year rolling nature of the measure, and the high numbers of DSIs in FY23 & FY24.
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Our networks and services support access for all, provide travel choices and contribute to a prosperous, liveable, and healthy city



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Improve resident satisfaction with footpath condition (16.0.9)	C	>=42%		2024/25 Resident satisfaction survey results are not finalised. Last year's result was 36/%	Resident satisfaction survey results are expected in April 2025	Maintenance strategies will be developed from information gathered in the 2023 Life in Christchurch survey, as this survey provides qualitative and quantitative data from which to base a strategy. This will be updated when the new survey results are received.
LTP24: Improve resident satisfaction with road condition (16.0.3)	C	>=30%		2024/25 Resident satisfaction survey results are not finalised. Last year's result was 27/%	Resident satisfaction survey results are expected in April 2025	Maintenance strategies will be developed from information gathered in the 2023 Life in Christchurch survey, as this survey provides qualitative and quantitative data from which to base a strategy. This will be updated when the new survey results are received.
LTP24: Improve roadway condition, to an appropriate national standard, measured by smooth travel exposure (STE)(DIA 2) (16.0.2)	C	>=75% of the sealed local road network meets the appropriate national standard		For FY23/24 we achieved a post-Audit STE of 77%. This was achieved using data that was older than two years, an outcome not supported by Audit NZ (DIA and OAG), thus requiring remedial action to correct. The STE% assessment result for FY24/25 should be available end April 2025 once we transition to a new calculation system.	The transport model used to produce estimated traffic counts for this performance measure relies on estimations and third-party data including census information which can be several years out of date. The models inflexibility also means we can only make limited updates to these estimated traffic counts outside of the census cycle. Therefore, we are transitioning to an alternative calculation methodology that accurately captures all actual traffic counts from our traffic count contractor. The most recent NAASRA (road roughness) assessment of our sealed road network has been undertaken, and we are currently awaiting the results.	Transition to a standardised model in 2025 which is expected to improve the methodology and reliability of the measure. Review traffic count agreement and deliverables for an assured methodology that will provide the most recent actual traffic counts for immediate input into RAMM Manager to produce the most recent road section count estimates required for an accurate STE% calculation.
LTP24: Increase access within 15 minutes to key destination types by walking (to at least four of the five basic services: food shopping, education, employment, health, and open spaces) (10.5.41)	C	>=49% of residential units with a 15- minute walking access		Last year's result was 45% within 15-minute walking access of 4 or more key destinations	the model is run annually in April. This commentary is based on the model run in April 2024. The updated figures for FY24 show little overall change from FY23 (FY23: 44.7% vs FY24: 44.8%) for those households with walking access to at least 4 key services. Within 15 minutes walking time (1km), the following percentage of households have access to services [FY23 figures for comparison]: - Parks and open spaces: 99% [98%] - Education: 75% [74%] - Healthcare: 64% [63%]	The GIS map showing the number of available services within 15 minutes can be found at: https://gis.ccc.govt.nz/portal/home/item.html?id=ea3708d2119b4d2ba77d792fae4a52ef This Level of Service shows the strong connection between land use development and transport corridors. It is anticipated that the growth in residential properties in the Central City will be the most likely cause of change in the next few years. However, this Level of Service is likely to be slow to respond to interventions, as any changes (such as a new school or supermarket) will only affect a limited number of properties. Work will continue between the Transport and Planning

					- Employment hubs: 47% [46%] - Supermarkets: 35% [34%]	units to help raise awareness and help people make more informed decisions about where they live or set up businesses.
LTP24: Maintain customer satisfaction with the ease of use of Council on-street parking facilities (10.3.3)	C	>=50%	●	Results are from the Annual Residents Survey and in 2023/24 the figure was 56% so met target.		
LTP24: Maintain customer satisfaction with vehicle and personal security at Council off-street parking facilities (10.3.7)	C	>=50%	●	Results are from the Annual Residents Survey and in 2023/24 the figure was 78% so met target.		
LTP24: Maintain roadway condition to an appropriate national standard, measured by the percentage of the sealed road network that is resurfaced each year(DIA 3) (16.0.1)	C	>=4%	●	4% of the network = approx. 86km 125km has currently been programmed, however, delivery depends on pre-seal repairs, weather etc.	The sealed carriageway network has been assessed for the FY24/25 proposed resurfacing programme (asphaltic, chipseal, and rejuvenations), with a selection in excess of 125km of streets proposed under renewal assessment criteria. Through a mix of renewal approaches it is hoped that additional network length programmes to try and achieve more for the available budget. Pre-seal repairs are underway for completion prior to the beginning of the reseal works (seasonal), most having been completed FY23/24 to ensure settlement of works prior to resurfacing.	Resurfacing works for FY24/25 are progressing well, with pre-seal works well underway for the FY25/26 resurfacing programme.
LTP24: Maintain the condition of footpaths(on a scale of 1-5, 1 is excellent condition and 5 is very poor condition) (DIA 4) (16.0.8)	C	>=82% footpaths rated 1,2 or 3	●	92.72% of assessed footpath network was rated 1-3, based on a WSP Opus assessment of 40% of our total footpath network through FY23/24. Although the balance 60% footpath stock is still under condition assessment this financial year, the 40% stock assessment completed to date was accepted in the FY23/24 Annual Report as a good representation and indication of our total footpath stock.	A completed condition assessment of the footpath stock in Banks Peninsula (86.4km) has revealed 85.7% footpaths rated 1, 2, or 3. The Northern and Central Road Maintenance Contract areas are underway for video/AI assessment, with 1,440 km to be assessed. This work will continue through summer, then the Southern network will be completed.	Continue to monitor progress of footpath condition assessment and apply methodology and application to our off-road and separated cycleways once completed. The AI methodology is more accurate and granular and will provide improved information for renewals planning. Continue with condition-based assessments to develop renewals programmes for footpaths. Continue with current maintenance regimes, including rapid response crews, to ensure high risk sites are addressed quickly.
LTP24: Maintain the perception (resident satisfaction) that Christchurch is a walking friendly city (16.0.10)	C	>=85% resident satisfaction	●	2025/25 Resident satisfaction survey results are not finalised. Last year€™s result was 74%	Resident satisfaction survey results are expected in April 2025	Council will continue the delivery of walking improvement projects across the city in line with the LTP. Maintenance and renewals programmes will continue across the city. Council will also continue its road safety education programme, with a particular focus on the safety of school children and other vulnerable groups. The development of the new footpath programme is underway. Year one of the programme will focus on definition of scope/sites and development of a prioritisation methodology.

LTP24: Respond to customer service requests within appropriate timeframes(The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the timeframe specified in the Maintenance contracts) (DIA 5) (16.0.13)	C	>=80% customer service requests are completed, or inspected and programmed within timeframes	●	96% customer service tickets are completed. 135 tickets received for November relating to roads and footpaths.	There has been a steady increase in the number of tickets resolved to SLA over the last 6 months with an average of 80.2% completed to SLA requirements. There will be a continued focus over the next 6 months to ensure we maintain the LoS.	
LTP24: Maintain roadway condition, to an appropriate national standard (16.0.19)	M	Average roughness of the sealed road network measured: <=119	●	The average roughness of our sealed road network for FY23/24 was 126 and failed to meet the previous target.	The latest roughness assessment NAASRA) of our sealed roads should be available end January 2025 for comparison to the new target of <=119.	<p>To reduce average street roughness the following factors need to be considered and budgeted for as part of the Long Term Plan and Annual Plan processes:</p> <p>Assess Current Conditions: Identify the areas with the highest roughness. Conduct a detailed survey to determine specific trouble spots.</p> <p>Prioritize Repairs: Focus on the worst sections of a street first. Consider patching potholes, resurfacing, or grinding down rough spots.</p> <p>Implement Regular Maintenance: implement and monitor the available maintenance schedule. This will include periodic inspections and repairs to prevent further deterioration.</p> <p>Use Quality Materials: When resurfacing or repairing, ensure high-quality materials are used to withstand wear and tear and provide whole of life value.</p> <p>Consider Pavement Treatments: Subject to budget provision, explore options like sealcoating or using smoother asphalt mixtures, which can help reduce roughness.</p> <p>Monitor Progress: this is undertaken through annual or bi-annual roughness surveys.</p> <p>Community Feedback: Utilise feedback received through multiple resident surveys and engagement loops.</p>
LTP24: Maintain the condition of road carriageways (16.0.20)	M	<=4,900 customer service requests	●	As at 31 December 1557 tickets relating to maintenance, sweeping or repairs to road surface (including gravel roads).		
LTP24: Provide an optimised balance of Council operated parking spaces in the central city (10.3.1)	M	<=85% average occupancy	●	<p>December results are not available at this time.</p> <p>The average peak occupancy for the Lichfield Street and Art Gallery car park buildings from July until November 2024 was 75.70%</p> <p>The average peak occupancy for on street parking meters from July until November 2024 was 31.67%</p>	Should occupancy figures reach the mid to high 70% mark on a regular basis, Council may need to consider some sort of intervention as far as supply is concerned.	



				The overall peak occupancy from July until October is 51.42% and therefore meets target.		
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Long-term Plan 2024-34

Activity: Technical Services and Design (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget =/≤ \$0

						Activity manager financial comment	
Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	-\$4,126,191	-\$4,125,610	\$0	\$581	0%	A review of the Units financials has been scheduled for early Feb. 2025, when it will be determined whether staff LAB rates require adjusting to ensure the Unit is not under recovered by the ends of the current financial year. Unit position vacancies are currently being advertised.	Review Units financial position in early Feb. 2025 and adjust staff LAB rates if necessary. Continue with recruitment strategy to fill existing vacancies within the Unit. A stronger emphasis on the message "if you are sick stay home" will be pushed to staff.

(Controllable net cost of service after carry-forwards)

Activity: Technical Services and Design - Level of Service Details

Deliver professional and technical support, including land (cadastral) surveying, pre-design advice, building and infrastructure design and construction contract management



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Define and agree briefs and key performance measures with the customer within 20 working days of request being received (13.7.25.2)	M	95%		The RPS system is now operational. The system became defective in May as a consequence of the HUB migration project. As a consequence, performance data is currently unavailable. The creation of a new PowerBI dashboard to display LoS performance data is in progress and expected to be operational by the end of January 2025.	Accurate reporting on Level of Service data is expected to be achievable by the end of January 2025.	Continue to work with IT to iron out small bugs in the RPS system and work with the CODI Business Intelligence & Analytics Team to restore TSD's performance dashboard.
LTP24: Deliver information within performance measure agreed with the customer (13.7.25.3)	M	95%		The RPS system is now operational. The system became defective in May as a consequence of the HUB migration project. As a consequence, performance data is currently unavailable. The creation of a new PowerBI dashboard to display LoS performance data is in progress and expected to be operational by the end of January 2025.	Accurate reporting on Level of Service data is expected to be achievable by the end of January 2025.	Continue to work with IT to iron out small bugs in the RPS system and work with the CODI Business Intelligence & Analytics Team to restore TSD's performance dashboard.
LTP24: Infrastructure design Standards and Council standard construction specifications are reviewed (13.7.25.4)	M	At least every 2 years		Council's Construction Standard Specification (CSS) submission review process is underway and on track to be completed on time. The Infrastructure Design Standards (IDS) is scheduled for review next financial year.	Work is ongoing to further digitise and streamline the submission and view process for both the CSS and IDS.	.



				On track to meet target.		
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Long-term Plan 2024-34

Activity: Sustainable Economic Development (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget =/≤ \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$15,268,019	\$15,268,019	\$0	\$0	0%		

(Controllable net cost of service after carry-forwards)

Activity: Sustainable Economic Development - Level of Service Details

Activating Christchurch as an attractive place for residents, businesses, events and visitors




Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Area of improvement to public and private space (5.1.9.2)	C	4,000 square metres		On track	(ChristchurchNZ Quarter 1 Results, 1 July 2024-30 Sept 2024)	
LTP24: Prepare City bids to attract business events to Christchurch (5.1.8.1)	C	30 City bids prepared to attract business events to Christchurch		On track	(ChristchurchNZ Quarter 1 Results, 1 July 2024-30 Sept 2024)	
LTP24: The city is successful in its bids to attract business events to Christchurch (5.1.8.2)	M	At least 35% success rate of bids for business events		On track	(ChristchurchNZ Quarter 1 Results, 1 July 2024-30 Sept 2024)	

Christchurch businesses have access to targeted advice, support and investment and new business is attracted to Christchurch



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience, and sustainability (5.1.6.1)	C	800 engagements with businesses to provide support or advice		On track	(ChristchurchNZ Quarter 1 Results, 1 July 2024-30 Sept 2024)	
LTP24: Attraction of external investment for sustainable economic development services (5.1.5.8)	M	\$1,500,000 external investment secured		On track	(ChristchurchNZ Quarter 1 Results, 1 July 2024-30 Sept 2024)	

LTP24: Partner with mana whenua to support growth in Maori prosperity and self-determination (5.1.2.8)	M	2 initiatives delivered in partnership with mana whenua and Te Runanga o Ngai Tahu entities to grow the value of the Maori economy and deliver intergenerational prosperity		On track	(ChristchurchNZ Quarter 1 Results, 1 July 2024-30 Sept 2024)	
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Ensure Christchurch is well positioned as a Confident City that is attractive to businesses, residents, visitors, students, and potential migrants

 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Number of familiarisation, trade or policy engagements with trade agents, investors, government or media Supporting: Business, investment, visitor, talent, convention, major events, screen, Antarctic programmes or international education attraction and retention (5.1.7.3)	C	60 engagements with trade agents, investors government or media		On Track	(ChristchurchNZ Quarter 1 Results, 1 July 2024-30 Sept 2024)	
LTP24: High level of engagement on ChristchurchNZ owned digital channels and platforms (5.3.1.1)	M	4 million engagements on ChristchurchNZ owned digital channels and platforms		On track	(ChristchurchNZ Quarter 1 Results, 1 July 2024-30 Sept 2024)	
LTP24: Meeting benchmark brand tracking targets with key audiences (5.3.5.1)	M	Christchurch ranks higher than comparator cities (Auckland, Wellington & Dunedin) for resident pride and domestic traveller consideration		On track	(ChristchurchNZ Quarter 1 Results, 1 July 2024-30 Sept 2024)	

Long-term Plan 2024-34

Activity: Strategic Policy and Resilience (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$4,344,324	\$4,723,172	\$0	\$378,848	8%		

(Controllable net cost of service after carry-forwards)

Activity: Strategic Policy and Resilience - Level of Service Details

Advice to Council on high priority policy and strategic issues that affect the city



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Bylaws and regulatory policies meet emerging needs and satisfy statutory requirements (17.0.19.4)	C	Carry out bylaw reviews in accordance with ten-year bylaw review schedule and statutory requirements				
LTP24: Advice meets emerging needs and statutory requirements, and is aligned with governance expectations in the Strategic Framework (17.0.1.2)	M	Carry out policy reviews in accordance with Unit work programme and provide advice to meet emerging needs and statutory requirements				

Provision of advice, strategies and policies that relate to climate resilience



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Identify delivery pathways for implementation of the Council's Climate Resilience Strategy (17.0.23.1)	C	Annual reporting to Council on progress of organisation to deliver the Climate Resilience Strategy				
LTP24: Provide support and advice on measuring and reducing greenhouse gas emissions (17.0.23.2)	C	Report annually on Council's emissions				



LTP24: Provide policy and advice for Council on climate resilience (17.2.34)	M	Council teams receive advice enabling action on climate change				
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Long-term Plan 2024-34

Activity: Strategic Planning and Resource Consents (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget =/ < \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$16,799,218	\$17,203,270	\$0	\$404,051	2%		

(Controllable net cost of service after carry-forwards)

Activity: Strategic Planning and Resource Consents - Level of Service Details

Administer heritage grants and provide advice on resource consents and local area planning, as well as hold an annual heritage festival



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Hold an Annual Heritage Festival (1.4.4)	M	Festival is held on an annual basis				
LTP24: Provide heritage advice to support Resource Management Act statutory processes (1.4.3.1)	M	95% of advice provided within statutory timeframes				

Deliver a strategic vision for a safe, accessible, resilient transport system that shapes our city and contributes to a low carbon future



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Planning & investment supports the long-term transport and climate change targets (17.0.11.1)	M	Implementation of Ōtautahi Christchurch Transport Plan (OCTP) based on current funds		The Draft Ōtautahi Christchurch Transport Strategy was approved for consultation on 6 November with the period for feedback ending 8 December. Staff will consider the feedback and changes to the strategy before reporting back to Council.		
LTP24: Planning & investment supports the long-term transport and climate change targets (17.0.11.2)	M	Monitor LTP/capital programme for alignment with OCTP		Through ongoing liaison between the Strategic Transport team and Transport unit, alignment is achieved in the programme for transport		

Guidance on where and how the city grows through the District Plan



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Prepare plan changes to the District Plan to address issues and to implement national and regional direction, identified as a high priority by Council (9.5.1.1)	C	In accordance with statutory processes and timeframes		<p>There are various plan changes to the District Plan at different stages to address issues. Plan Change 7 (Indigenous vegetation clearance) has gone beyond the 2 year statutory period from notification and a letter has been sent to the Minister for Environment to request an extension to the timeframe.</p> <p>On Plan Change 14 (Housing and Business Choice), the Council accepted recommendations of the IHP and decided on alternative recommendations for those parts that implement policies 3 and 4 of the NPS-UD on 2 December. This was ahead of the deadline of 20 December for Council to make decisions in accordance with the Minister's direction.</p> <p>Council made a decision to withdrawal parts of Plan Change 13 (Heritage) on 11 December. The next step is to notify submissions for further submissions ahead of a hearing in the first half of 2025. A letter is to be sent to the Minister, requesting an extension of time beyond March 2025, 2 years from notification.</p> <p>Beyond this, Council led plan changes are being progressed in accordance with statutory timeframes.</p>	<p>An update on the plan change programme was presented to Council on 20 November. Further consideration is being given to the resourcing of the programme and staff will report/ brief Council on various plan changes incl.</p> <p>Industrial-Residential interface Plan Change for notification Central City Noise - update in early 2025 Earthworks, Flood Management Areas and activities near the Waimakariri Stopbank setbacks for notification Changes to national direction and the RMA are proposed by the government that are anticipated to necessitate changes to the District Plan.</p>	A request has been made to the Minister for Environment for an extension of time beyond 2 years for Plan Change 7. Council will be informed of progress.
LTP24: Process private plan change requests (9.5.4)	C	The processing of private plan changes complies with statutory processes and timeframes		Private Plan Change 11 for Fitzgerald Ave/ Harvey Terrace Council has accepted the IHP's recommendation for the Specific Purpose (Otakaro Avon River corridor) zone and in doing so, it achieves what was sought by PPC11. It is anticipated that the PPC11 will be withdrawn.		
LTP24: Develop and guide the implementation of spatial plans at a district and local area level to achieve higher order policy direction and Council's community outcomes (17.0.1.8)	M	Implementation of OCP (2024) process, plans (priority areas), projects and platform (tools and resources)		The OCPP was endorsed by Council on 20 November. Work has commenced with a Project Initiation Brief prepared, and subsequent programme planning is in progress.		
LTP24: Prepare plan changes to the District Plan to address issues and to implement national and regional direction, identified as a high priority by Council (9.5.1.6)	M	Providing Council an annual update on progress with plan changes		A report was presented to Council on 20 November on the performance of the unit, including Plan changes		


LTP24: Update Housing and Business Capacity Assessments (HCA and BCA) as required under the National Policy Statement on Urban Development and National Planning Framework (9.5.1.7)	M	Updating the HCA and BCA following Plan Change 14 decisions	●	The Council is required to prepare a capacity assessment every 3 years with the next one due 2025/26. Work will commence in 2025 to inform the capacity assessment.		
LTP24: Update Housing and Business Capacity Assessments (HCA and BCA) as required under the National Policy Statement on Urban Development and National Planning Framework (9.5.1.8)	M	Undertaking of further housing and business market research to inform 2026 HCA and BCA	●	Ongoing monitoring and research of housing trends is being undertaken. This will inform the next capacity assessment.		
LTP24: Work with sub-regional and regional partners in the development and implementation of the Greater Christchurch Joint Work Programme and in implementation of future changes to the Resource Management system (9.5.1.3)	M	Work with partners in the development and implementation of the work programme of the GCP	●	<p>Work is progressing on the Greater Christchurch Joint Work Programme. This includes establishment of a monitoring framework to implement the Greater Christchurch Spatial Plan, actions in the Joint Housing Action Plan and development of a Greater Christchurch Transport Plan.</p> <p>Council will take a lead for priority areas defined in the GCSP for the City incl. corridor protection for Mass Rapid Transit (MRT). The handover of the work to date on MRT is progressing with CCC to take the lead for work on protection of the corridor by way of a designation.</p>		

Protect the health and safety of the community by ensuring Resource Management Act activities comply with legislative requirements

<div></div> 100%						
Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: High-risk Resource Management Act consents are monitored at least once every 3 months (9.0.17)	C	100%	●	3 High risk consents currently being monitored, all within the last 3 months		
LTP24: Protect the environment and public's health by effectively monitoring the deposition of clean fill sites at least once every three months (9.0.17.1)	C	100%	●	9 inspections carried out in November	Inspections carried out in accordance with the monitoring programme.	
LTP24: Resource Management Consents are reviewed and triaged (including risk category) within 30 working days of the consent being referred for monitoring (9.0.17.2)	M	100%	●	144 consents received for monitoring	All have/will be monitored within 30 days of referral to monitoring	




Provide timely and effective resource management public advice

<div></div> 100%						
Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action

LTP24: Provide resource management public advice within legislative timeframes, or timeframes as agreed (9.2.14)	M	Advice is available Monday to Friday during business hours		Advice is available in a timely manner during business hours incl. responses to questions / enquiries from the public, media and elected members. Responses to LGOIMA requests are being managed in accordance with statutory timeframes.		
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Resource management applications are processed in a timely and legally defensible manner



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Customer satisfaction with the resource consenting process (9.2.7)	C	70%		Responses to the annual survey of customer satisfaction with the Resource consenting process indicates a level of satisfaction of 86%		
LTP24: Ensure resource consent decision-making is robust and legally defensible (9.2.6)	C	No decisions are overturned by the High Court upon judicial review		There have been no decisions subject to judicial review.		
LTP24: Resource management applications processed within statutory timeframes (9.2.1)	C	95% within statutory timeframes		92% of applications were processed within statutory timeframes in December. 94% of applications have been processed within statutory timeframes in the year to date (since 1 July). This is due to the high volume of resource consents received in recent months.		Recruitment has progressed with additional staff starting work in the Resource consents unit this month. Consultants will continue to be used for consent processing and commissioner decisions until additional capacity is available.

Urban design advice is provided to improve and promote urban design outcomes to support city making partnerships and initiatives, and resource management act processes



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Provide urban design advice to support Resource Management Act statutory processes (1.4.3.3)	C	95% of advice provided within statutory timeframes		Timely advice provided by staff to support consent processing. Pre-application advice provided where requested.	.	.
LTP24: City-making partnerships and initiatives are supported (17.0.17.4)	M	95% compliance with agreed management and administration procedures for city-making grants and partnerships		Two grant applications of approximately \$6,000 awaiting approval. Advice to customers on potential applications ongoing.	Total budget \$142,000. Amount remaining for allocation \$104,300. New grant funding platform being tested.	.
LTP24: Provide advice to improve and promote urban design outcomes (17.0.17.3)	M	95% compliance for coordination of the Christchurch Urban Design Panel with the agreed terms of reference		No meetings held in December.	Schedule for staff and panellist availability in place for the Christmas period.	None required.
LTP24: Provide advice to improve and promote urban design outcomes (17.0.20.6)	M	Support strategic and spatial planning programmes and capital projects		Team at full capacity to support projects across the organisation and provision of advice to private sector developments as required.	Schedule in place for staff leave over Christmas and into the New Year holiday period	

Work with communities and Runanga in low-lying coastal and inland communities to develop adaptation pathways that respond to the current and future impacts of coastal hazards caused by climate change

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Work with communities and runanga in low-lying coastal and inland communities to develop adaptation plans that respond to the current and future impacts of coastal hazards caused by climate change. (17.0.23.4)	C	Undertake adaptation planning in accordance with Council expectations and in alignment with central government guidance.				
LTP24: Undertake climate risk screening to provide Council and communities with the best available information to inform investment and planning decisions. (17.0.23.5)	M	Develop the Risk Explorer tool to support multi-hazard climate risk screening across the district, develop regular internal reporting and engage with communities				

Long-term Plan 2024-34

Activity: Strategic Asset Management (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$773,214	\$1,114,085	\$0	\$340,871	31%		


(Controllable net cost of service after carry-forwards)

Activity: Strategic Asset Management - Level of Service Details

Support the delivery of asset management maturity improvements across the organisation in collaboration with the infrastructure owning businesses units



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Deliver consistent Asset Management Maturity to meet an agreed appropriate maturity level for the organisation (13.12.29)	M	Agreed level of asset management maturity developed for the organisation			Several teams across the organisation currently have a higher level of maturity. The 2023 Asset Management Maturity Assessment (AMMA) Final Report dated 19 October 2023 has been shared with ELT, Heads of Service and to the Mayor and Councillors on 19 December 2023. The report states in the "Overview / Summary of Detailed Findings" that Core will be an appropriate minimum baseline maturity level to target across all units. Acknowledging that Three Waters, Transport and Digital are sitting at Core or above. The remaining units sitting at Basic being Resource Recovery, Facilities, Parks and Recreation, Sport & Events.	
LTP24: Support the increase in the quality, completeness, and accuracy of data across the organisation through monitoring and reporting (13.12.32)	M	Dashboards are developed for each business unit across the organisation to identify improvements to data quality, accuracy, and completeness			Amended Dashboards have been drafted. With the introduction of the Asset Management Governance Group (AMG) and their first meeting held on 2 August 2024, and with the recent appointment of a resource to the position of Principal Advisor, SAM Planning, planning for this can now commence, based on competing priorities, this work has been delayed by upto 3 months. It is likely that presentation of this information will be provided to relevant Heads of Service (HoS) by 31 March 2025 and thereafter on a regular basis. Update to be provided to relevant Heads of Service planned by 28 February 2025.	

LTP24: The annual Asset Management Improvement Programme is delivered (13.12.20)	M	Notable increase in asset maturity is identified during the AMMA assessment			An update is to be provided to ELT and the Finance & Performance Committee on the Asset Management Improvement Programme. Drafting of F&P Committee Report for May 2025 is underway. Agreement from the AMG that relevant Heads of Service will be engaged prior to the Report being finalised with their endorsement to proceed. Drafting of ELT Report for April 2025 is underway. Agreement from AMG members that relevant Heads of Service will be engaged prior to the Report being finalised with their endorsement to proceed. Draft report for F & P Committee is currently being circulated with relevant Heads of Service for feedback and comments - response required by COB 10 January 2025. Similar information in the May 2025 F & P Committee Report will be replicated for ELT Report due for April 2025 meeting (date TBC).	
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Long-term Plan 2024-34

Activity: Stormwater Drainage (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$12,422,442	\$12,603,990	\$0	\$181,549	1%	Three Waters will exceed the operational budgets this year. This is partly due to a shortfall in funding for personnel costs, higher operating costs at the CWTP plant and maintenance contact.	We are proactively looking for opportunities to limit expenditure against OPEX budgets. This can reduce the level of overspend, but not fully resolve. Work with finance to set appropriate OPEX funding in the annual plan.

(Controllable net cost of service after carry-forwards)

Activity: Stormwater Drainage - Level of Service Details

Council maintains waterway channels & margins to a high standard










Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Minimum length of 500m of bank naturalised per year (based on a single side of the waterway) (14.0.4.1)	M	$\geq 95\%$		Estimated at 2000 + metres. Indicated/estimated length naturalised likely to be similar to 2024 which exceeded the target of 500m by a factor of 6.	Budgets for 2025 for naturalisation are similar to 2024, and project execution progress at mid-year is also similar to that for 2024, so we would expect a similar outcome for 2025.	
LTP24: Percentage of all aquatic weed diverted from landfill (mechanical and hand harvested) (14.0.6)	M	$\geq 95\%$		95% achieved in December	Mechanical Weed Harvester operating in Heathcote River in December	
LTP24: Ratio of the length of watercourse consented to be physically improved versus physically degraded in each year (14.0.14)	M	≥ 3		Estimated ratio $> 5:1$ Indicated/estimated length improved versus degraded is likely to be similar to or slightly less than that for 2024 which exceeded the target ratio of 3 by a factor of over 10.	2025 budgets for projects supporting this target are similar to 2024 projects. In 2024, the actual ratio ($>30:1$) was over 10 times the target, so the 2025 actual is estimated to significantly exceed this year's target.	

Council manages the stormwater network in a responsible and sustainable manner





Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Number of abatement notices, infringement notices, enforcement orders and successful prosecutions regarding Council	C	0				

resource consents related to discharges from the stormwater networks per year (DIA 2) (14.0.2)						
LTP24: Resident satisfaction with Council's management of the stormwater network (14.0.3)	C	45%				
LTP24: Increase Land Drainage Asset Management Maturity towards agreed appropriate level (14.0.15.3)	M	>=77		Last partial maturity assessment carried out in 2023, with the 3 waters result being between 45-80.	The recent AMMA review puts 3 Waters as Core to Intermediate which gives a related score band of 45-80. Next detailed review is planned for the 2026 calendar year.	Implement Asset Management Improvement Plan.
LTP24: Number of abatement notices regarding Council resource consents related to discharges from the stormwater networks per year (DIA 2a) (14.0.2.1)	M	0 abatement notices				
LTP24: Number of enforcement orders regarding Council resource consents related to discharges from the stormwater networks per year (DIA 2c) (14.0.2.3)	M	0 enforcement orders				
LTP24: Number of infringement notices regarding Council resource consents related to discharges from the stormwater networks per year (DIA 2b) (14.0.2.4)	M	0 infringement notices				
LTP24: Number of successful prosecutions regarding Council resource consents related to discharges from the stormwater networks per year (DIA 2d) (14.0.2.2)	M	0 successful prosecutions				
LTP24: Stormwater Service potential - 10yr rolling historic ratio of renewals to depreciation: The ratio of asset renewals to depreciation per year (14.0.15.2)	M	43%		This is a target that can only be confirmed at the end of the year.	Capital program needs to be fully delivered to meet target.	Monitor delivery program.

Council responds to flood events, faults, and blockages promptly and effectively




 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site (DIA 3) (14.0.10)	C	<=60 mins urban<=120 mins rural		No flooding events occurred in Dec. Only 1 urgent response in Dec relating to 30/31 Dec rain event.	Total of approx 80mm of rain recorded across the city in December, with one event over 30-31 Dec recording ~40mm.	
LTP24: Percentage of emergency calls responded to within 2 hours (urban) or 6 hours (rural) (14.0.1.1)	M	>=95%		100% for December	Only 1 emergency call	

LTP24: Percentage of routine calls responded to within 5 working days (14.0.1.3)	M	>=95%		100% for December	Info provided by Citycare reported in their monthly report	
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Implement Flood Plain Management Programme works to reduce risk of flooding to property and dwellings during extreme rain events




Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Annual reduction in the modelled number of properties predicted to be at risk of habitable floor level flooding of the primary dwelling in a 2% AEP Design Rainfall Event of duration 2 hours or greater excluding flooding that arises solely from private drainage (14.1.6.1)	C	>= 0 properties per annum on a rolling three-year average		3-year rolling average at the end of 2025 is estimated at greater than 6 €" ie exceeding the target of >= 0.	The 14 properties in the Opawaho Heathcote River catchment which will benefit from the Upper Heathcote Valley Storage Dam is expected to be reported in FY25.	
LTP24: Catchment models are updated and run to represent existing development (ED) and maximum probable development (MPD) flooding; Otakaro Avon River and other models at required intervals not greater than every 5 years (14.1.6.9)	M	Huritini Halswell River, Styx River, Sumner		Sumner model results have been delivered. Halswell delivery is slightly behind schedule but expected to be complete in FY2025. Some uncertainty over Styx model delivery	All 3 models are being progressed; slightly behind original programme but Halswell and Sumner will meet the target, with Styx delivery requiring confirmation.	Identify and implement measures to expedite Styx Model delivery
LTP24: Number of surface water network monitoring sites (flow, level, or rainfall) (14.1.6.3)	M	+2 sites		Work is underway to establish two additional sites in FY25, to meet the target.	Supplier to provide further confirmation that target will be met for FY 25 and to establish realistic targets for FY26 and FY27.will	

Reduce pollution of waterbodies and waterways from contaminants stemming from urban, stormwater and/or industrial discharge









Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Annual rolling average reduction in the discharge of zinc/copper/Total Suspended Solids (TSS) to be equal or greater than that required to meet the reduction set in the Comprehensive Stormwater Network Discharge Consent (CSNDC) for 2023 and 2028, derived through contaminant load reduction modelling of the stormwater treatment facilities which have been installed (14.1.7.1)	M	Pass		Pass	We have exceeded the reduction set for TSS, Zinc and Copper in the CSNDC (2024 model): TSS Required reduction = 21% Reduction achieved = 26% Total Zinc Required reduction = 15% Reduction achieved = 16% Total Copper Required reduction = 23% Reduction achieved = 26%	We are looking into retrofitting mussel shell filters in existing Stormwater Basins to determine if we can improve reductions of heavy metals (Zinc and Copper) to get ahead of future scenarios
LTP24: Auditing of stormwater systems on industrial premises (14.1.7.4)	M	>=15 per year				

LTP24: Average annual of retrofit stormwater treatment to existing or brownfield development areas (14.1.7.5)	M	>=10Ha per year		Estimated catchment area to be retro-fitted with treatment: 70+Ha Indicated/estimated area is likely to be similar to or slightly less than that for 2024 which exceeded the target area by a factor of over 10.	2025 budgets for projects supporting this target are similar to 2024 projects. In 2024, the actual result was over 10 times the target, and accordingly the 2025 actual is estimated to significantly exceed this year's target.	
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Stormwater network is managed to minimise risk of flooding, damage, and disruption



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system) (DIA Sub-part 3, 1b) (14.0.11.1)	C	<0.1 habitable floors per 1000 properties		No flooding events occurred in December and no habitable floors flooded	Between 60-110mm of rain recorded across the city in Dec. A couple of rain events occurred late Dec but no habitable floors affected	
LTP24: Number of complaints received by a territorial authority about the performance of its stormwater system (Expressed per 1000 properties connected to the territorial authority's stormwater system) (DIA 4) (14.0.11.3)	C	< 9 complaints per 1000 properties		124 TKTs received in November 662 total TKTs YTD 33 total Complaints YTD	At the current rate forecast is 7.64 Tickets / 0.19 Complaints per 1000 properties	
LTP24: The number of flooding events that occur (DIA 1a) (14.0.11.2)	C	<2 flooding events		No flooding events occurred in December.	Report of residential floor flooding in St Albans on 26 Dec. Investigated and low lying garages (joined units) had water enter them but no risk of habitable floors being affected.	
LTP24: Percentage of stormwater mains with high or very high consequences of failure inspected as scheduled in their lifespan (14.0.11.10)	M	>= 80%		58.62%	At present 34.26 kms of high consequence of failure pipe are at a point in their lifespan where inspection is required with 20.08 kms of this length inspected. This equates to 58.62% performance against the target. To meet the current years target, 5.61 kms pipe requires inspection at an estimated cost of \$179,604.80.	Procure long-term CCTV pipe inspection contract, continue pipe inspection program.
LTP24: Percentage of total stormwater gravity network pipework length at condition grade 5 (14.0.11.4)	M	<= 7%		6.25%	Currently 6.25% of the stormwater network is at condition grade 5. This is meeting the target of less than or equal to 7.00%.	None required. We note that projects 65534 and 65536 in programme 324 will improve the condition of selected pipes and further decrease the proportion of stormwater pipes at a very poor condition grade.
LTP24: Percentage of total Stormwater waterway linings at condition Grade 5 (14.0.15.1)	M	<= 7%		The actual result can not be currently measured.	The data held about the condition and ownership of the waterway linings is old and unclear. When the data was collected in 2015/16, there was no differentiation in public vs private linings. Additionally, the information is almost 10 years old - for an asset with an estimated life of 40-50 years - so is becoming less reliable for being able to be used for assessing overall network condition.	Complete development of field data capture tool. Implement process to use available data and/or undertake new inspections.

Long-term Plan 2024-34

Activity: Solid Waste and Resource Recovery (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$44,585,091	\$48,046,877	\$0	\$3,461,785	7%	Currently tracking to be on budget for transport and under budget for resource recovery.	There will continue to be focus on expenditure to achieve LoS.




(Controllable net cost of service after carry-forwards)

Activity: Solid Waste and Resource Recovery - Level of Service Details

Collection and processing of waste, recycling, and organics either at the kerbside or through the provision of public transfer stations











Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Provide accessible drop off facilities for materials not accepted in the kerbside collection or in excess of the kerbside allocation (8.1.5.3)	C	4 public transfer stations (3 city and 1 rural); with operating hours of: City sites - 7 days a week (07:00-16:30) Rural Site - min of 3 days a week (12:00-16:00)		All Transfer Stations/EcoDrops were open in the month of December as per the requirements in the Level of Service and contract e.g. closed Christmas day and Boxing day.		
LTP24: Deliver a Household Hazardous Waste Collection Day for Banks Peninsula (8.1.5.4)	C	1 per annum		Hazardous Waste Drop Off for Banks Peninsula took place on Saturday 12 October 2024.		
LTP24: Kerbside wheellie bins emptied by Council services (8.0.2)	C	At least 99.5% collection achieved when items correctly presented for collection		Percentage of bins collected when correctly presented: 99.86 percent of Garbage bins 99.88 percent of Recycling Bins 99.91 percent of Organic Bins	Continued good results for collections when bins are correctly presented. Still working with WM around reporting of missed streets and ensuring that these are identified and collected on the correct collection day	
LTP24: Organic materials collected by Kerbside Collection and received for processing at the Organics Processing Plant (OPP) (8.2.7)	C	140kg +40%/-10% organic materials / person / year		118.9kg organic materials / person / year		
LTP24: Recyclable materials collected by Council services and received for processing at the Materials Recovery Facility (MRF) (8.0.1)	C	70kg (+40%/-10%) recyclable materials / person / year		72.65kgs per person per year.	Post COVID lockdown in April 2020 40% of all truckloads of recycling were sent to landfill due to being over 10% contamination. In December 2024, 99% of trucks were recycled and 1% of trucks were sent to landfill.	Council are continuing to address contamination issues, with bin auditing and bin removals. The Resource Recovery Team continue to work with marketing and communications, with an ongoing focus on providing information on alternatives to disposal, such as recycling schemes for items

						not taken in the yellow bin system. Planning for the annual open day at the EcoSort, in March 2025, is underway.
LTP24: Resident satisfaction with kerbside collection service (8.0.3)	C	At least 82%		Awaiting the resident satisfaction survey results - however continuing to work with WM & Admin Teams	Continuing to work with WM around processes. Fortnightly collaboration sessions have been set up to start mid January to review all processes to ensure that tickets are processed in a timely manner. Our admin team has been doing a great job on keeping on top of new tickets and following up where needed to ensure tickets and general queries are actioned quickly.	Continuing to work with WM around processes. Fortnightly collaboration sessions have been set up to start mid January to review all processes to ensure that tickets are processed in a timely manner. Our admin team has been doing a great job on keeping on top of new tickets and following up where needed to ensure tickets and general queries are actioned quickly.
LTP24: Total organic material collected at Council facilities and diverted for composting (8.2.1)	C	> 200kg + 30% / - 10% / person / year		183.19kg organics composted / person / year		
LTP24: Total residual waste collected by Council services (8.1.2)	C	<=110kg/ person/ year		106.79kg/person/year		

Effective and compliant management of current and closed landfill (including transportation) and landfill gas capture and reticulation.









Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Consent compliance for: Council transfer stations and recycling centres, Material Recovery Facility, operation of Council's Organics Processing Plan, closed Council landfills, operations at Burwood Resource Recovery Park (BRRP) (8.1.9)	C	No major or persistent breaches of consents		No major or persistent breaches of consents reported.	Horsehoe Lake - work progressing with ECan on sampling regime Allandale - scope being developed for assessment of environmental effects report Bexley - optioneering paper received in October 2024 and workshopped in November 2024 - now under review Barrys Bay Transfer Station - met with ECan on site in December 2024 to discuss updating site drawings and operational plan response due back by 31 March 2025	Nil
LTP24: Maximise beneficial use of landfill gas collected from Burwood landfill: Landfill gas to be available to facilities that utilise the gas (8.1.7)	C	At least 95% of the time				
LTP24: Consent compliance for closed Council landfills (8.1.6)	M	No major or persistent breaches of consents				
LTP24: Consent compliance for Council transfer stations and recycling centres (8.1.5)	M	No major or persistent breaches of consents		Barrys Bay Transfer Station has received an abatement notice from Ecan. Council is working with Ecan to seek clarify and resolve the situation. We have until February to complete correction actions.		
LTP24: Consent compliance for Materials Recovery Facility (MRF) (8.0.5)	M	No major or persistent breaches of consents		No major or persistent breaches of consents.	N/A	N/A

LTP24: Consent compliance for operation of Council's Organics Processing Plant (8.2.5)	M	No major or persistent breaches of consents		No major or persistent breaches of consents	External environmental consultants Pattle Delamore Partners continuing proactive odour monitoring and monthly reports. Report for 1st November to 20th December reviewed and requested to be finalised, and once this has been completed the report will be made public. The report included six odour scouting dates and no offensive or objectionable compost odour was detected in the residential area on any of the odour scouting dates.	
LTP24: Consent compliance for operations at Burwood Resource Recovery Park (BRRP) (8.1.8)	M	No major or persistent breaches of consents				
LTP24: Quality of compost produced by Council's Organics Processing Plant (8.2.6)	M	Compost meets New Zealand Compost Standard 4454:2005		Compost meets New Zealand Compost Standard 4454:2005	Current use (landfill capping material at Kate Valley Landfill) for the majority of the compost produced does not require New Zealand Compost Standard 4454:2005 compliance due to different guidelines for application of biosolids to land.	

Engaging with community and industry to encourage positive waste disposal behaviour

 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Maintain awareness of putting the right items in the right bin (8.0.8)	C	Minimum of 4 campaigns per year		This month, we participated in the 23AFFIRM event held in the Aranui Family Festival hosting a stall focused on waste minimisation and education on proper bin usage. Throughout the event, we engaged with 320 individuals. Discussions covered a wide range of topics, including: Clarification about the correct disposal of specific items Questions around the national standardisation. Clarification on alternative options for items that can't be disposed of in the kerbside bins. The event provided an excellent platform to raise awareness, answer questions, being visible and accessible to members of the public, I feel they valued the face-to-face interaction with Council.	This month, saw the continuation of the Eco Drop campaign to promote our resource recovery centres. The campaign highlights the wide range of household items we accept, such as couches, chairs and hazardous waste like gas bottles.	n/a
LTP24: Engage with Central government, Industry and Sector interest groups on policy and strategy to reduce waste to landfill (8.0.6)	M	12 interactions per annum		28 of 12	4/12/24 WasteMINZ Board Meeting 5/12/24 Visy presentation on Glass 11/12/24 TAO forum 12/12/24 MfE feedback forum	Nil
LTP24: Proportion of incoming organic material that is contaminated (8.2.4)	M	Less than 2.0% (by weight) contamination of incoming organic material		0.08% (by weight) contamination of incoming organic material		

LTP24: Proportion of incoming recyclable materials that are contaminated (8.0.4)	M	<=10% (by weight) contamination of incoming recyclable materials		In December 2024, 3.60% (by weight) contamination of incoming recyclable materials.	Post COVID lockdown April 2020 40% of all truckloads of recycling were sent to landfill due to being over 10% contamination. In December 2024, 1% of truckloads were sent to landfill, and 99% were recycled.	Council are continuing to address contamination, with recycling bin auditing and bin removals where applicable.
LTP24: Use of App (8.0.9)	M	35,000 Active users of the App		39,887 Active users of the App in December 2024	December saw the highest numbers in active users in this financial year. This is likely to be driven by residents engaging with the app (via messages and push notifications) regarding bin collection dates.	
LTP24: Use of waste web page (8.0.7)	M	Minimum of 450,000 web page hits per year		1,086,689 web page hits YTD	There were 115,949 web page hits in December. Web page views were up by 9% when compared to December 2023 and are well ahead of the target. A large portion of the views were to the collections page, indicating that the majority of visits were residents checking bin collection dates for the holiday period.	

Long-term Plan 2024-34

Activity: Risk and Assurance (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$2,771,112	\$2,861,772	\$0	\$90,660	3%		

(Controllable net cost of service after carry-forwards)

Activity: Risk and Assurance - Level of Service Details

An effective, independent, and objective risk and audit service, critical to achieving business objectives and maintaining stakeholder trust



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Ensure Council has a documented, functional, and effective risk and audit management system (13.6.10.3)	M	Develop documented risk and audit management system aligned with GERMAF, ISO31000 and ISO19011		<p>ELT Strategic Risk Workshop was conducted - strategic risk descriptions confirmed, risk owners agreed, next steps communicated and most follow up risk owner and strategic risk workshops have been booked.</p> <p>Quarterly update provided to the ARMC, including reporting of a significant regulatory auditing package around HSNO / chemical storage and handling.</p> <p>Head of Risk & Assurance and the Internal Audit Manager met independently with the Chair of ARMC.</p>		

Meet obligations under Health and Safety legislation to keep our workers and those who use our services and facilities, safe and well



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Ensure Council has a documented, functional, and effective safety management system (13.0.9)	M	Develop a documented safety management system aligned with ISO45001		<p>Effective HSWC meeting which saw positive feedback around reporting format/information changes. Initiated new process of GM presenting.</p> <p>Focus on governance level responsibilities and reporting, sought legal advice (pending)</p>		

			delivery early 2025). Developing advice around how these responsibilities are manged through the organisation. Software project remains primary system improvement effort this month however project planning for ISO45001 regime will begin January.		
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Long-term Plan 2024-34

Activity: Regulatory Compliance and Licensing (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$2,180,449	\$2,209,410	\$0	\$28,961	1%	LIMS revenue is projected to exceed budget by \$190k by year-end due to increased activity in the property market. Microfilming and archiving costs are forecasted to be \$100k under budget by year-end. This is due to a reduction in "back-scanning," service initially for this part of the year due to contractor resourcing changes. The Noise Control Service contract with Armourguard expired on September 30, 2024. To address the gap during the tender process, an addendum to the Allied contract has been added, increasing costs for the next nine months. This cost can also be covered by existing budget.	LIM & Property: Continue to monitor market activity and adjust forecasts based on the latest trends and developments

(Controllable net cost of service after carry-forwards)

Activity: Regulatory Compliance and Licensing - Level of Service Details

All other premises holding a Health Licence are safe and healthy for the public (excluding food premises)






Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Health Licenses, e.g., Hairdressers, Funeral Directors and Camping Grounds inspected annually (9.0.23)	M	50%		YTD 29% of inspections required have been carried out (51).		

Animal Management Services prioritise activities that promote and protect community safety





Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Incidences where there is an immediate public safety risk (aggressive dog behaviour and	C	98%		97% of incidences reported (291/300) that meet the risk to public category were		

wandering stock) are responded to within 15 minutes of being reported to Council (9.0.1)				responded to within 15 minutes of being reported to Council.		
LTP24: Nuisance complaints are responded to within 24 hours of being reported to Council (9.0.31)	C	98%		YTD 100% of complaints (3,325) responded to within the required timeframe.		
LTP24: Properties keeping dogs classified as dangerous are checked for compliance within 1 month of the classification (9.0.14.1)	M	100%		There were 4 dogs classified as dangerous within the last 30 days, 3 properties have been inspected for compliance. One property is still to be inspected as compliance date is not yet due.		
LTP24: Properties with dogs classified as menacing are checked for compliance within 60 days of classification (9.0.14.2)	M	100%		No dogs were classified as menacing this month, therefore no compliance visits were necessary. Seventeen dogs have been classified as menacing YTD.		



Food premises are safe and healthy for the public




Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Food premises issued with corrective actions are visited within 5 working days of the time specified for compliance (9.0.19)	C	95%		YTD 100% (11/11) corrective action checks have been completed within 5 days.		
LTP24: Scheduled Food Control Plan verification visits are conducted (9.0.5)	C	98%		YTD 40% of verifications have been completed (741)	Two of the trained staff in this team resigned this month, recruitment has now commenced to fill these vacancies. All of the remaining Environmental Health Officers are fully trained and able to conduct verification visits. However, given recent resignations achievement of this KPI is still at risk.	We have engaged a third party contractor to support undertaking verification visits who will commence in mid January and we have approval to recruit an additional staff member in the next financial year.

Protect community safety through the timely and effective response to complaints about public safety




Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: All investigations into reports of incidents covered by the Resource Management Act that meet serious risk to public safety criteria are initiated within 24 hours, 7 days a week (9.0.3.2)	C	100%		YTD 100% (1) complaint was investigated in the required timeframe.		
LTP24: All investigations of dangerous building reports are initiated, and identified hazards secured, within 24 hours, 7 days a week (9.0.3.1)	C	100%		YTD 93.5% - 29 of the 31 received were responded too within the required timeframe. Of the 31 (5) met the threshold of Dangerous.	YTD 2 complaints were received over a weekend, the afterhours process was not followed, resulting in the Team Leader not being advised.	The team will continue to respond to all Dangerous Building calls received within 24 hours, and engagement with all parties involved in the process will continue. As this is a 100% target, there is no way to rectify this result.

LTP24: Compliance investigations are initiated within 3 working days of being reported to Council (9.0.28.2)	M	95%		100% of complaints received (788) have been initiated within 3 working days.		
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Protect community safety through the timely and effective response to notifications of public health incidences

 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Investigations into matters that pose a serious risk to public health are received, assessed and if appropriate started within 24 hours (i.e., asbestos, P-labs, contaminated land, hazardous substances) (9.0.21)	C	100%		YTD 100% of investigations (7) that were assessed as a serious risk to public health were actioned within 24 hours.		


Protect the health and safety of the community by Licensing and monitoring high risk alcohol premises

 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Very High/High risk alcohol premises are visited at least once a year (9.0.4)	C	100%		YTD 85% of the 120 premises requiring inspection, have been inspected.		

The community is not subjected to inappropriate noise levels

 0%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Complaints in relation to excessive noise are responded to within one hour (9.0.8)	C	90%		YTD 96.3% of the (4943) calls received were attended to within the one hour level of service.		

Long-term Plan 2024-34

Activity: Recreation, Sports, Community Arts and Events
(December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$22,686,613	\$23,923,665	\$0	\$1,237,051	5%		

(Controllable net cost of service after carry-forwards)

Activity: Recreation, Sports, Community Arts and Events - Level of Service Details

Produce and deliver engaging programme of community events and support community-based organisations to do the same, including the arts.






Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Customer satisfaction with the content and delivery across delivered events (2.8.5.2)	C	At least 80%		88% satisfaction achieved in 2023/24. Will monitor through the residents survey.		
LTP24: Customer satisfaction with the quality of Council event support (2.8.6.2)	C	At least 80%		86% delivered in 2023/24. Will monitor through until the completion of the residents survey.		
LTP24: Produce and deliver engaging programme of community events annually (2.8.5.1)	C	A minimum of 9 events delivered annually of which three are marquee events. (Outdoor events subject to weather)		Winter Fireworks, Tirama Mia, Go Live Festival have been delivered. The Kids NYE Countdown and New Years Eve event were cancelled due to wet weather and flooding in Hagley Park. Summer Theatre, Kite Day, Sparks, Summer Sundays, outdoor movies are planned to be delivered.		
LTP24: Support community-based organisations to develop, promote and deliver community events and arts in Christchurch (2.8.6.1)	C	15,000 hours of staff support per annum		7759 hours of staff support delivered YTD.		

Provide citizens access to a range of fit-for-purpose network of recreation and sporting facilities









Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
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LTP24: Customer satisfaction with the range and quality of facilities (7.0.7)	C	At least 80%		Achieved 92% in 2023/24. Will monitor through Net Promoter Scores until the next residents survey.		
LTP24: Recreation & Sport facilities are available for use (7.0.1.1)	C	39 facilities are available for use		39 facilities are available for use. 6 Recreation and Sport Centres 8 outdoor pools 8 paddling pools 5 camping grounds 12 specialist recreation facilities		
LTP24: Provide facilities that have current Pool Safe accreditation including national standards for water quality (7.0.6.1)	M	Maintain Pool Safe accreditation for all eligible pools		Pool safe accreditation achieved for all eligible pools		

Provide well utilised facility based recreational and sporting programmes and activities, and the support needed to develop and deliver recreation and sport in Christchurch



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Customer satisfaction with the quality of Council recreation and sport support (7.0.3.2)	C	At least 80%		93% achieved in 2023/24. Will monitor satisfaction rates through until the completion of the resident's survey.		
LTP24: Facility based recreational and sporting programmes and activities are well utilised: the number of participants using multipurpose recreation and sport centres, outdoor pools and stadia (7.0.2.2)	C	At least 5.6 million		Current participations are 2,659,691		
LTP24: Support citizen and partner organisations to develop, promote and deliver recreation and sport in Christchurch (7.0.3.1)	C	4,000 hours of staff support provided per annum		2,302 hours of staff support provided YTD		
LTP24: Achieve a cost-efficient level of service for recreation and sport facilities per resident (7.0.9.2)	M	Less than \$24.65 per resident		Reporting with total costs cannot be completed until the end of the financial year.	An estimated annualised result as at November is \$27.21. The team will continue to monitor costs of delivery to be efficient and reach the target ratio of \$24.65	
LTP24: Achieve a cost-efficient level of service for recreation and sport facilities per visitor (7.0.9.1)	M	Less than \$2.40 per visitor		The latest information has the cost per visitor at \$2.20		
LTP24: High uptake of Swim Safe lessons (7.0.2.1)	M	At least 130,000 Swim Safe lessons delivered		Current participations are 76,020		

Long-term Plan 2024-34

Activity: Programme Management Office (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	-\$151,200	-\$151,200	\$0	\$0	0%		

(Controllable net cost of service after carry-forwards)

Activity: Programme Management Office - Level of Service Details

Provide an effective and efficient Programme Management Office that meets the needs of the Council



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Capital Programme monitoring and reporting including managing the change process within the agreed delegation's framework and report as required (13.13.13.1)	M	Live dashboards on CPMS datasets support monthly reporting on agreed business targets to Executive Leadership Team and Finance and Performance Committee				
LTP24: Develop and maintain planning tools to support the development of the capital programme (13.13.11)	M	Capital Programme developed in response strategic priorities (including climate adaptation and resilience) and supported by detailed schedules and readily understandable data representation				
LTP24: Develop and maintain project delivery frameworks; build capability in project management and governance, and promote visibility and target setting on embedded Carbon in the Capital Programme (13.13.13.2)	M	Resource Library maintained and reviewed periodically, project management induction sessions completed when required, facilitate a minimum of 3 Programme Management Office forums held yearly,				

		development and promotion of Carbon measurement and reduction in infrastructure planning and development				
LTP24: Provide an effective and efficient Programme Management Office that meets the needs of the council (13.13.17)	M	>=75%	●			
LTP24: Support the business through management of risk, constructive reviews, and health checks during the project lifecycle to improve the delivery and value (13.13.15)	M	Regular Project and Programme reviews to support PMs, including risk, milestone, budget and stage gate reviews, project initiation, change management and programme validations	●			

Long-term Plan 2024-34

Activity: Performance, Finance, and Procurement (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$9,206,994	\$9,337,595	\$0	\$130,601	1%	Costs continue to be managed within envelope with favourable variances against budget.	

(Controllable net cost of service after carry-forwards)

Activity: Performance, Finance, and Procurement - Level of Service Details

Ensure Christchurch City Council has high quality plans and plan monitoring in place (Long Term Plan, Annual Plan, operational plans)



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Community outcomes monitoring and reporting programmes are maintained (13.1.24.1)	C	85% of community outcomes monitoring indicators are up-to-date and reported publicly				
LTP24: Conduct Resident Surveys, analyse and provide results to Council and staff (13.1.3)	C	Maintain two surveys per year, by the end of May			Point of Contact and Resident Surveys are in flight using support from UC students.	All surveys are on track.
LTP24: Deliver Organisational Performance Reporting and Analysis (13.1.26)	C	At least 95% of governance, corporate, group and unit performance reports and analyses, based on organisational performance targets, delivered to agreed deadlines			The success of this goal will depend upon ELT support for the recommendations of a staff report to be presented in early 2025.	This report adjusts and standardises monthly deadlines which are currently both volatile and difficult to meet while maintaining accuracy and high-quality comments/remedial actions. These come from across the organisation and as a consequence require human quality assurance before being presented to governance and the community.
LTP24: Implement agreed programme of Service Delivery Reviews (LGA s17A) (13.1.27)	C	Programme delivery to Council to agreed timelines			ELT has directed that these reviews be held in abeyance until there is greater clarity around the (extensive) reforms to local government being considered by central government.	This will enable Council to utilise S17A reviews as part of the response.
LTP24: Implement and evolve CCC performance framework (13.1.2.2)	C	Performance Framework in place			The Performance Framework is fully operational.	There is a clear need for Group and Unit management teams to set discussion of their monthly performance results as standing agenda items, to use their management meetings to discuss and execute remedial

						actions, and to minute actions going forward.
						This is not occurring consistently across the organisation.
LTP24: Implement the Long-Term Plan and Annual Plan programme plan (13.1.1)	C	Critical path milestone due dates in programme plans are met	●	Staff supported a wide range of information sessions with councillors between September and 13 December 2024. The latter workshop was aimed at obtaining clear direction on the content of the draft Annual Plan.	On 13 December Council considered each major financial lever as well as a wide range of projects and provided clear direction on each. There is now sufficient guidance to prepare the draft AP for adoption in February.	
LTP24: City monitoring datasets are maintained (13.1.24.2)	M	85% of city monitoring datasets are up to date	●			
LTP24: Household and business growth models are maintained (13.1.24.3)	M	Household and business growth models are kept up to date and are reviewed at least annually	●			
LTP24: Monitoring and research projects (surveys, analysis, and reports) prepared as required (13.1.24.4)	M	Projects deliver to agreed timelines	●			

Ensure Council complies with its statutory financial obligations, effectively manages all financial transactions and tax compliance, delivers organisational financial reporting and forecasting material and forecasting, monitors investment in Council controlled organisations and reduces risk by securing appropriate insurance cover

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Business Performance Reporting (13.1.5.1)	M	Monthly business unit and group financial reports prepared for integration with performance reports within agreed timeframes	●			
LTP24: Business Performance Reporting (13.1.5.3)	M	Continually review adequacy of self - service reports for business use	●			
LTP24: Council and Group financial and treasury reporting (13.1.6)	M	Provide Council and Group financial and treasury reporting within statutory or otherwise agreed timeframes	●			
LTP24: Facilitate group and unit planning and budgeting (13.1.4.2)	M	Plans and budgets prepared within corporate timeframes - 100% of deadlines met within agreed timeframe	●			

LTP24: Financial management (13.1.7.4)	M	Review financial and treasury strategies and policies within statutory or otherwise agreed timeframes Ensure compliance with prudential ratios	●			
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Ensure Council procurement is conducted in an open, transparent, fair, and accountable way consistent with the principles of the Council procurement policy and the office of the Auditor General: Procurement guidance for public entities

	100%					
Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Procurement and Contract Management Compliance Monitoring and Reporting (13.1.23.1)	M	Report to Audit and Risk Management Committee monitoring compliance on time: 100%	●	Report to Audit and Risk Management Committee monitoring compliance on time: 100%	Report presented at ARMC meeting 06/12/24.	N/A
LTP24: Procurement and Contract Management is managed as a shared service delivery - Conformance (13.1.22.1)	M	95% of all procurement activity more than \$100k (Excl. GST) put to market through RFP/T	●	8 new contracts over \$100k all put to market (100% vs 100%).	To-date figures all OK.	N/A
LTP24: Procurement and Contract Management is managed as a shared service delivery - Conformance (13.1.22.3)	M	100% of Procurement & Contract recommended Departures have valid procurement plans/strategies and risk assessment	●	100% of Procurement & Contract recommended Departures have valid procurement plans/strategies and risk assessment.	5 departures approved.	N/A
LTP24: Procurement and Contract Management is managed as a shared service delivery - Performance (13.1.21.1)	M	Return on Investment (ROI) = total Cost Reduction/Avoidance	●	Capex Cost Avoidance: \$13.21m (27.77% vs 10%) Capex Cost Reduction: \$13.09m (27.51% vs 5%) Opex Cost Avoidance: \$789k (18.46% vs 5%) Opex Cost Reduction: \$770k (18.02% vs 2%)	On track to meet targets overall.	N/A
LTP24: Procurement and Contract Management is managed as a shared service delivery - Performance (13.1.21.2)	M	Sustainable return through procurement activity - 90% of sourcing activity and contract management activity to achieve sustainable outcomes annually	●	Sustainable Benefits 62 (98% vs 90%)	Net value to-date is tracking on target.	N/A

Long-term Plan 2024-34

Activity: People and Capability (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$3,481,760	\$3,502,845	\$0	\$21,085	1%	Continue to manage costs	Focus on legal services

(Controllable net cost of service after carry-forwards)

Activity: People and Capability - Level of Service Details

Deliver effective and efficient general HR administration services, supporting the entirety of the employment life cycle



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Support and enable leaders, managers and staff to effectively manage employee life-cycle activities (13.0.6.4)	M	At least 95% of HR administration tasks responded to within agreed timeframes			A busy month rounding off the year but still focusing heavily on HR Administration agreed response timeframes with triage conditions in place at times to provide responses to priority tasks first.	

Deliver fit for purpose, streamlined day to day HR support




Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Resolve employment relations problems using the lowest-level mechanism appropriate (13.0.16)	M	At least 90% of employment relations problems using the lowest-level mechanism appropriate within 30 working days of the reported issue		On Track - 93% of ER matters resolved at lowest level	39 ER matters opened through December. 39 did not require formal action, 3 for ER action and 3 likely requiring formal action	Continue to track and monitor

Ensure all pay is administered accurately and on time, in compliance with any relevant acts & legislation





Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
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LTP24: Payroll is legally compliant (13.1.15.1)	M	No corrective actions from audits		On target	Payroll ensured that all payroll processes were legally complaint, resulting in no corrective actions being taken. Adhering to Legislation Accurate record Keeping PAYE payment deadlines Audits and Reviews Reporting By adhering to these processes, the Payroll team can ensure compliance with all relevant regulations and effectively minimize any risk associated with non compliance.	
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Foster and build a high engagement, capable, diverse, equitable and inclusive culture within Council

	100%					
Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Facilitate visibility of organisational engagement levels (13.0.1.3)	M	Deliver at least one engagement survey and provide insights to leaders		Presented second draft of Working@Council strategy to CPO. Agreed to report to ELT 27 Jan.		
LTP24: Provide CCC staff access to develop their cultural understanding to successfully engage with Iwi and Mana whenua (4.1.32)	M	Support the delivery of a minimum of 12 Te Ao Māori related courses per annum		Eight Te tiriti workshops booked in for 2025	The Council continues to offer a substantial number of te ao Māori related courses.	
LTP24: Support the build of organisational culture, diversity and capability (13.0.10.2)	M	Deliver at least four initiatives per annum		All initiatives are on track according to plans with DEI, Leadership Development Framework, and Onboarding ready to engage organisation participants focused on discovering, analysing and synthesising current states Managing unacceptable behaviour: 1) Results from Leader's focus group published on Hub; 2) Business case for training staff and leaders written and sitting with Chair of Steering Committee.		

Identifying, attracting, assessing, and hiring suitably qualified or experienced candidates for job openings within the Council

	100%					
Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Proportion of new employees satisfied with recruitment process (13.0.7.5)	M	At least 90%		100% satisfaction	Of the 16 responses received for the 100 day satisfaction survey, all 16 participants rated that they Agreed/Strongly agreed with the support/information/support/communication they received as part of the recruitment process when joining the Christchurch City Council.	

LTP24: Support managers with recruitment processes to recruit and retain high quality candidates (13.0.7.7)	M	At least 95% of advertised positions are filled within 12 weeks of advertising		95% achievement. There were a total of 57 people starting employment with Council in November 2024. Of these, 75% were filled within 8 weeks and the remaining filled within 13 weeks.	The Recruitment team has consistently provided robust support to hiring managers, ensuring the recruitment and retention of high-quality staff. By facilitating optimal outcomes for the Council and enabling managers to lead efficient and effective recruitment processes, the team has significantly contributed to our organisational success of recruiting high quality talent.	
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Long-term Plan 2024-34

Activity: Parks Heritage Management (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget =/≤ \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$962,183	\$1,320,166	\$0	\$357,984	27%	Will be carefully managing the next 6 months	

(Controllable net cost of service after carry-forwards)

Activity: Parks Heritage Management - Level of Service Details

Manage and maintain the network of Parks scheduled heritage buildings, public artworks, monuments, and artefacts



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Parks scheduled heritage buildings are repaired (6.9.1.8)	C	79% of Parks scheduled heritage buildings repaired		one building is about to be handed over with repair completion		
LTP24: Resident satisfaction with presentation and maintenance of Public Artworks, Monuments, and Artefacts (6.9.1.5)	C	>=65%		On Track	Public artworks, monuments and artefacts are scheduled for regular maintenance. Staff member looking after this area is well versed in maintenance that is required.	
LTP24: All heritage assets (excluding buildings) are managed and maintained in a clean, tidy, safe, functional, and equitable manner (6.9.1.9)	M	90% of scheduled maintenance completed according to planned programme		On track	Heritage assets are maintained as part of scheduled works.	
LTP24: Maintain Parks scheduled heritage buildings (6.9.1.2)	M	65% of scheduled heritage buildings that are open or occupied are maintained at condition level 1 or 2.		On Track.	Team Leader looking after this area has settled in to role well after starting with Council earlier this year. Heritage building maintenance is prioritized as required.	
LTP24: Prepare new or review existing conservation plans for Council-owned Heritage items scheduled in the District Plan (6.9.1.1)	M	2-4 plans per annum		November Actuals In progress: Woodham Park house, Avebury House, Halswell war memorial still to be finalised. November Comments		

Long-term Plan 2024-34

Activity: Parks and Foreshore (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget =/≤ \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$36,796,080	\$37,090,769	-\$116,000	\$410,689	1%	Will be carefully managing the next 6 months	

(Controllable net cost of service after carry-forwards)

Activity: Parks and Foreshore - Level of Service Details

Deliver effective and engaging Environmental, Conservation, Water, and Civil Defence education programmes and opportunities



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Teacher satisfaction with the delivery of Environmental, Conservation, Water, and Civil Defence education programmes (19.1.6)	C	>= 95%		Satisfaction level remains 100%.		
LTP24: Volunteer participation at community opportunities across parks network (6.3.7.4)	C	Volunteer hours - maintain or grow compared to previous year		Total hours for YTD until December were 29260.75.		
LTP24: Attendance of repeat groups at community opportunities across the parks network (6.3.7.5)	M	Establish baseline		72% of parks had repeat activities		
LTP24: Participation in Environmental, Conservation, Water, and Civil Defence education programmes (6.8.6)	M	Education programmes: 26 Participants/ 1000 residents		Total participants YTD were 7947		

Deliver variety of Parks that are managed, maintained, and available for public use (including access, play, and sports) that contribute to Christchurch's ecological health









Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Customer satisfaction with the presentation of Hagley Park (6.8.4.1)	C	>=90%		On Track	Presentation of park is being well managed by internal staff. Staff and contractors have begun to cut down long grass in woodlands	

					areas to negate fire risk over Summer months. Wildflower area beginning to show colour. Working with event organizers to support their activity with limited impact on the park.	
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Deliver variety of Parks that are managed, maintained, and available for public use (including access, play, and sports) that contribute to Christchurch's ecological health



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: All Community Parks are managed and maintained in a clean, tidy, safe, functional, and equitable manner (Maintenance) (6.0.1)	C	90% Maintenance Plan key performance indicators are achieved		On Track	The team is trending in a positive direction becoming more efficient.	
LTP24: Comply with Canterbury Regional Pest Management Plan (6.3.2.1)	C	Annual compliance 100% (nil notices of direction served by ECan)				
LTP24: Customer satisfaction with the presentation of Community Parks (6.0.3)	C	>=60%				
LTP24: Greenspace increases with intensified population growth in urban development areas (6.8.1.1)	C	Neighbourhood parks are provided in urban areas at a rate of at least 1.9 ha/1000 population		Currently at 2.14 ha/1000 for whole city		
LTP24: Increasing tree canopy in Parks (6.8.2.1)	C	A net increase in total number of trees is achieved (1:2 replacement policy), with a minimum of 50% of the trees being medium to very large species		0 planted 38 removed	watering season is full steam ahead with dry conditions	
LTP24: Parks are managed and maintained in a clean, tidy, safe, functional, and equitable manner (Asset Performance) (6.8.2.3)	C	At least 90% of parks and associated public recreational assets are available for safe public use during opening hours		On track	All fields open - dry conditions	
LTP24: Resident satisfaction with the overall availability of recreation facilities within the City's parks and foreshore network (6.8.5)	C	>= 70%		On going work	Gardening is becoming the main focus as grass growth slows.	
LTP24: Satisfactory playability and presentation of playing surfaces at metropolitan stadia (6.8.1.10)	C	Achieve accreditation of stadia from relevant international sports bodies for international games		Going well	Received very positive feedback for the Eng v NZ test at Hagley Oval	

LTP24: Appropriate use and occupation of parks is facilitated (6.8.10.1)	M	Processing of the application is started within ten working days of receiving application - 95%		100%	No new applications recorded	
LTP24: Fields are maintained to a level that meets the playing requirements of Regional Sports Organisations (6.8.1.6)	M	90% of scheduled games are able to proceed safely (except when closed during adverse weather events)				
LTP24: Network Plans and reserve management plans are developed to guide management and investment in parks (6.8.10.2)	M	At least one new or revised management or network plan approved each year		In progress: McLeans Island Grassland Park management plan - draft is being reported to Community Board, consultation to occur Dec-Feb Play Space Network Plan Banks Peninsula Reserves management plan		
LTP24: Parks are provided (people have access to parks within walking distance of home) (6.8.1.3)	M	80% of urban residential properties are <500m from a park (any type of park except a utility park) at least 3000m2 in size			Settled a good piece of land in north of the city.	
LTP24: Protection and enhancement of locally threatened indigenous species (6.3.10.2)	M	Prepare at least two threatened species or site-led conservation plans per annum		In progress: Restoration plans for Yaldhurst Bush, Murchison Park, Dickeys Rd Wetland, Chaney's Plantation Wetland		
LTP24: Value for money, Controllable Cost per hectare (6.8.1.9)	M	Controllable inflation-adjusted operational cost per hectare of park land does not increase		500 k under	big shift to budget as Hagley Car Park revenue and rem review have taken a hit. We be managing carefully in last half of year.	

Delivery of Red Zone Areas Action plans (excluding the Otakaro Avon River Corridor)

	100%					
Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Restoration planting of residential red zone land (6.3.10.3)	C	At least 0.5 ha of restoration planting per annum				

Extensive network of resource-based Parks that are of regional or ecological significance are provided, with opportunities to experience, protect, learn about, and enhance scenic, cultural, and environmental values

	100%					
Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Customer satisfaction with the recreational opportunities and ecological experiences provided by the City's Regional Parks (6.3.5)	C	>=80%				


Manage and enable access to a network of public marine structures that facilitate recreational and commercial access to the marine environment for citizens and visitors

 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Customer satisfaction with the availability of public marine structure facilities (10.8.1.1)	C	>=60%				






Propagating and growing eco-sourced natives and exotic trees, shrubs, and herbaceous plants to meet the needs of Council

 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Nursery capacity is adequate to meet Council core requirements (6.8.11.1)	M	Capacity to produce minimum of 300,000 plants per annum		planning for more space to be made available		
LTP24: The gene pool of locally occurring indigenous species is maintained (6.8.11.2)	M	100% of eco-sourced plants can be traced to their source population and source details are listed in nursery stocklist		collecting season will start soon		




Provide quality garden, Inner City, and Heritage Parks including Botanical diversity, plant conservation and research, visitor facilities, hosted events, guided tours, and educational activities

 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Customer satisfaction with the presentation of the City's Garden Parks - Botanic Gardens and Mona Vale (6.2.2)	C	>=90%		gardens is looking good, many guest enjoying it		
LTP24: Resident satisfaction with the presentation of the City's inner city parks (6.8.4.2)	C	>=80%		On Track	Annual bedding projects throughout the City showing good colour. Staff have moved priority from the annual bedding work back in to routine garden work to ensure the City is presented well for the Summer months.	
LTP24: Active collaboration on plant and biodiversity project, including conservation of rare and threatened species (6.2.12)	M	Actively collaborate with a partner on a conservation project		good engagement with the cultural support team to share the native collection		
LTP24: Botanic Gardens Plant collection curation and development (6.2.4.11)	M	Measurable improvement of one plant collection		continue to add to the collection, a number of woodland plants are in the nursery ready for the planting season.		
LTP24: Number of active visitor/ group engagements (talks, tours, articles) provided (6.2.14)	M	30 engagements provided annually		good numbers for walks		

Provide, maintain, and administer operational cemeteries in a clean, safe, functional, and equitable manner, and preserve the heritage and history of our closed cemeteries

 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Customer satisfaction with cemetery administration services (6.4.5)	C	>=95%			Awaiting results of external customer survey	
LTP24: Customer satisfaction with the presentation of the City's Cemeteries (6.4.4)	C	>=85%				
LTP24: Deliver effective and efficient Cemeteries administration services (6.4.3)	M	Cemeteries administration tasks, including interment applications, completed within agreed timeframes: 98%			Internal audit confirms 100% achievement	
LTP24: Sufficient cemetery capacity is available to cater for the burial needs of Christchurch (6.4.2)	M	Minimum 2-year future interment capacity (full burial plots) is planned, consented, and funded, ready to deliver				

Long-term Plan 2024-34

Activity: Otakaro Avon River Corridor (OARC) (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$393,482	\$393,482	\$0	\$0	0%	Will be carefully managing the next 6 months	

(Controllable net cost of service after carry-forwards)

Activity: Otakaro Avon River Corridor (OARC) - Level of Service Details

Implementation of the Otakaro Avon River Corridor Regeneration Plan in a cost effective, ecologically sensitive & culturally competent manner



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Effective permanent Co-Governance entity for the Otakaro Avon River Corridor (6.8.12.2)	C	Permanent Co-Governance entity options assessment completed				This requires a report to Council, which is currently being led by the Principal Advisor Citizens & Community and GM Citizens and Community. This is expected to go to Council in Feb/March next year. If approved, this action will be complete.
LTP24: Implement and progress the Otakaro Avon River Corridor Regeneration Plan (Green Spine) - Council /3rd party collaborations (6.8.12.4)	C	Align Council and community resources to enable successful implementation of appropriate and approved projects				
LTP24: Manage and maintain the Otakaro Avon River Corridor environment (6.8.12.6)	C	Maintenance Plan key performance indicators 90% achieved		On track	Busy time with growth still occurring in wet areas	
LTP24: Progress integrated Green Spine programme (Green Spine, Council-led capital investment - Parks, Water and Transport) as per the Implementation Plan (6.8.12.1)	C	90% of approved work programmes delivered in the year funded				
LTP24: Implementation and progress the Otakaro Avon River Corridor Regeneration Plan - 3rd party led, Council facilitated investment (6.8.12.5)	M	Assess and present proposals to governance body as they arise. Facilitate implementation of appropriate and approved initiatives		on track	City to sea west going well. Avon Park playground opening	



LTP24: Increase of tree canopy in the Otakaro Avon River Corridor (6.8.2.9)	M	Minimum two for one replacement of any trees that are removed in any financial year	●			
LTP24: Native restoration of the Otakaro Avon River Corridor (6.3.10.4)	M	Minimum 3Ha of native restoration in any financial year	●			

Long-term Plan 2024-34

Activity: Mayoral, Councillor and Executive Support, and Treaty Relationships (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$3,774,906	\$4,013,281	\$0	\$238,375	6%		

(Controllable net cost of service after carry-forwards)

Activity: Mayoral, Councillor and Executive Support, and Treaty Relationships - Level of Service Details

Provide information, support and advice to the Mayor, Deputy Mayor, and Councillors, and Chief Executive



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Provide direct advice and administrative support to the Mayor, Deputy Mayor, and Councillors (4.1.25.1)	M	Within 48 hours, or as priorities are agreed				
LTP24: Provide direct advice and support to the Chief Executive and administrative support to the Executive Leadership Team (4.1.25.2)	M	Within 48 hours, or as priorities are agreed				

Respond to requests for information held by Council in a manner that complies with the legislative processes and timelines set out in the LGOIMA



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Provision of information is in accordance with LGOIMA principles and requirements (4.1.29.2)	C	99% compliance		136 requests received 139 requests completed No requests were responded outside the statutory timeframe 5.4 average completion days	YTD - 798 requests received. 8.1 average completion days 99.75% statutory compliance 2 requests not responded to within statutory timeframes.	
LTP24: Investigations into process and compliance by the Ombudsman's Office are responded to within their requested deadlines (4.1.29.1)	M	100% within requested deadlines		All responses to Ombudsman provided within prescribed timeframes.		

Supporting the relationships between Council and the six Papatipu Runanga

		100%				
Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Facilitate opportunities for iwi and mana whenua to actively contribute in decision making processes (4.1.24)	C	Quarterly Te Hononga-Papatipu Runanga Committee meetings				
LTP24: Maintain positive Mana Whenua relationships (4.1.23)	C	Mana Whenua are satisfied with council support for papatipu priorities				
LTP24: Facilitate opportunities for Elected Members to develop their cultural understanding to engage successfully with Papatipu Runanga (4.1.33)	M	Annual visit to marae and Treaty training				
LTP24: Provide CCC staff access to the Treaty Relationships team for support to strategy, policy and procedure development (4.1.31)	M	Treaty Relationships team appropriately resourced to support CCC staff to develop strategies, policies and procedures				

Long-term Plan 2024-34

Activity: Legal Services (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$4,346,286	\$4,446,674	\$0	\$100,389	2%		

(Controllable net cost of service after carry-forwards)

Activity: Legal Services - Level of Service Details

High quality, cost effective legal services by internal and external lawyers to enable CCC to comply with its statutory obligations and effectively manage legal and commercial risks



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Cost effective legal service provision (13.5.6.3)	M	$\leq 0.7 - 1\%$		Actual for December is 0.65%. Target is less than 0.7 - 1%.	These figures do not include all personnel costs such as wages within the legal team, which are due to be paid after reporting date. Therefore, these figures may not be 100% accurate at time of reporting.	
LTP24: High quality legal advice provision (13.5.3)	M	90% of business units have at least one relationship management meeting every six months to agree and review quality benchmarks		100% of business units have had at least one relationship management meeting to agree and review quality benchmarks.		
LTP24: High quality legal advice provision (13.5.6.4)	M	Maintain between the range of 50% - 75% internal provision and 25% - 50% external provision		Actual for December is 53% for internal provision and 46% for external provision.	These figures do not include all personnel costs such as wages within the legal team, which are due to be paid after reporting date. Therefore, these figures may not be 100% accurate at time of reporting.	
LTP24: Internal business unit requester satisfaction with the legal service provided (13.5.4)	M	70%		The last satisfaction survey had a result of 86%.		
LTP24: Legal contact provided in a timely manner (13.5.2.1)	M	90% advice provided within timeframes agreed between internal business unit and Legal Services		Actual for December is 100% (78 out of 78 closed within due date).		

Long-term Plan 2024-34

Activity: Land and Property Information Services (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	-\$1,958,002	-\$1,668,002	\$0	\$289,999	-17%	LIMS revenue is projected to exceed budget by \$190k by year-end due to increased activity in the property market. Microfilming and archiving costs are forecasted to be \$100k under budget by year-end. This is due to a reduction in "back-scanning," service initially for this part of the year due to contractor resourcing changes. The Noise Control Service contract with Armourguard expired on September 30, 2024. To address the gap during the tender process, an addendum to the Allied contract has been added, increasing costs for the next nine months. This cost can also be covered by existing budget.	LIM & Property: Continue to monitor market activity and adjust forecasts based on the latest trends and developments

(Controllable net cost of service after carry-forwards)

Activity: Land and Property Information Services - Level of Service Details

Provide timely land and property information services that enable building or property investment decisions, large and small, to be based on good information




Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Process land information memoranda applications within 10 working days (9.4.1)	C	99%		YTD 100% of applications (6340) were processed within 10 working days.		

Provide timely response to property file requests



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Provide customers with access to property files (9.4.2)	C	90% within 5 working days of request (subject to payment of fees)		YTD 100% of the 407 property files requested were provided within 5 working days.		



LTP24: Provide customers with access to property files that are already stored electronically (9.4.3)	C	90% within 2 working days of request (subject to payment of fees)		YTD 99% of the 3729 property files requested were provided to customers within 2 working days.		
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Long-term Plan 2024-34

Activity: Governance and Decision Making (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$10,703,935	\$10,753,936	\$0	\$50,001	0%		

(Controllable net cost of service after carry-forwards)

Activity: Governance and Decision Making - Level of Service Details

Invest in governance capacity through implementation of a strategy for the development of elected members



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Elected member satisfaction that their governance capacity has increased from participation in learning experiences (4.1.34)	M	60%		No known counter indicators to meeting target.		

Provide and maintain robust processes that ensure all local elections, polls and representation reviews are held with full statutory compliance










Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: No complaints regarding statutory compliance are upheld by the ombudsman or the Courts (4.1.2)	M	100% compliance		100% compliance.	Procurement process underway for provision of election services contract. Planning for 2025 elections underway.	
LTP24: Provide a triennial local government election (October 2025) (4.1.2.3)	M	None		Will meet target.		

Provide smart secretariat services, information, and support for Council decision-making processes at governance level



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
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LTP24: Increase transparency in decision making by releasing reports (4.1.28.5)	C	85% of all PX reports from the current triennium reviewed for potential release		YTD is 77% (226 out of 294 reports). 203 reviewed plus 23 not due for initial review until next term.		
LTP24: Increase transparency in decision making through livestreaming eligible meetings (4.1.28.6)	C	90% of eligible meetings livestreamed and recorded on a digital platform		For December 100% (15 out of 15). YTD is 97% (116 out of 119).		
LTP24: Increase transparency in decision making through minimising public excluded reports (4.1.28.4)	C	A maximum of 6.5% of reports considered in PX		For December 6.4% (12 reports) were made in PX. YTD is 5.1% (54 reports from 1058 applicable reports).		
LTP24: Resident satisfaction with participation in and contribution to Council decision-making (understanding decision making) (4.1.18)	C	At least 32%		At last reporting, 34% of respondents understand how Council makes decisions.		
LTP24: Governance processes are maintained and published on the Website that ensure statutory compliance (4.1.28.3)	M	100%		Remained compliant in December.		
LTP24: Provide services that ensure all Council, and Committee meetings are held with full statutory compliance (4.1.22)	M	98% compliance		100% adherence with legislative requirements in December.		
LTP24: Schedule, support, and record Council meetings unless committee structure provides otherwise (4.1.28.1)	M	Between 500 and 600 governance meetings are supported		In December 47 formal governance meetings were held. YTD 231 meetings have been held.		

Long-term Plan 2024-34

Activity: Flood Protection and Control Works (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$6,488,422	\$6,045,236	\$0	-\$443,186	-7%	Three Waters will exceed the operational budgets this year. This is partly due to a shortfall in funding for personnel costs, higher operating costs at the CWTP plant and maintenance contact.	We are proactively looking for opportunities to limit expenditure against OPEX budgets. This can reduce the level of overspend, but not fully resolve. Work with finance to set appropriate OPEX funding in the annual plan.

(Controllable net cost of service after carry-forwards)

Activity: Flood Protection and Control Works - Level of Service Details

Major tidal river flooding flood protection and control works are maintained, repaired, and renewed to key standards



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Stop banks identified as not meeting the original design requirements for condition and/or height are repaired within 9 months (DIA Flood Protection & Control non- financial performance measure number 1) (14.1.3.3)	C	80%		Avon River stopbank inspection completed in November	Stopbank inspection report yet to be completed highlighting areas to be repaired in the new year. Will be able to comment on new work to be done next month	
LTP24: Stormwater attenuation facilities are assessed and compliant with New Zealand Dam Safety Guidelines 2015 (DIA 1) (14.1.8)	C	25%		75% of CCC facilities as potential dams have been assessed and are compliant with NZ Dam Safety Guidelines.	There is only one site that is currently needing to complete the assessment with subsequent document submission to ECan. This is anticipated to be completed within the next few months.	Nothing currently required.
LTP24: Cross sectional surveys of selective waterways are carried out at required intervals (14.1.3.1)	M	2-5 yearly or as required		Yet to be undertaken	Ongoing review within the wider 3W team what is required to complete this	
LTP24: Stop bank crest surveys are carried out at required intervals (DIA Flood Protection & Control non-financial performance measure number 1) (14.1.3.2)	M	Annually		Yet to be undertaken this FY	Scheduled for Feb/March 2025	

Long-term Plan 2024-34

Activity: Emergency Management & Community Resilience
(December 2024)



Overall Level of Service Forecast 100%

Value for Money: Manage Activity to Budget =/≤ \$0						Activity manager financial comment	
Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
<div></div>	\$1,438,501	\$1,438,502	\$0	\$1	0%		

(Controllable net cost of service after carry-forwards)

Activity: Emergency Management & Community Resilience - Level of Service Details

Co-ordinates effective civil defence emergency management readiness and response

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Christchurch CDEM plans covering local response arrangements are in place (2.5.1.1)	C	CDEM Plans are reviewed annually	<div></div>	Published: 1. Adverse Weather 2. Welfare 3. Recovery Guide In Development: Tsunami Plan 2. Wildfire In final draft: 1 Extreme Heat 2. Earthquake 3. Extreme Cold The Emergency Management Community Resilience plan was finalised in September 2024.		
LTP24: Maintain an effective response capability and capacity to manage civil defence emergencies (EOC) (2.5.2.1)	C	One primary and one secondary Emergency Operations Centre (EOC) facility available to be activated within 60 minutes	<div></div>	EOC's available to be activated within 60 minutes: primary Justice precinct, Secondary Council Function Room.	Function recently tested in operation Pandora	
LTP24: Maintain an effective response capability and capacity to manage civil defence (Communication Equipment) (2.5.2.4)	M	CDEM emergency communication s equipment is readily available, and maintained for immediate operational use	<div></div>	Sufficient communication methods available including alternate, contingency & emergency. Maintained and tested.		
LTP24: Maintain an effective response capability and capacity to manage civil defence emergencies (Equipment) (2.5.2.3)	M	CDEM emergency response vehicles are available, equipped and maintained for immediate operational use	<div></div>	All vehicles and trailers serviced, have current WOF and Registrations.		

Development & delivery of local level training to ensure sufficient council staff, EOC personnel, emergency support team volunteers, and response team members are trained and available

	100%					
Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Emergency Support Team volunteers are trained to support an emergency management response (2.5.11.1)	M	At least 80% Emergency Support Team volunteers have completed the Emergency Preparedness and Intro to CD Centres training	<div><div></div></div>	Will remain at 100% until new members are recruited.		
LTP24: Enhance professionalism of EOC personnel and community volunteers through an annual exercise (2.5.2.2)	M	An annual EOC exercise (with external partners and stakeholders) takes place at the required level to align with the National CDEM Exercise Programme	<div><div></div></div>	local, regional and national earthquake exercises complete this year. Port Hills fire Feb superseeds.National AFX ex July Complete. Regional Ex Pandora completed in November with all Canterbury EOCs, ECC, emergency services, simulating day 3 of an Alpine fault magnitude 8+ event (AF8). Over 80 staff participated. The exercise took place over 8 hours, enhancing the capability and capacity of the Christchurch EOC.		
LTP24: New Zealand Response Team members are trained to support an emergency management response (2.5.11.2)	M	At least 80% of New Zealand Response Team members trained to national accreditation standards	<div><div></div></div>	Will remain at 100% until new members are recruited.		
LTP24: Sufficient Council Staff are trained and available to maintain an EOC or Incident Management Team (IMT) response for 5 consecutive days (2.5.10.1)	M	A minimum of 150 staff trained and available for EOC and /or IMT roles	<div><div></div></div>	10 new staff trained in December 2024. 15 staff have completed advanced training in December 2024. 488 staff trained for EOC YTD.		

Increase the capacity and resilience of the Council in the readiness, response and recovery from adverse events and emergencies

	100%					
Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Sufficient capacity within Council to maintain an Incident Management Team (IMT) or EOC response for 5 consecutive days (2.5.7.2)	C	An IMT or EOC is stood up a minimum of at least 3 times per annum either in response or to practice	<div><div></div></div>	Primary EOC stood up during Port Hills Fires (8 days). Alternative EOC stood-up at Beckenham training room August, combined training with NZRT 10. Secondary EOC stood-up during Ex PANDORA in November.		
LTP24: Sufficient Council Staff are trained and available to lead each functional area of the Incident Management Team (IMT) or EOC response, allowing a response for 5 consecutive days (2.5.10.4)	M	A minimum of 40 staff trained and available as functional leaders of IMT/EOC	<div><div></div></div>	46 staff trained and available as functional leaders of IMT/EOC.		

Work collaboratively to increase community resilience through supporting communities to play, respond and recover from emergencies and adverse events at all levels

 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Build community resilience through developing community response plans (2.5.4.2)	C	At least 30 community-based groups are actively supported in developing community response plans		Currently 64 community groups involved in community response planning, 21 active, 11 developing and 32 scoping.		
LTP24: Build community resilience through public education and community engagement programmes (2.5.4.1)	C	At least 60 community resilience education and/or engagement programmes occur annually		13 public education events in December 2024, 100 events delivered YTD.		

Long-term Plan 2024-34

Activity: Digital (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$33,205,303	\$33,205,681	\$0	\$378	0%		

(Controllable net cost of service after carry-forwards)

Activity: Digital - Level of Service Details

Council internal Customer Satisfaction: To build trust and an emotional connection to Digital by promoting positive internal customer experiences






Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Council internal Customer Satisfaction: To build trust and an emotional connection to Digital by promoting positive internal customer experiences (satisfaction) (13.2.31.1)	M	\geq 60% satisfaction		Council internal satisfaction survey will be used to determine this metric.	Internal satisfaction survey has included Digital as part of the survey. Survey is live now. Once this is completed the status will move to "will meet target".	
LTP24: Council internal Customer Satisfaction: To build trust and an emotional connection to Digital by promoting positive internal customer experiences (value) (13.2.31.2)	M	\geq 60% value			Digital are no longer running the CIO Business Vision Survey (which measures % value), this measure will not meet target as a result of this.	
LTP24: Digital enables effective and efficient business led change (13.2.33)	M	\geq 85% of the number of significant and high priority benefits realised		100%	100% of Digital benefits met against our goal of 85%.	
LTP24: Improve the citizen experience to enable digital service (self-service or assisted) (13.2.33.1)	M	Mobilisation of the Digital Citizen Experience programme		Development of app underway.	Digital Citizen Experience programme underway. First initiative is development of a citizen facing mobile application. The prioritisation of the first release of services for the app has been agreed. Development underway.	

Ensure IT Operational Resilience (availability and return to operation)





Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
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LTP24: Key Services up time (13.2.14.1)	M	>=99%		99.99%	Our analysis covers 702 configuration Items registered in our CMDB, focusing on software and application Items that support Council's activities. Availability target has remained consistently above 99%.	
LTP24: Network devices fully patched and up to date (13.2.37)	M	At least 95%		91%	This measure now includes the planned upgrades that are scheduled out of hours to keep the disruption to Council operations at a minimum. The target will be met as a result of these planned upgrades within the current financial year which supports the forecasted end of year result.	Team will continue to upgrade devices which have fallen out of compliant status as well as assessing the risk to balance the disruption of upgrade vs risk of failure.
LTP24: Priority 1 incidents for all services (13.2.14.2)	M	>=95%		100%	The Return to Operations (RTO) is measured as a percentage of P1 incidents resolved within SLA. In November, we recorded four P1 incidents related to site network connectivity and our contact centre. All of them met the SLA target of four hours to resolve.	



Manage Council's Corporate Records to Public Records Act (PRA) requirements




Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Council compliance with Public Records Act reviewed through Archives NZ maturity self-assessment, with recommended improvement action plan approved by Executive Sponsor (13.2.30)	M	Reviewed annually		Baseline Maturity Assessment completed and shared with Executive Sponsor. Improvement action plan has been approved by Executive Sponsor.	N/A	
LTP24: Executive sponsor approved plan items either in progress or completed to plan (13.2.30.1)	M	100%		Approved plan items in progress.	N/A	

Manage the Councils assets and technology infrastructure, including the data network, capacity planning and availability, end user devices, software and license management, upgrades to hardware and software as well as the renewals and replacement programme for assets







Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Digital Infrastructure asset management: Asset lifecycle compliance (13.2.34)	M	=/< 1 year past		95.6% of assets =/< 1 year past warranty expiry.	The remaining percentage of machines that are outside of their warranty period of more than one year due to location of devices or supporting solutions that are not easily switched to new hardware.	
LTP24: Digital Resource capacity plan approved by Governance annually (13.2.36)	M	Plan approved annually		Digital Resource capacity plan approved.	Resource strategy in place and initiatives underway to ensure we have the right people, in the right roles with the right skills in place.	

					Resourcing for projects tracked and scheduled via project management tool.	
LTP24: Software and applications: Renewal policy compliance and cycles (13.2.35)	M	85% of application licenses are within vendor support		83.17%	A drop from last month's percentage of 85.4%. Some fluctuations are to be expected as software ages and falls out of support.	Continuing to work to reduce the number of versions and unused software. Approved software has been "tagged" and will work to remove unapproved versions over next quarter.




Provide a range of digital and technology services to run and support the day-to-day operations of Council


 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Digital Projects are well managed to support wider business led changes (Budget) (13.2.25.2)	M	>= 85% of Digital Projects are delivered within budget		100% of projects have been delivered to budget. (No change from last month.)	N/A	
LTP24: Digital Projects are well managed to support wider business led changes (Scope) (13.2.25.3)	M	>= 85% of IT Projects are delivered within scope		91% of projects have been delivered to scope (down 9% from last month).	N/A	
LTP24: Digital Projects are well managed to support wider business led changes (Time) (13.2.25.1)	M	>= 85% of Digital Projects are delivered on time		91% of projects have been delivered to time (down 9% from last month).	N/A	
LTP24: The Digital Portfolio and Digital Investment Roadmap (3-year window) is approved by Governance group (13.2.26)	M	Annually		Digital Portfolio plan approved and quarterly update complete.	Execution of the portfolio plan is well on track supported by the LOS goals 13.2.25.1, 13.2.25.2 and 13.2.25.3. Next update to the Governance group is scheduled for January 2025.	

Provide a safe and secure network

 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Staff have completed cyber security training (13.2.39)	M	>=98%		99% for the November 2024. Yearly average 98%.	The Cyber Security completion rate for new employees in November 2024 was 99%. The retraining rate has been lifted above 85%.	
LTP24: Staff susceptible to monthly phishing campaigns (13.2.40)	M	<=5%		0.18% for staff and CCHL, 0% for Elected Members.	For the month of November a popular phishing email used to steal credentials was used as the basis for the simulation. 0.18% users were compromised and 32.02% users reported the email, none of the staff who were compromised completed follow-up training. For Elected members, 0% were compromised and 16.95 % reported the email.	
LTP24: Time to triage cyber security incidents 24 x 7 x 365 (13.2.38)	M	<= 3 hours		No priority 1 incidents for November 2024. No priority 1 incidents for the year.	There were no known security breaches or critical/high security incidents in November 2024. The Spark SOC team identified three incidents for the Council to investigate, in	

					addition to the 2,000+ alerts handled by the Cyber Security Team.	
LTP24: Trial technologies and approaches that enhance and stimulate innovation for improved community outcomes - Smart Christchurch projects meet the agreed success criteria defined in project brief (17.0.40)	M	85%		100%	Resource consent for extension of Port Hills Fire Detection network by 4 units approved in December, installation & commissioning scheduled for February 2025. Planning for establishment of city based environmental monitoring network well progressed with installation & commissioning forecast for April 2025. Trialling of real time river water quality monitoring in the Avon Ōtākaro catchment progressing well with an additional unit planned for Cashmere Stream early 2025. Phase 1 of the Ōtākaro Avon Digital Twin delivered in conjunction with University of Canterbury, we will be sharing the outputs with key stakeholders early 2025.	

Long-term Plan 2024-34

Activity: Community Housing (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	-\$9,890,812	-\$9,890,066	\$0	\$746	0%		

(Controllable net cost of service after carry-forwards)

Activity: Community Housing - Level of Service Details

Council contributes to the community housing supply in Christchurch







Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Council actively manages lease with Otautahi Community Housing Trust (18.0.14.1)	M	Lease terms and conditions are managed - lease events are actioned and completed in a timely manner		Lease terms and conditions are managed - lease events are actioned and completed in a timely manner.	There is a good working relationship between Council and OCHT, we work together to ensure terms and conditions of the lease are managed accordingly. Regular communications are had ensuring levels of service are met in a timely manner. Deed of Lease Compliance meetings are held six monthly, with the most recent one being held in August 2024.	
LTP24: Council facilitates and/or funds community housing supply (18.0.2.1)	M	Implement Year 3 of replacement plan		More than 300 new homes have been built on previously owned Council sites to date.	The target is to have all 366 units damaged in the 2010 and 2011 earthquakes replaced by 2030/31. It is important to note that the EQ damaged units were studio, or one-bedroom units and rebuilt complexes now also consist of family homes, giving a total of more than 519 bedrooms which exceeds the target. OCHT reached its target of replacing community (social) housing occupancy capacity lost to the Canterbury earthquakes when it opened its Willard Street development in 2023.	
LTP24: Tenants of Council owned housing complexes are well housed (18.0.5.3)	M	At least 87% of building interiors & exteriors have a condition of \leq 4		100% of building interiors & exteriors have a condition of \leq 4	Based on available OCHT data, the overall condition of the Council's properties is improving. ACECHT assessed Council's properties over the year with internal condition assessments ranging from 1.94 €" 2.87, with an average of 2.4, where 1 is very good and 5 is very poor. External condition ranged from	

					1.13 €" 3.05 with an average of 1.76, where 1 is very good and 5 very poor.	
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Council contributes to the community housing supply in Christchurch with tenants of Council owned housing complexes well-housed

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Council facilitates and/or funds community housing supply (18.0.1)	C	At least 2080 units		2,489 units (1,908 Council owned units and 581 OCHT owned unit) NB: total number of units remains the same but the split between Council and OCHT owned has changed by four (4) due to the sale and purchase of units in Sandilands between the two parties.	Since 2019 OCHT has built more than 300 new homes in 14 city communities, this equates to more than 519 new bedrooms, on previously owned Council sites and there are a further 100 homes in the master planning phase. This is being achieved via the \$55.7m loan to OCHT. Both parties are trying to achieve the same outcome, which is providing quality social housing services to Christchurch residents in a more economically sustainable manner. Timing between demolition of end-of-life units and the completion of new units may impact actuals at the time of reporting.	
LTP24: Council maintains Community Housing as a rates-neutral service (18.0.7)	C	The Social Housing fund is solvent (i.e., >\$0 and able to meet all budgeted costs on an annual basis)		The fund closing balance as of 30 November was \$190k.	The fund closing balance as of 30 November was \$190k, the forecast year-end has a positive balance of \$8m due to a forecast asset sale.	
LTP24: Tenant satisfaction with condition of unit (18.0.5.1)	C	>=70%		77%	In the recent OCHT Annual Tenant Survey, results were released in May 2024, 77% of tenants were satisfied with the condition of their home. This was a decrease from the previous year's survey. Overall, satisfaction remains high, and the downward trends are really an opportunity for us to better understand issues with a sound evidence base.	
LTP24: Tenants of Council owned housing complexes are well housed according to the Healthy Homes Guarantee Act 2017, and the Residential Tenancies (Healthy Homes Standards) Regulations 2019 (18.0.4.5)	C	100% Council owned units comply with regulations		100% Council owned units comply with regulation	100% of Council owned units comply with the Healthy Homes Guarantee Act 2017, and the Residential Tenancies (Healthy Homes Standards) Regulations 2019.	

Long-term Plan 2024-34

Activity: Community Development and Facilities (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget =/≤ \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$38,873,796	\$39,399,293	\$300,000	\$225,496	1%		

(Controllable net cost of service after carry-forwards)

Activity: Community Development and Facilities - Level of Service Details

Enable, encourage and support resilient, active, and connected communities owning their own future





Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Customer satisfaction with the delivery of community support, resilience, development, and recreation initiatives (4.1.27.1)	C	80%		86% customers are satisfied with community development and capacity building initiatives based on the 2023 - 24 survey.		
LTP24: Locally focussed community support, resilience, development, and recreation initiatives are identified, prioritised, and delivered (4.1.27.2)	C	100% of Community board plans are developed and reported annually		100% completed and reported to Council, Boards report monthly to Council on aspects of their Plan.		
LTP24: City-wide community support, resilience and development initiatives identified through key council strategies and Councillor Portfolio Groups are prioritised and delivered (4.1.27.4)	M	85% of the targets in the agreed implementation plan are delivered and reported		<p>55 new staff entries of initiatives including general partner engagements/check-ins with groups were reported by Community Development Advisors and Recreation Advisors in November. 516 initiatives YTD.</p> <p>for December 2024, staff activities were related mostly to providing support and information (15), establishing external partnerships/collaboration (12) and public events (11).</p> <p>The main communities of interest for these activities were Pacific (13), followed by rangatahi (10) rural and isolated (8) and the general public (7).</p> <p>Majority of the work was focused on the People Pillar (25 activities), followed by Place</p>		

				<p>Pillar (19) of the Strengthening Communities Strategy. Fewer activities were related to the Participation Pillar (8) and Preparedness Pillar (12). Activities were mostly related to meeting objective 2.1 Encouraging communities to create a and sustain a sense of local identity and belonging (19), 1.3. Continue to build on the relationships and achievements developed with multi-ethnic and multicultural communities (15) and 1.4. Harness the strengths of diverse communities and address areas of social exclusion (15).</p> <p>Main social areas of focus were cultural and social inclusion (8 activities), infrastructure and accessibility (6), Environmental sustainability and Resilience (5).</p>		
LTP24: Community issues, imperatives and trends are understood, recorded, and made available for stakeholders (2.2.1)	M	6 community profiles and supporting information at Board level and 1 at a city - wide level updated annually	●	<p>The development of a refreshed community profile template is underway. A working group will be put together to help confirm what the new contents will include, such as a section on climate change risks and vulnerabilities. The community profiles will be completed in February 2025.</p>		
LTP24: Council-wide planning processes and community relationships are supported by authentic and collaborative information (2.2.5.1)	M	Partner Organisations' collaborative status review is reported:130 Local70 City-Wide	●	<p>33 partner engagements in December 2024, 162 YTD. 14 were metro groups, 7 came from Waipapa, 6 from Waitai, 4 from Te Pā• taka o Rā• kaihautū and 2 from Waipuna. Main areas of support that these groups required were revenue e.g. fundraising (14, 42%), community engagement and consultation (12, 36%) and communications (7, 21%).</p> <p>The main challenges faced by groups were reduced funding and challenges with fundraising sufficient amounts. This is coupled with growing demands for some social services e.g. food banks, curtains for housing tenants, affordable swimming lessons. Some groups mentioned rural isolation and the difficulty of raising funds. Moving premises, being time poor, lack of volunteers, changes to government priorities, and needing more staff were also mentioned less frequently.</p>		
LTP24: Locally focussed community resilience, development and/or recreation initiatives are identified, prioritised, and delivered (2.2.2)	M	85% of identified initiatives /projects delivered	●	<p>9 projects were reported as completed, 46 in progress in December 2024, 43 projects completed YTD. Projects completed in December 2024 included the Tunnel house project for rangatahi programmes, Upper Riccarton War Memorial space, Burwood share shed, St Johns car boot fair, Hunters Road Land Use/disposal, Youth and cultural development school activation and the launch of our internal unit impact reporting system related to community development.</p>		

				<p>Majority of the activity completed in December 2024 occurred in Waitai (5).</p> <p>The main social areas for activities in December 2024 were related to environmental sustainability and resilience (2).</p> <p>The main social areas of focus for activities YTD are cultural and social inclusion (90), and infrastructure and accessibility (90) while the least is related to economic growth and development (16) and environmental sustainability and resilience (68).</p>		
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Lead a collaborative volunteer -centric approach to keeping our city clean, safe, and free of graffiti

 0%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Requests for service regarding graffiti are responded to promptly (2.2.6.8)	C	At least 95% of requests responded to within 2 working days		A specific staffing issue is preventing the accurate reporting of statistical information.		The Community Partnerships Manager (one up) is investigating why the target is not being met and will recommend remedial action.
LTP24: Maintain partnerships and develop volunteerism related to graffiti management and mitigation (2.2.6.6)	M	Maintain and support a volunteer roster, 120 individuals, 40 groups, 9,000 hours		A specific staffing issue is preventing the accurate reporting of statistical information.		The Community Partnerships Manager (one up) is investigating why the target is not being met and will recommend remedial action.

Provide and manage Community grants. funding and community loans, on behalf of Council and other funding bodies to make Christchurch a place of opportunity for all

 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Provide and manage funding for initiatives that facilitate resilient and active communities owning their own future (2.3.1.1)	C	100% of funding assessments detail rationale and demonstrate benefits aligned to Council's strategic priorities, and where appropriate, Community Board Plans		100% of funding assessments detail rationale and demonstrate benefits aligned to Council's strategic priorities, this is required by the reporting template and considered by the report author and approver.		
LTP24: Enable volunteer participation through the effective administration of the community grant schemes (2.3.1.2)	M	Strengthening Communities Fund supports 2,185,000 volunteer hours annually, subject to eligible applications		The 2024 Strengthening Communities Fund supports 2,866,335 volunteer hours.		

Provide and operate a network of community facilities to empower resilient, active, and connected communities owning their own future

	100%					
Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Provide a sustainable network of community facilities to empower resilient, active, and connected communities owning their own future (2.0.1.1)	C	78 - 82 Facilities	<div><div></div></div>	<p>The network consists of 85 buildings on 69 sites.</p> <p>80 buildings on 65 sites are open/activated.</p> <p>5 buildings on 4 sites are currently closed (Allandale, Gilberthorpes x2, Hei Hei Community Link & Opawa Children's Library).</p>	<p>Opawa Children's library was moved from site and re-used.</p> <p>Council have supported the City of Christchurch Trust in fitting-out the old Council Chambers in the Old Municipality Chambers building for use as a bookable community space in the Central City. Council will be able to take community bookings for this room on behalf of the Trust to ensure there is plenty of use.</p>	
LTP24: Support community management and/or activation of facilities through a partnership model (2.0.7)	M	At least 76% of community facilities are activated / managed in partnership with the community	<div><div></div></div>	76% activated and managed in partnership with the community.		

Long-term Plan 2024-34

Activity: Communications and Engagement (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$4,940,766	\$5,089,828	\$0	\$149,062	3%	We are currently operating with a small surplus.	

(Controllable net cost of service after carry-forwards)

Activity: Communications and Engagement - Level of Service Details

Develop and implement meaningful and effective internal communications at operational and strategic level that reach our staff and Elected Members/ Governance Managers






Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Elected members and Governance Managers satisfied with content, format, and tone of information (4.1.14.6)	M	Previous year plus 1%		We are on track to meet this target.	We will be engaging with elected members early in 2025, to seek their views.	
LTP24: Staff satisfaction with internal communications (4.1.14.1)	M	Previous year plus 1%		We are on track to meet this target.	Our internal shared services survey is now underway, with results available early next year.	

Provide opportunities for residents to give feedback and engage with Council decision-making processes (participation in and contribution to decision making)



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Provide opportunities for residents to give feedback and engage with Council decision-making processes (participation in and contribution to decision making) (4.1.9)	C	At least 28%		In the year to date we have completed 36 community consultations, with a further six still open over the Christmas break.	While we will not know whether we have achieved our target until the residents' survey results are available next year, we remain focused on providing meaningful opportunities for residents to give feedback and engage with Council decision-making processes. Over the past months, around 78% of submitters who responded to a post-submission survey rated it as either easy or very easy to find information about the consultation project, and around 84% rated it as either easy or very easy to provide feedback.	

Provide timely accurate, relevant, and clear external communications, marketing and engagement activities to ensure residents have information about Council services, events, activities, decisions and opportunities to participate

		100%				
Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Resident satisfaction that our external communications, marketing, and engagement activities are timely, accurate, relevant and clear (4.1.10.1)	C	73%		We are on track to meet this target.	While we will not know whether we have achieved this outcome until the residents survey results are available next year, we remain focused on delivering a high level of service to our residents. In the six months in review we have developed and implemented 37 communications plans to support Council services, activities and projects. We have also completed 36 community consultations with a further six still open over the Christmas break. Around 83% of submitters who responded to a post-submission survey rated the experience of providing feedback either satisfactory or very satisfactory.	
LTP24: Manage, adapt, and grow our external communications, marketing, and engagement channels in order to reach and engage with people (4.1.10.2)	M	Previous year plus 1% growth in followers, subscribers, reach, conversion, and engagement - across all of our digital channels		We are on track to meet this target.	Highlights to date include: Newsline has had 539,652 views and we've gained 441 more subscribers (a 6.6% increase). Our Council Facebook page has gained an additional 3,260 followers (a 3.8% increase) while our Instagram has had an additional 668 (5.1%). Kōrero Mai I Letē™s Talk has had 118,763 views in the last 6 month, with 1,281 new followers (a 104% increase) and 1,809 new subscribers (a 56.7% increase). The Rec and Sport website has had 1,763,845 views and He Puna Taimoana has had 1,229,180 views - both websites are on track for where we would expect them to be at this point in the year.	
LTP24: Provide timely, relevant, and accurate external communications, marketing, and engagement activities to support equity, diversity, and inclusion (4.1.10.6)	M	Establish baseline numbers to show the involvement of youth, Maori, Pacific Peoples and other under-represented voices in engagement and consultation projects		We are on track to meet this target.	The Engagement team is collecting demographic data for submitters on all metro projects and will be able to report on this at end of year.	

Provide timely, accurate, and relevant and clear responses to external queries by media or on social media

		100%				
Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action

LTP24: Media enquiries have an initial response within 24 hours during office hours, and as required after-hours for emergencies. (4.1.12.2)	C	90% of media enquiries have an initial response within 24 hours during office hours, and as required after-hours for emergencies.	●	We have provided an initial response within 24 hours to more than 90% of media enquiries received during office hours, and as required after hours for emergencies.		
LTP24: Social media enquiries are responded to during office hours (Citizens & Customer Services provide after-hours support) (4.1.12.5)	C	80% of direct message social media enquiries are responded to within two hours	●	<p>July average 66 mins/median 13 mins August average 62 mins/median 19 mins September average 417 mins/median 19 mins October average 130 mins/median 31 mins November 130 mins/median 15 mins December average 243 mins/median 28 mins</p>	<p>Average across six months: 174 mins €" this time has been inflated by some enquiries that have occurred in the cross-over between €"business hours€"™ and after hours shifts, with some queries left for the business hours shift to respond to. In some months, this has resulted in a longer than two hour response time.</p> <p>Median across six months: 19 mins. The median gives a much better representation of the actual level of service delivered for the vast majority of enquiries.</p>	

Long-term Plan 2024-34

Activity: Civic and International Relations (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$930,849	\$930,849	\$0	\$0	0%		

(Controllable net cost of service after carry-forwards)

Activity: Civic and International Relations - Level of Service Details

Coordinate, support and lead city-wide international relations activity, in alignment with the 2020 International Relations Policy Framework (IRPF)



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Lead city-wide coordination and collaboration in support of the agreed vision and priorities set out in the 2020 International Relations Policy Framework (IRPF) action plans (5.0.9.1)	C	Support delivery of implementation Plan to agreed timelines				
LTP24: Deliver visit programmes, functions, and activities for visiting dignitaries (5.0.10)	M	Liaise with embassies, honorary consuls, and local stakeholders to plan and deliver visit programmes, functions, and activities for visiting dignitaries, in accordance with agreed priorities for inward visits and the IRPF implementation plan				
LTP24: Liaising with, and supporting, the Christchurch Antarctic Office to ensure Antarctic engagement activities are aligned with the International Relations Policy Framework (5.0.2)	M	Advice and logistic support provided as required, to assist Christchurch Antarctic Office to deliver against the Antarctic strategy				
LTP24: Support Sister City Committees to deliver community activities to deepen the sister city relationships (5.0.1)	M	100% of Sister City Committees plan and deliver projects and activities in alignment with the IRPF				


Deliver a regular schedule of high-quality civic ceremonies

 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Annual programme of other high quality civic ceremonies delivered (5.0.8)	C	Deliver an annual programme of other civic or ceremonial events including 22 February commemorations, Civic Awards, and/or Charter Parades				
LTP24: High quality citizenship Ceremonies to confer citizenship for Christchurch based new, New Zealand citizens delivered (5.0.6)	C	Deliver a regular schedule within budget				
LTP24: Support the RSA and community in the delivery of commemorative events (5.0.7)	M	Deliver with the RSA a high-quality ANZAC Day Dawn Service; support other war commemorations (e.g., Armistice Day), to agreed standards, dates, and timelines				

Delivery of unscheduled Civic or National Ceremonies or visits

 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Manage delivery of unscheduled Civic or national ceremonies or visits, including visits of the royal family and/or Governor General, and national remembrance /memorial events (5.0.4)	M	Lead or co-lead the delivery of significant unscheduled civic or national ceremonies or visits, as required and within time constraints and allocated budget				

Long-term Plan 2024-34

Activity: City Growth and Property (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$3,383,571	\$3,383,824	\$0	\$254	0%		

(Controllable net cost of service after carry-forwards)

Activity: City Growth and Property - Level of Service Details

Advocate to central government for partnership and urban regeneration investment opportunities to achieved housing outcomes



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Facilitate housing outcomes through financing mechanisms (17.0.43)	C	Approved financing arrangements result in completion of 40 new community housing units		November Actuals Financing mechanisms are in place, with the Council continuing to be flexible and adjusting to changing circumstances. Achievement of the new community housing is dependent on others, particularly the Crown as a funder and purchaser of social housing services, however, indications are positive.	Council recently approved changes to financial security arrangements including changes to security arrangements that make it easier for OCHT to access funding and approving OCHT seeking a change to their purpose allowing them to operate outside Christchurch	
LTP24: Work with our neighbours and other partners to provide regional housing advice (17.0.44)	C	Report annually to Council on progress towards the implementation of the Greater Christchurch Partnership Housing Plan and Canterbury Mayoral Forum Housing Plan		Work is underway on implementing the Greater Christchurch Partnership Joint Housing Action Plan The next formal report date to meet the target is through the Housing Activity 6 monthly report in February 2025		

Generate positive community outcomes through the acquisition or disposal of property



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Deliver projects that will lead to positive community	C	At least one new project commenced annually		November Actuals	The following projects, which help achieve this goal, are underway:	

outcomes: -Increasing the supply of community housing; or -Increase employment opportunities; or -Improves Mana Whenua relationships; or -Allows for community "ownership" of service delivery; or -Reduces the impacts of natural or human induced (including climate change) hazards (13.4.10.1)				Projects are underway that will contribute to this goal	Investigations about the future of the Puraua Maori Reserve, which may result in transfer to Te Hapu o Ngati Wheke; Preparation of advice on the future of BP Meats in Akaroa; Negotiations with community housing providers on future ownership and developments of the Sandilands Housing complex; and Completion of community asset transfers for Yaldhurst Hall and the former Hornby Library	
LTP24: Acquisition of property right projects, (e.g., easements, leases, and purchases) is delivered to agreed timeframes (13.4.10)	M	At least 90% projects delivered to agreed timeframes per annum	●	91.75%	On target	Maintain focus and management
LTP24: Lease terms and conditions are managed (13.4.18)	M	At least 95% of agreements are live/documented	●	100%	All leases are documented	Maintain process, focus and management
LTP24: Lease terms and conditions are managed in a timely manner (13.4.18.3)	M	At least 95% of current year lease events complete	●	66.63%	Well on track to meet end of year target	Maintain focus, processes and management

Help developers and agencies navigate the range of approvals and authorisations for commercial and multi - unit development projects



100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Customer satisfaction with quality Case Management Services (9.1.15.2)	M	80%	●	98% of respondents were satisfied with the partnership approvals case management service. This is 18% above the minimum level of service target		

Provide effective place-based policy and planning advice to support integrated urban regeneration, city identity, community leadership and placemaking

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Effectively support and administer financial incentives to support regeneration outcomes (17.0.20.5)	C	100% compliance with agreed management and administration procedures.	●	Current financial incentives and status: (a) Vacant site targeted rate/differential €" initial site assessments will take place in January; (b) CCBA grant €" the first tranche of \$140k was released in October with the next tranche due end April; (c) Shape Your Place Toolkit funding €" no additional budget available this year but the following two community boards will have the below funding remaining as at the end of December 2024: Waihoru Spreydon-Cashmere-Heathcote: \$2,000. Waipapa Papanui-Innes-Central: \$2,100. (d) The Enliven Places Rates Incentive for		

				Property Owners has allocated \$12k across Q1 and Q2 this year.		
LTP24: Provide regeneration programme report/s to Council, that report on regeneration projects in the Central City and priority Suburban Centres (17.0.20.2)	C	Annually		The Central City report was last presented to Council on 21 August.	On track to transition to annual reports (in accordance with the target), presented biannually. The next Suburban tranche will now cover April to December 2024 and be presented in March 2025, after which it will cover January to December. Running collation of potential content is underway. Other planned reports and briefings include: Central City Noise update (in February).	
LTP24: Deliver small scale temporary and permanent capital projects to support city identity, community leadership and placemaking (17.0.20.3)	M	100% of capital projects align with Urban Regeneration Capital		Guthrey Lane lighting project and Cashel St East projects: both completed in December. Welles St project: mural and early engagement completed, and design commenced Sydenham: mural location agreed with owner and artist concepts are underway.	Overall on track and meeting target of aligning projects with objectives.	

Long-term Plan 2024-34

Activity: Citizens and Customer Services (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget =/≤ \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$7,090,463	\$7,323,361	\$0	\$232,898	3%		

(Controllable net cost of service after carry-forwards)

Activity: Citizens and Customer Services - Level of Service Details

Provide a "first point of contact" Council customer service





Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Citizens and customer satisfaction with the quality of the service received for phone contacts (2.6.7.3)	C	At least 85%		2023/2024 Residents survey result = 88% satisfaction		
LTP24: Citizens and customer satisfaction with the quality of the service received for walk in services (2.6.7.1)	C	At least 85%		2023/2024 Residents survey result = 98% satisfaction		
LTP24: Ensure Citizen and Customer Services are available to answer enquiries, 24 hours per day, 7 days a week (2.6.3)	C	At least 99% of the time		24/7 operation maintained 99.95%		
LTP24: Provide a walk-in service that meets future citizen and customer demand (2.6.1)	C	7-13 walk in customer service hubs		12 walk in customer service hubs		
LTP24: Citizen and Customer expectations for service response are delivered in a timely manner for email enquiries (2.6.4.2)	M	Email enquiries have an average response time of no more than 48 hours		Average response time for email of 24 hours 26 minutes achieved YTD.		
LTP24: Citizen and Customer expectations for service response are delivered in a timely manner for social media enquiries (2.6.4.3)	M	80% of social media enquiries are responded to within two hours (after hours)		December after hours result = 50 minutes 9 seconds.		
LTP24: Citizen and Customer expectations for service response are delivered in a timely manner for telephone enquiries (2.6.4.1)	M	Telephone enquiries have an average speed to answer of no more than 120 seconds		December: 82 seconds YTD: 93 seconds	We continue to achieve our average speed to answer (ASA) level of service on both a monthly and year to date basis.	

					<p>A total of 23,378 phone interactions were presented this month.</p> <p>ASA breakdown - December results:</p> <p>% calls answered in less than 2 minutes = 76.4%</p> <p>% calls answered between 2 - 5 minutes = 16.2%</p> <p>% calls answered above 5 minutes = 7.4%</p>	
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Provide the organisation with insight and improvement support to enhance citizen experience and service delivery

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Improvement projects completed (13.16.7.3)	M	As per agreed work programme		As per agreed work programme	<p>Process gaps were identified in the Parks Key & Cash Bond area, so the process was reviewed, documented and improved. Documentation was updated and comms provided.</p> <p>Key takeaways:</p> <p>€€ Name, Hybris ticket number, and the date entered onto the cash bond envelope.</p> <p>€€ Time frame implemented for return of key - customer informed that they need to return any Parks Key within a week of issue.</p> <p>€€ Followed up in a week if they haven't returned the key.</p> <p>€€ Cash bond deposited in 2 weeks if customer has not come back.</p> <p>€€ Refund Memo filled out if they do come back to pick up their cash bond after two weeks (the details for the memo have been included in the process).</p> <p>Worked with Graffiti Team Leader to identify improvements and updates that could be made, potentially bringing responses back into the Customer Services team if appropriate. Current changes made as above - offensive graffiti can be done as this has an immediate priority of 4 hours so makes sense for the 24 hour CS team to call these through.</p> <p>Worked with the Rec and Sport trainer to review swimsmart calls during Decembers" rollout to identify any training / documentation opportunities with the team. No major issues identified however documentation was</p>	

					<p>updated to include the use of the Swimsmart Levels Card that shows the criteria and age range for different swimsmart levels to provide a better customer experience.</p> <p>Worked with IT after feedback that tickets if a customer was unable to log into the Citizen ID portal were taking to long to action. Implemented a new form to be filled out using the normal IT system that will go straight to the right team.</p> <p>Worked with the Parks team as they had identified that some instances where we set up to automatically send a "Made Safe" or "On Schedule" notifications it was no longer appropriate with their current process and confusing for customers. Clarified current process with them and reason for implementation. Identified specific instances where we needed to change and worked with Hybris team to implement.</p> <p>Reviewed and provided summarised recommendations for improving how we use SSS €" this includes gaps that we think should be reviewed to see if they can be covered by 2-way integration. OP&I will start moving to implementing the indicated recommendations like integrating SSS data to our reports.</p>	
LTP24: Process and procedure documentation and maintenance provided (13.16.7.2)	M	In accordance with agreed work programme		In accordance with agreed work programme.	<p>95 Knowledgebase updates.</p> <p>Hybris Survey Change: Wheelie Bins - RFID Tags - New Resolution for when the customer bin was missed on collection day due to missing RFID tag if the customer is not able to provide Serial Number</p> <p>Hybris Survey Change: Wheelie Bins - Damaged Bin & Missing Bin - New Question added for new resolution if the customer is unable to provide the serial number</p> <p>Hybris Survey Change: Wheelie Bins - Bin Not Collected & Inner City Bag Not Collected - New Question added for new resolution for when a customer is unable to provide the serial number - Change of Handling Officer. Waste Co NZ is now the HO for missed inner city rubbish and recycling bags</p>	

					<p>Hybris Survey Change: Security and Access - Access Required & Key Issued DCE</p> <ul style="list-style-type: none"> - Updated 3 survey responses following the Parks Key Bond process change i) requestor has an event permit and is arranging key pick up ii) requestor has made a casual park booking and would like vehicle access and iii) a contractor requesting access to a park. This relates to if we were able to get approval by phone and includes telling the requester to return the key within 7 days from collection. <p>Hybris Survey Change: Barking Dog</p> <ul style="list-style-type: none"> - Question added to make sure that Customer can provide the exact location of the dog <p>Hybris Survey Change: Water Supply - Water Leak</p> <ul style="list-style-type: none"> - Option added for anything to do with the Chlorine-free water stations <p>Hybris Survey Change: Water Supply - Water Supply</p> <ul style="list-style-type: none"> - Option added for anything to do with the Chlorine-free water stations <p>Hybris Survey Change: Graffiti (all)</p> <ul style="list-style-type: none"> - For all resolutions with Graffiti Team (Internal CCC) as a handling officer currently, the HO will change to City Care (Graffiti) (External) when immediate priority i.e. the graffiti is offensive. - Joe Calleja will no longer be the Handling Officer for out of scope Bridges Graffiti. Asset Protection will be the HO from now on. <p>Hybris Survey Change: Wheelie Bins - Bin Swap & Enhanced Service</p> <ul style="list-style-type: none"> - We will no longer look for the bins allocated to customer's property. Instead, we will ask them to confirm this. If unsure, we can call Resource Recovery Team to confirm. This was due to confusion and rework taking the Serial Number from the registry as Waste Management was unable to send through an API to keep this updated. <p>Hybris Survey Change: Pressure/Vacuum Waste Water</p> <ul style="list-style-type: none"> - When the 3Water Asset map does not show a pressure pump on a property but a customer insists that they have a CCC-owned pump, we can check the Property Info map for 	
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					<p>confirmation. This is a temporary solution - an IT request has been raised to ensure all E pumps are shown on the GIS map.</p> <p>Initiated and set-up a Hybris Change Request Process outlining and documenting what happens with the OP&I and Hybris team interactions and sign off when a staff member initiates a change in Hybris (e.g. handling officer, survey, add partner) to ensure relevant review and acknowledgement of change requests.</p> <p>Reviewed and rewrote the Recycle Bin Reinstatement survey after it was identified that there was confusion around the wording and tickets were being incorrectly assigned. Worked</p>	
LTP24: Service and Activity Reporting is provided (13.16.7.5)	M	Within two working days of month end or as negotiated		Within two working days of month end or as negotiated	<p>Provided Senior Transport Engineer data for any complaints/comments/feedback for New Regent Street - outdoor dining noncompliance or the tramway.</p> <p>Worked with IT so that the Adherence data is now automatically being downloaded into dashboards saving manual reporting of 2.5 hours per week and error proofing data quality.</p> <p>Worked with IT to review and replace the NZ Post data feed solution for the Forecasting and Scheduling dashboard. This was part of the perceived solution to reduce instances of this not refreshing on time. Refresh time has now decreased from 45 mins to 6 mins which has stopped this download timing out and therefore the dashboard failing.</p> <p>Reviewed and updated the challenging interaction / did not answer dashboard to provide better information.</p> <p>Analysed and reviewed past 6 months wrong contractor report for Transport and provided recommendations and a plan for reviewing and updating process and surveys based on this data.</p>	

Long-term Plan 2024-34

Activity: Christchurch City Libraries / Nga Kete Wananga o
Otautahi (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

						Activity manager financial comment	
Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$31,107,994	\$30,625,548	\$0	-\$482,446	-2%	The substantial forecast deficit relates to insufficient budget for personnel costs for FY25. This is due to a change in the personnel planning methodology that was used to calculate the LTP budget. Revenue continues to track well and building maintenance is underspent YTD but is expected to be on track by year end.	Ensure all revenue opportunities are realised as well as careful management of any discretionary expenditure.

(Controllable net cost of service after carry-forwards)

Activity: Christchurch City Libraries / Nga Kete Wananga o Otautahi - Level of Service Details

Collections including general, specialist, heritage, and digital content, are available to meet the needs of the community



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Maintain collections per capita of city population, per year (3.1.1.3)	C	3 - 4 items per capita		3.72	3.72 items per capita as at 1/11/2024.	
LTP24: Maintain number of issues per capita of city population, per year (3.1.1.4)	C	At national average or better		12.64	12.64 issues per capital if annualised as at 1/11/2024.	
LTP24: Collections in a number of languages are available in a range of formats (3.1.1.6)	M	Maintain at least 18 languages		19	19 languages maintained as at 1/11/2024.	
LTP24: Heritage material available digitally through the Discovery Wall and Canterbury Stories (Digital Heritage Repository) increases as communities continue to contribute (3.1.1.5)	M	At least 6000 images are added each year		2,134	2,134 images added since 1/07/2024.	

Provide public programmes and events designed to meet customers' cultural, creative, learning, and recreational needs

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Maintain participation at public programmes and events (3.1.4)	C	380-450 participations per 1,000 of population	●			
LTP24: Residents have access to spaces, services, and leading-edge technology resources to improve their wellbeing (3.1.9)	C	Capture and share at least 12 to 16 customer stories per annum	●			
LTP24: Collaborations and partnerships enable a sustainable diversity of library programmes and events offerings (3.1.10)	M	Maintain or increase current collaborations and partnerships	●			
LTP24: Provide delivery of professional Kaupapa Maori programmes and events, to support our commitment to Te Tiriti o Waitangi (3.1.11)	M	Deliver at least 270 sessions per annum	●	117 professional kaupapa Mā• ori programmes and events		

Residents have access to a physical and digital library relevant to local community need or profile through a comprehensive network of libraries, and digital channels




100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Maintain a mobile outreach service (3.1.2.4)	C	Between 50-60 visits per week	●			
LTP24: Maintain library user satisfaction with the library service (3.1.5)	C	At least 90%	●			
LTP24: Provide weekly opening hours for existing libraries (as appropriate for metropolitan, suburban & neighbourhood libraries) (3.1.2.1)	C	23 - 74 hours per week	●			
LTP24: Maintain visits per capita (3.1.2.5)	M	At national average or better	●			

Residents have equitable access to internet, online information, support, and the digital library, including public computing devices and new technologies

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Access to information and technology support via walk-in, library website, phone, email, professional assistance, and digital access (3.1.3.3)	C	Maintain number of advice queries and in-depth research enquiries	●			

LTP24: Access to online information is freely available through the library website (3.1.3.1)	C	Access freely available		24/7	Access has been provided 24/7.	
LTP24: Devices available to the public (3.1.3.5)	C	Ratio of 4 per 5,000 of population		Actual = 4.85 per 5000 of population Target = 4 devices per 5000	Target met Actual 388 devices available to public. Based on a Chch population estimate of 400,000 this represents a ratio of 4.85 devices per 5000, against a target of 4.0 per 5000 of population	n/a
LTP24: Free 24/7 Wi-Fi access is available at all libraries (3.1.3.4)	C	Free Wi-Fi 24/7		December actuals 99.56% Target 99.00%	Target met	n/a

Long-term Plan 2024-34

Activity: Christchurch Art Gallery / Te Puna o Waiwhetu
(December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget =/≤ \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$7,262,081	\$7,265,808	\$0	\$3,727	0%	Expected to make target.	

(Controllable net cost of service after carry-forwards)

Activity: Christchurch Art Gallery / Te Puna o Waiwhetu - Level of Service Details

Develop, care for, and provide access to the city's nationally significant art collection for current and future generations



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Residents and visitors have access to a nationally significant art gallery (3.0.6)	C	Maintain hours of opening, no fewer than 2,749 hours pa		Targeted to meeting annual hours open 2753 of target 2749.	Targeted to meeting annual hours open 2753 of target 2749.	
LTP24: The Art Gallery attracts residents and visitors into the city, contributing to the identity, wellbeing, and activation of the city (3.0.1)	C	Maintain visitation at 95% of the average of the last 5 years, or higher		December actuals 33,114 (target 20,434) 162% YTD actuals 167,739 (target 134,188) 125%	Will meet target	
LTP24: Visitor satisfaction with the overall Art Gallery experience (3.0.2)	C	At least 90%		Results not available until the end of the FY but expected to meet target.	Will meet target	
LTP24: Collection access and documentation (3.0.4.2)	M	All new collection works reported to brokers and council insurance and asset managers within 3 months of acquisition				
LTP24: Collection access and documentation (3.0.3.1)	M	Maintain records of all outward loans and CAG collection images published by third parties		Records maintained for end of year reporting. Collection image requests for December is 1.	Will make target.	
LTP24: Collections are cared for in optimum conditions to ensure that the Gallery's collection is available for generations to come (3.0.4.3)	M	Items stored in keeping with industry standards within 3 months of acquisition (including handling and storage systems (crates, racking, framing etc)				


		and environmental conditions)				
LTP24: Collections are cared for in optimum conditions to ensure that the Gallery's collection is available for generations to come (3.0.4.4)	M	Collections works required for exhibitions conserved within budget	●			
LTP24: Collections documented and maintained, with access provided (3.0.4.1)	M	90% of all new collection items are published online with an image (where copyright permission is available) within 3 months of acquisition	●			
LTP24: Develop, maintain, and provide access to a collection of nationally significant art (3.0.3.2)	M	Works of art purchased to enhance Christchurch Art Gallery's collection in line with policy	●	47 works accessioned year to date. records well-kept in line with policy.	Will make target	

Engage Christchurch citizens and city visitors with art and creativity through developing a dynamic programme of exhibitions

100%						
Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: A diverse range of art exhibitions that attract new and repeat audiences are developed and presented (3.0.8.2)	C	No fewer than 12 exhibitions presented pa	●	13 exhibitions will be shown for the FY 23/24.	Will make target.	
LTP24: Administer the allocation for public art in Christchurch (3.0.7)	M	CCC allocation to the Public Art Advisory Group (PAAG) is spent in line with policy	●	CCC funds allocated and spent in line with policy.	Will make target.	
LTP24: Exhibitions & publications presented (3.0.8.1)	M	4-6 publications pa, with at least 1 significant publication every 2 years	●	3 new publications since July 2024. Ink on Paper: Aotearoa New Zealand Printmakers of the Modern Era (pull-out poster book) Eileen Mayo's Rare and Endangered Birds of Aotearoa New Zealand (pull-out poster book) Dummies & Doppelg�ngers Two book projects currently underway, including 1 significant.	Will make target.	




Inspire and connect our diverse communities through participation in our public programmes & education programmes for school and lifelong learners

100%						
Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Deliver a diverse range of public programmes to promote and	C	At least 22,000 people attend advertised public programmes per annum	●	1829	1829 on a target of 884	

educate the importance of the visual arts (3.0.9.2)						
LTP24: Deliver a diverse range of school-specific programmes to promote and educate the importance of the visual arts (3.0.9.1)	C	At least 11,000 attend school specific programmes per annum		341 Participants in the School Programme	341 on a target of 258	

Operate and maintain a landmark building which sits at the cultural heart of Otautahi Christchurch

 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: International Museum standards maintained: climate control (3.0.10.1)	M	Humidity maintained within current agreed international standards range		Humidity was within tolerance 99.6% of the time in the Gallery and 100% in the Stores. This equates to YTD 99% for the Gallery and 97.5% for the Stores		
LTP24: International Museum standards maintained: climate control (3.0.10.2)	M	Temperature maintained at current agreed international standards		The temperature was within tolerance 100% of the time in the Gallery and 100% in the Stores. This equates to 100% YTD for the Gallery and 99.9% for the Stores.		
LTP24: International Museum standards maintained: security and asset protection (3.0.11)	M	Maintain On site security presence in CAG 24/7/365				

Long-term Plan 2024-34

Activity: Business Support and Continuous Improvement
(December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	-\$208,400	\$304,322	\$0	\$512,722	168%	Forecasted underspend for Innovation and Improvement Unit is \$115k	

(Controllable net cost of service after carry-forwards)

Activity: Business Support and Continuous Improvement - Level of Service Details

Deliver effective and efficient general and technical administration support across the Organisation



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Closely manage consolidated shared services such as travel, first aid and stationery and demonstrate tangible cost savings while delivering quality outcomes (13.16.2.3)	M	Year on year decrease of actual spend against budgets			On target	
LTP24: Customer satisfaction with the general and technical administration support across the Organisation (13.16.2.1)	M	At least 80%		65% was last year's result.	The Shared Services Internal Customer Satisfaction Survey was sent out on Friday 29/11/2024, the survey is open until 20th December and the results have yet to be collated.	
LTP24: Monthly administration tasks are completed within agreed timeframes (13.16.1)	M	95%		100% of Tasks in Quality Programme were entered in the agreed timeframes 100% passed quality checks).		

Provide the organisation with insight and process improvement to enhance citizen experience and service delivery



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Improvement activities are delivered within agreed timeframes as per prioritised work programme (13.15.1.2)	M	80%		100%		

LTP24: Staff satisfaction with interactions with the service (13.15.2)	M	80%	<div></div>	100%		
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Long-term Plan 2024-34

Activity: Building Regulation (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget =/≤ \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	-\$4,704,007	-\$4,683,720	\$0	\$20,287	0%	Currently forecasting to be on budget at year end.	

(Controllable net cost of service after carry-forwards)

Activity: Building Regulation - Level of Service Details

Actively manage and respond to potential and actual negligence claims against the Council



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Notify relevant building related claims to insurer (9.3.2)	M	100% of known relevant building related claims notified to insurer within relevant Financial Year		100% of known relevant building related claims notified to insurer for December	100% of known relevant building related claims notified to insurer for December	
LTP24: Respond to building related claims under the appropriate forum (9.3.7)	M	Report Annually that Council complies with WHRS, WHT, District Court, High Court, and Dispute Tribunal rules, including meeting acceptable standards of evidence, timeframes, and representation		100% compliance at end December	100% compliance at end December	

Ensure public safety and confidence through requesting and reviewing seismic assessments, issuing EPB notices and updating the national register




Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Maintain a public register of earthquake prone buildings in Christchurch (9.3.5)	C	Update the Earthquake Prone Building Register whenever the Council becomes aware of a change of a building's earthquake-prone status		The Buildings on the EPB register 30 November 2024: - The total number of buildings removed from the EPB register November 2024: 536	The Earthquake Prone Building Register has been regularly updated as required.	

				- Structural strengthening completed: 3 - Demolished: 1 133AL (EPB notices) issued: 4 133AH (Engineer assessments) issued: 0 .		
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Maintain and operate a quality assurance system to ensure continued accreditation as a building consent authority

 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Building Consent Authority status is maintained (9.3.1)	C	Building Consent Authority status is maintained		Building Consent Authority accreditation is maintained		


Prevent drowning of, and injury to, young children by restricting unsupervised access to residential pools

 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Pools are inspected in accordance with the legislative requirements in section 162D of the Building Act 2004 (9.0.7)	C	All pools are inspected in accordance with legislative requirements		121 Pool and Spa inspections were conducted in November 2024. 744 Pool and Spa inspections have been conducted year to date. This is 53% of the annual target of 1410 Pool and Spa inspections.	Currently on track to meet year-end target.	

Promote early advice that leads to higher quality building and resource consent applications, that lead to faster processing times



 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Customer satisfaction with building consenting pre-application service (9.1.18)	M	90%		There were 9 building pre-application meeting requests in November with 5 being completed.	There was one pre-application meeting response to the survey, which is sent out at the invoice stage when the meeting is complete.	

Provide a public advice service to support building consenting customers


 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
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LTP24: Provide a quality eco design service (17.0.37)	C	Provide free eco design advice to the public		<p>The Eco Design Service had a busy month, with 29 individual consultations.</p> <p>The Eco Design Service has provided 139 consultations YTD, 46% of the annual target of 300.</p>	<p>Alongside consultations;</p> <ul style="list-style-type: none"> - The EDA service participated at the first of three webinars on Plumbing and Drainage facilitated by BRANZ. - The EDA service also attended meetings within the industry, with MBIE, NZGBC, EECA Designers and local communities - The EDA also attended a conference facilitated by Orion (energy and solar) - Community Energy Activator. which covered interesting topics including; Trading Relationships (MTR), Peer to Peer trading, building a wider energy collective, Virtual Power Plants (VPP), battery storage options, and tapping into community-wide resources like roof space for solar 	
LTP24: Public advice is available, including building control phone and counter services to public, elected members and media, website and online services, printed publications, LGOIMA requests and input toward legislative review or interpretation (9.1.8)	M	Between the hours of 8.00am - 5.00pm, Monday to Friday (excluding public holidays)		<p>Walk in customers: 225 customers. Time spent 3015 minutes</p> <p>Duty BCO phone calls: 314 calls answered</p> <p>Duty BCO emails: 690 emails resolved</p>	<p>The public advice service continues to be busy providing advice to our walk-in customers and resolving Duty BCO email requests.</p>	



Receive and process project information memoranda applications in a timely manner



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Process project information memoranda applications within statutory timeframes (9.4.10)	C	Process 99% of project information memorandum applications within 20 working days		<p>100% of applications processed within 20 working days in November.</p> <p>100% of applications have been processed within 20 working days for the year-to-date</p>		

Receive and vet consent applications for acceptance and process applications for compliance with the building code in a timely manner




Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Customer satisfaction with building consents process (9.1.4)	C	79%		<p>The customer satisfaction for the month of November was 80%</p> <p>The YTD customer satisfaction is 79%</p>	Currently on target to meet this level of service.	
LTP24: Grant building consents within 20 working days (9.1.1)	C	The minimum is to issue 95% of building consents within 19 working days from the date of acceptance		92% of building consents were issued within 19 working days for the month of November 2024	The timeframes are showing consistent month on month improvement, and this is anticipated to continue due to the remedial actions that are currently in place.	Continue with the restrained ongoing use of overtime arrangements and when necessary external contractors to manage peak volumes.

				87% of building consents have been issued within 19 days for the financial year to date.		
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Undertake an audit regime of each building warrant of fitness, issue new and amend existing compliance schedules

 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Audit Building Warrant of Fitness to ensure public safety and confidence (9.1.9)	C	Audit 20% of building stock annually		100 audits were carried out in November 574 audits have been carried out for the year to date. This equates to 46% of the annual target and on track to meet the year-end target.	We put a number of initiatives in place across the last financial year including process improvements, and the recruitment and training of additional staff. This work has resulted in the goal being on track this financial year.	

Undertake inspections of building work to assess compliance with the consent, and process applications for code of compliance certification

 0%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Grant Code Compliance Certificates within 20 working days (9.1.7)	C	Issue minimum 95% of Code Compliance Certificates within 19 working days from the date of acceptance		97% of Code Compliance Certificates were issued within 19 working days for the month of November 2024 89% of Code Compliance Certificates were issued within 19 working days for the YTD	The timeframes are showing consistent month on month improvement, and this is anticipated to continue due to the remedial actions that are currently in place.	Continue with the restrained ongoing use of overtime to manage peak volumes.
LTP24: Carry out building inspections (9.1.12)	M	98%		92% of inspections were completed within three working days of customer request for the month of November. 91% of inspections were completed within three working days of customer request for the financial year to date.	We continue to experience a high demand for inspection services, however, response times are continuing to improve.	Additional inspections resources are being engaged by way of contractors and remote inspection technology continues to be promoted and utilised when requested by customers. This is resulting in an ongoing improvement in response times.

Long-term Plan 2024-34

Activity: Asset management & Facilities (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget =/≤ \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$18,598,198	\$18,712,528	\$0	\$114,330	1%		

(Controllable net cost of service after carry-forwards)

Activity: Asset management & Facilities - Level of Service Details

Council meets its legislative requirements for buildings (BWOFF & Earthquake Prone Buildings)



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Building Warrants of Fitness completed on time (13.4.28.1)	M	100%		Fifteen BWOFFs were due for renewal in December, and all were issued on or before the due date.		
LTP24: Facilities Management and Maintenance Services are audited and achieve contract KPIs (13.4.7)	M	At least 98% of contract KPIs achieved		Data for December has yet to be available - the results reported are for November 2024. 100% of KPIs were achieved with an overall score of 98/100	A point each was lost against two KPIs, the Annual Programme/Plan Routine Maintenance and the second Asset Maintenance Intervention Strategy.	
LTP24: High-priority (7 1/2 year) sites will meet requirements by 2025 (13.4.28.3)	M	At least 50% compliant		This is tracking on target and is being reviewed monthly	All as per tracking document 21/1521682	None required
LTP24: Key building systems operate in line with their original design parameters (13.4.7.4)	M	Heating and Ventilation systems maintain user comfort levels with a variance of 1-degree centigrade of original design parameters		The Dec. 2024 average space temp across all floors of the Civic offices during occupied hours (7 am to 5 pm) was 23.2°C. This is within the WorkSafe NZ "good workplace" temp range for summer months, as per below: "WorkSafe NZ dictates that temperatures must be set between 19-24 degrees in summer and 18-22 degrees in winter to ensure good workplace health and safety."		
LTP24: Key building systems operate in line with their original design parameters (13.4.7.5)	M	95% of Facade blinds operate as per initial design parameters		Because of an ongoing IT-related issue, we currently have no control over the automation of the blinds, so we cannot confidently report data for the LOS this month.		

LTP24: Key building systems operate in line with their original design parameters (13.4.7.6)	M	Automatic doors operate 95% of the time as per the original design performance	●	Automatic doors were operational for 97% of the time during December.	A failure of a controller on one of the main entrance doors meant that, for a short time, the door was not operational	
LTP24: Medium-priority sites will meet requirements by 2033 (13.4.28.4)	M	Planning is underway for medium-priority sites	●	This is tracking on target and is being reviewed monthly	All as per tracking document 21/1521682	None required
LTP24: Priority 1 and Priority 2 reactive maintenance jobs are completed within contract timelines as determined by the Facilities Service contract. (13.4.7.2)	M	At least 90%	●	December data was not available at the time of reporting. In November, 17 P1 and 71 P2 jobs were completed. One P1 and one P2 job was not completed within the contracted timeframe; all other jobs were completed on time. Across all job types, 96.6% of jobs were completed on time		

Provide asset management and planning data to guide management of, and decision making about Councils facilities, including advice and projects that reduce the energy used in Council facilities






Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Asset Management Plans are in place for Facilities Assets (Sports and Recreation, Libraries, Community, Arts and Culture, and corporate buildings) (13.4.24.2)	M	100%	●	All complete	Ongoing engagement with stakeholders and no concerns at this stage	None required
LTP24: Reduce greenhouse gas emissions, excluding methane (Based on Greenhouse Gas Emissions Target for Christchurch, Option 1) (13.4.29.2)	M	At least 3.3% reduction year on year	●	The emission report is as below: Facility November 2023 (tCO ₂ e) November 2024 (tCO ₂ e) % Change CIVIC 9.41 11.13 18.24% Turan ga 9.51 8.89 -6.53% Taioira QEII 25.06 25.19 0.49% Jellie Park 20.55 21.57 4.93% Pioneer 14.33 14.85		

				<p>3.61% Linwood Pool 7.89 7.99 1.29% Graham Condon 9.5 9.27 -2.49% Art Gallery 28.2 11.67 -58.60% Orauhata Bishopdale Library 0.93 0.66 -29.31%</p> <p>· CIVIC Facility Emissions increased by 18.24% due to consuming 1,700 litres of diesel in November 2024. In contrast, no diesel was used in November 2023, leading to increased emissions. However, the facility had decreased diesel deliveries compared to previous months, but the remaining deliveries still contributed to higher emissions.</p> <p>· Art Gallery A significant 58.60% reduction in emissions was noted. The emissions in November 2023 were abnormally high, likely due to a control/operational issue with the generator. The emissions have now returned to more typical levels for November 2024, with 6,499 litres of diesel delivered in November 2023, contributing to the higher emissions base compared to 2024.</p> <p>Electricity usage from the grid increased by 8% compared to November 2023, which, along with the 57% reduction in landfill gas usage, is primarily driven by the electrification of the humidifiers, the potential periotic operation of the generator, and changes in weather patterns.</p> <p>· Orauhata Bishopdale Library Emissions decreased by 29.31% due to operational improvements identified through CopperTree analytics insights.</p> <p>· Other Facilities The emissions for Jellie Park, Turanga, Taioara QE</p>		
LTP24: We provide advice and projects that reduce the energy used in Council facilities (13.4.29)	M	1.7% reduction year on year	●	<p>Energy Performance Report €" November 2023 vs. 2024: Facility</p> <p>November 2023 (kWh/m²) November 2024 (kWh/m²) % Change</p> <p>CIVIC 15.23 14.26 -6.33% Turanga</p>		

			14.57 13.6 -6.67% Taiora QEII 80.15 80.42 0.34% Jellie Park 79.95 83.76 4.77% Pioneer 74.14 76.7 3.46% Linwood Pool 41.35 41.82 1.14% Graham Condon 77.82 34.44 -55.75% Art Gallery 36.33 22.18 -38.96% Orauwhata Bishopdale Library 24.94 17.63 -29.31% CIVIC Building: The CIVIC Building achieved a 6.33% reduction in energy consumption for November 2024 compared to November 2023, despite increased reliance on the less efficient landfill gas in the TriGen system. This improvement can be attributed to several factors, including installing high-efficiency CO ₂ heat pumps for the domestic hot water system and repairing blinds, which reduced solar heat gain and lowered the chillers' load. While diesel delivery data suggests lower consumption this month, it is possible that actual usage was related to diesel delivered in the previous month. Additionally, fluctuations in occupancy levels and weather conditions may have contributed to the decreased energy demand. The energy consumption changes at Turanga, Taiora QEII, Jellie Park, Pioneer, and Linwood Pool are all within the normal operational range. Graham Condon: A significant 55.75% reduction, which has maintained con		
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Provide the organisation with a safe, efficient, and well utilised vehicle fleet that supports Council to achieve its fleet emissions targets



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Enable asset utilisation by assessing overall fleet efficiency and emissions to identify potential efficiency savings (13.4.11.5)	M	Hours Used / Total Working Hours Target: 40%		57% utilisation based on number of work hours (176) for July 57% utilisation based on number of work hours (176) for August 58% utilisation based on number of work hours (168) for September 60% utilisation based on number of work hours (176) for October 60% utilisation based on number of work hours (168) for November 59% utilisation based on number of work hours (160) for December YTD 58.5% utilisation across 994 working hours	We will see a down turn over January due to staffing levels. We will look to offset this through reducing overall fleet numbers	No remedial actions required, utilisation is ahead of schedule, and we are continuing to reduce overall fleet number.
LTP24: Provide the organisation with a safe vehicle fleet (13.4.11.2)	M	100% of Registrations completed on time		12 Registrations Due / 10 Registrations Issued	2 Vehicles didn't receive their registration as they didn't have current WOFs. They are both awaiting parts for repairs to complete their warrants after which they will be registered. They are not being used in the meantime	
LTP24: Support Council to achieve its fleet emissions targets by increasing the proportion of zero-emission vehicles in our transport fleet (13.4.11.4)	M	Fleet vehicles are Zero Tailpipe/ battery electric - both shared fleets and dedicated fleets. Target: +10% over the previous year		No change to November.	We will start taking delivery of the new EV from the week of 13th Jan	No remedial actions as we have already increased the EVs in the fleet by 20%

Long-term Plan 2024-34

Activity: Akaroa Museum (December 2024)



Overall Level of Service Forecast



Value for Money: Manage Activity to Budget \leq \$0

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$503,681	\$504,342	\$0	\$662	0%	Expected to make target.	

(Controllable net cost of service after carry-forwards)

Activity: Akaroa Museum - Level of Service Details

Provide a community space; revealing histories, sharing stories, and caring for community heritage.



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP24: Minimum hours of opening per annum (3.3.3)	C	Minimum 2093 hours pa, average of 40 hours per week		1,052 hours open to the public year to date.	180 hours open during December	
LTP24: Number of exhibitions presented per annum (3.3.4)	C	No fewer than two temporary exhibitions presented		2 exhibitions year to date		
LTP24: Visitor satisfaction with their Museum experience (3.3.8)	C	At least 90%		High level of visitor satisfaction maintained, as measured by visitor book and verbal comments.		
LTP24: All collection items displayed and stored securely in stable environmental conditions, and adequately insured (3.3.6.2)	M	No loss or damage to collections		No loss or damage to collections year to date, stable environmental conditions maintained.		
LTP24: Collections developed and maintained: Collection grows in line with the Museum's Acquisitions and Disposals Policy (3.3.6.1)	M	At least 98% documented within 3 months		Total of 22 accessions year to date, all documented within 3 months of receipt.	December total was 3 accessions (3 objects).	
LTP24: Public access is provided to the collections and information held in the Museum (3.3.7)	M	>400 enquiries per annum		217 enquiries received and answered year to date	17 family history, 14 collections and 4 other enquiries received and answered in December.	
LTP24: Visitors per annum to Akaroa Museum (3.3.2)	M	Maintain visitation of at least 95% of the average of previous 3 years		10,522 visitors to the Museum year to date.	December visitor total was 2,194	

Appendix – Responses to Questions from Finance & Performance Committee

The following are responses to questions asked ahead of the 18th of December 2024 meeting.

Water Supply

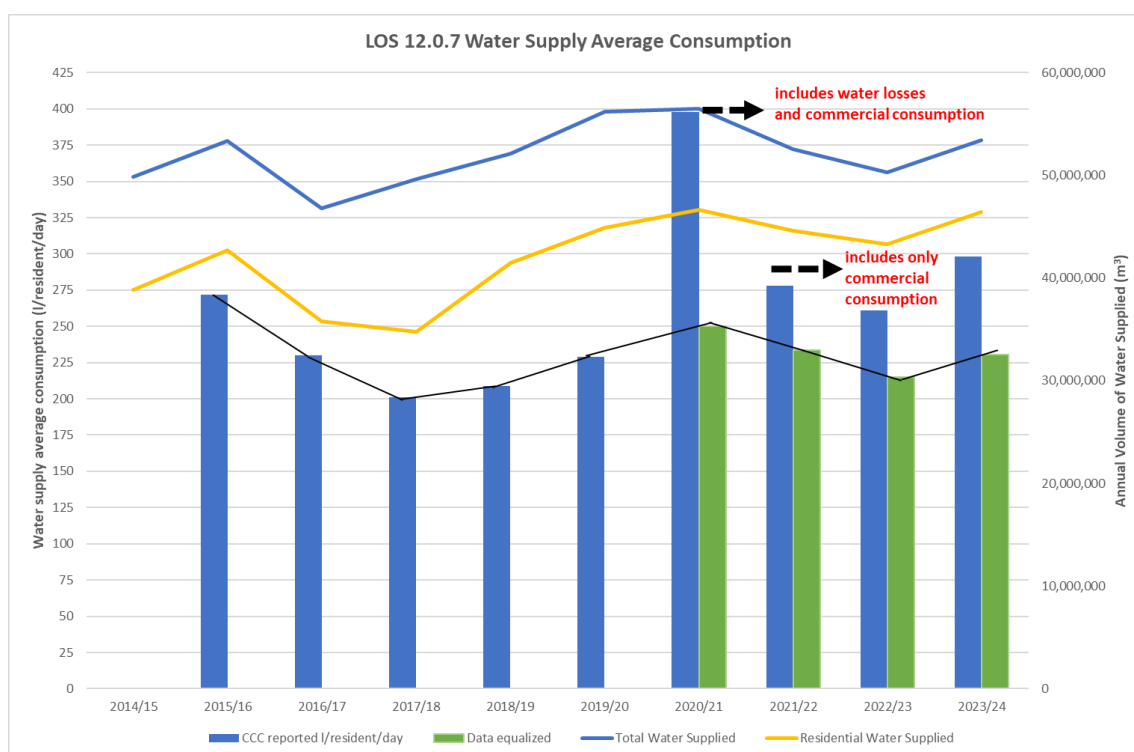
Level of Service: Water supply average consumption 12.0.7

Can I please understand the annual trend of this measure for the past 10 years, and how this measure has been impacted by excess water charges? Do we have a measure from before the excess water charges and post?

Staff response:

Please find information in response to the query pertaining to the annual trend of the water supply average consumption measure for the past 10 years. When interpreting the data, please note:

- There are no relevant results prior to 2015/16, and I have not requested staff to process the raw data. Since 2015/16 the method of measurement has been per resident per day average use. Up to and including 2014/15 the method of was water abstracted per property served per year. This was in alignment with adopted activity plans of the time.
- The calculation method used to determine the water supply average consumption was modified in 2020/21. As of 2020/21, the reported value included commercial consumption and specifically in 2020/21, the reported value included water losses. In the graph below, a subset of equalized data is provided and calculated as {water supplied minus commercial consumption minus water losses / population} as was done in the period 2015/16 to 2019/20
- The population figures used in determining the measure is aligned to previous Census data and therefore does not accurately reflect population growth. To note that because of population uncertainties, Water NZ discontinued using water consumption per resident per day as a benchmarking measure in 2020/21 but transitioned to reporting consumption per residential property.
- The National Environmental Performance Measures now requires the reporting of the median residential water consumption (litres/connection/day), based on residential water metering. Because Christchurch water meters are read on a rotational quarterly basis, the transition to report a monthly median residential water consumption is not feasible, nor is it possible to provide an accurate figure at Financial Year (next quarter reads are required).
- To note that the commercial consumption for FY24 has not been quantified at financial year end and the equalized data projected in the figure below, reflects FY23 values commercial consumption figures.

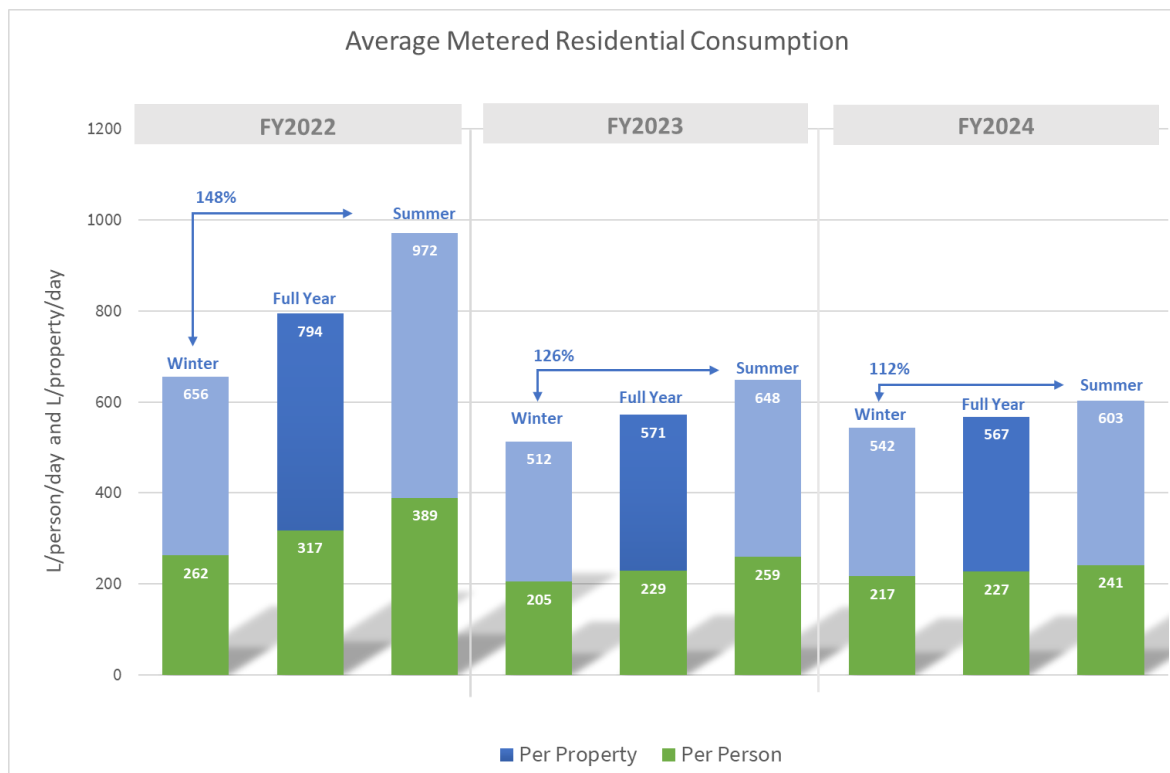


From the above, it can be noted that water consumption including average consumption increased progressively as of 2017/18 as aligned with population growth but decreased after the introduction of excess water use charges. A slight increase in consumption is depicted in FY24 and could be related to the increased daily allowance.

The table below summarises the figures reported annually.

Year-end	Litres per resident per day average use	Target set in LOS
June 2024	298	210
June 2023	261	215
June 2022	278	220
June 2021	398	298
June 2020	229	298
June 2019	209	298
June 2018	201	298
June 2017	230	298
June 2016	272	298

A more appropriate measure to depict the impact of excess water use charges would be apply the National Environmental Performance Measure, 'median residential consumption per connection' as derived from water meter reading. The graph below depicts actual meter reading data as of July 2021 and confirms the drop in median consumption in the first year, which then slightly increased in the 2nd year when the daily allowance was increased.



Regulatory Compliance and Licencing

Level of Service: Complaints in relation to excessive noise are responded to within one hour 9.0.8

Noise control service contract - Why was there a gap in this service and why wasn't a contract agreed before the expiration? Who is the allied contract with? Is it possible to have a copy of the report to Council that approved the contract?

Staff response:

The previous Noise Control contractor was not meeting the required response times. Despite efforts to fix this, there were no improvements, so we decided not to exercise a contract extension option.

As several services will go to tender in early 2025, we reviewed our requirements and saw a chance to combine noise control with patrols, freedom camping checks, alarm responses, and gate locking/unlocking (Patrols Contract). This change aims to save costs and improve service delivery.

To ensure continuous service and accommodate this change, we negotiated a variation to the current Patrols Contract with Allied Security. This variation was approved by staff under delegation and will cover the time until new contracts start.

The new contractor has improved the service, consistently meeting response times since the change. There was no gap in service delivery during the transition.

Transport

Level of Service: Improve roadway condition, to an appropriate national standard, measured by smooth travel exposure (STE) 16.0.2

Can we please get an understanding of why we are using a system not approved by DIA and OAG, and when we were first aware of this?

Are we able to please understand what this means regarding how we have prioritised projects if we are using out of date data?

Staff response:

For clarity the year-end audit confirmed that the target for smooth travel exposure (STE) was met in the last financial year (77%). STE is a calculation combining road roughness and traffic volume, i.e. high-volume roads have a bigger impact on the ride quality for the population.

Historically we have used information from the CAST (Christchurch Assignment and Simulation Traffic) model to convert the traffic count data into traffic volume estimates. The CAST model relies on census data to inform population changes. This data can be up to 5 years old. We have also historically had a rolling three-year programme for collecting traffic counts.

Past audits from NZAudit and NZTA have not raised any concerns with the data collection methodology or the calculation methodology.

The feedback from the recent audit was:

- There is a consistent and reliable plan for collecting traffic count data collection across the city.
- There needs to be a robust process for ensuring these counts are uploaded into RAMM accurately and in a timely fashion. (RAMM is the Waka Kotahi/NZTA Road Assessment and Maintenance Management system, which provides a method of measuring the condition of each road element.)
- Traffic counts on major carriageways should be undertaken every two years.
- The use of the CAST model to generate traffic volume estimates could result in data that is more than 3 years old.
- Estimates should be revised for the whole network annually.

Staff were made aware of the concerns from NZAudit in October 2024. This was also the first time that we were made aware of the age requirements for the data and estimates.

As a result, we have undertaken a complete review of the traffic count data in RAMM and have revised the data handover procedures for the traffic count collection contractor. Staff are also working through a change in the calculation methodology to reduce the reliance on the CAST model for generating traffic volume estimates. It is expected that this will align the result with the required parameters from NZAudit for this LoS.

The LoS is presently forecast amber as a precaution. The STE assessment result for FY24/25 should be available end April 2025 once we transition to a new calculation system, at which point a review of the forecast will be undertaken.

Our networks and services support access for all, provide travel choices and contribute to a prosperous, liveable, and healthy city

									Historic Performance Results		
Measure of Success	C/M	Officer	Target	Forecast	Actual	Comment	Remedial Action	Modified	Prev. YE Results	YE Results (-2)	YE Results (-3)
LTP24: Improve roadway condition, to an appropriate national standard, measured by smooth travel exposure (STE)(DIA 2) (16.0.2)	C	David Edge	>=75% of the sealed local road network meets the appropriate national standard	●	For FY23/24 we achieved a post-Audit STE of 77%. This was achieved using data that was older than two years, an outcome not supported by Audit NZ (DIA and OAG), thus requiring remedial action to correct. The STE% assessment result for FY24/25 should be available end April 2025 once we transition to a new calculation system.	The transport model used to produce estimated traffic counts for this performance measure relies on estimations and third-party data including census information which can be several years out of date. The models inflexibility also means we can only make limited updates to these estimated traffic counts outside of the census cycle. Therefore, we are transitioning to an alternative calculation methodology that accurately captures all actual traffic counts from our traffic count contractor. The most recent NAASRA (road roughness) assessment of our sealed road network has been undertaken, and we are currently awaiting the results.	Transition to a standardised model in 2025 which is expected to improve the methodology and reliability of the measure. Review traffic count agreement and deliverables for an assured methodology that will provide the most recent actual traffic counts for immediate input into RAMM Manager to produce the most recent road section count estimates required for an accurate STE% calculation.	10/01/2025	Overall 78% (Urban 76%, Rural 91%)	The FY21 state of the sealed road network was captured in November and December 2021. The report generated in February 2022 shows that 79% of vehicle kilometres traveled in Christchurch are on smooth roads. This number will not change until January/February y 2023.	79%

Asset Management Maturity Assessment (AMMA) process

Following is an update to a response provided to Finance and Performance Committee at the meeting of 23rd of October 2024.

Level of Service: Various

When is the next assessment to be available?

What is the plan to provide an update to Council on progress towards improvement?

Staff response:

The next Asset Management Maturity Assessment remains planned for the 2026 Calendar Year. The report will provide an update on the progress of the organisational wide Asset Management Improvement Programme that is aligned to the LTP 2024-2034 and will be in time to inform development of the LTP 2027-37.

An update to the Finance & Performance Committee on the current Asset Management Improvement Programme (AMIP) will be brought to the meeting of 30 April 2025, rather than 26 February 2025 as originally advised. This is due to the need to realign internal reporting requirements for asset management governance being impacted by current resourcing.

8. Financial Performance Report - December 2024

Reference Te Tohutoro: 24/2268644

Responsible Officer(s) Te Pou Matua: Russell Holden, Head of Finance

Accountable ELT Member Pouwhakarae: Bede Carran, General Manager Finance, Risk & Performance / Chief Financial Officer

1. Purpose and Origin of the Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is for the Finance and Performance Committee to be updated on Council's financial performance for the six month period to 31 December 2024 and the current forecast for the end of the year.
- 1.2 This is a regular monthly report that is presented to the Committee. Treasury, debtor and general insurance claims information is reported quarterly and included in this report.

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. [Receives the information in the Financial Performance Report - December 2024 Report.](#)

3. Executive Summary

- 3.1 The year-to-date operational deficit of \$2.3m is \$21.7m lower than budget year to date. This is driven by: savings in insurance costs, rates on council owned properties, reduced personnel costs due to staff vacancies and lower than budgeted solid waste recycling / organics processing fees.
- 3.2 The forecast operating surplus for the end of year is currently projected to be \$19.8m, compared to the \$12.2m forecast surplus last month. The improvement of \$7.6m has been driven by subvention receipts (\$2.8m), a reduction in Parks maintenance costs (\$1.5m), an improvement in net interest costs (\$1.2m), Eco-central rebate (\$0.8m), an improvement in Transport cost capitalisations (0.5m) and higher rates penalties (\$0.5m).
- 3.3 Capital programme delivery is above budget year to date (\$12.1m, 3.9%), primarily driven by earlier spend on One New Zealand Stadium at Te Kaha (\$10.5m, 12.5%) and Transport projects (\$16.5m, 46.2%), partially offset by underspends in Parks (\$13.0m, 25.9%) and Digital projects (\$1.5m, 14.2%). The variances will be managed via carry-forward / bring-back requests.

4. Operational Revenue and Expenditure

- 4.1 This covers day to day spend on staffing, operations and maintenance, and revenues to fund the operational spend.
- 4.2 Operational revenue exceeds expenditure as it includes rates revenue for capital renewals and debt repayment. This 'capital' revenue is referred to below as 'Funds not available for Opex' and is removed to show the year to date and forecast cash operational surplus or deficit.

\$m	Year to Date Results			Forecast Year End Results			After Carry Forwards	
	Actual	Budget	Var	Forecast	Budget	Var	Carry Fwd	Var
Revenues	(525.9)	(525.3)	0.6	(1,086.0)	(1079.5)	6.5	-	6.5
Expenditure	404.2	423.7	19.5	814.1	828.0	13.9	0.2	13.7
Funds not available for Opex	124.0	125.6	1.6	252.1	251.5	(0.6)	(0.3)	(0.3)

Operating (Surplus)/Deficit	2.3	24.0	21.7	(19.8)	-	19.8	(0.1)	19.9
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- 4.3 The current operating surplus variance of \$21.7 million reduces to a year end forecast of \$19.9 million due to timing, trends and work patterns. Staff note that during the audit of the financial statements for the 2023/24 financial year Audit queried the overhead allocation charged to capital. If an adjustment is required, this will further reduce the operating surplus. Staff are currently working through this issue. Summaries of the material revenue and expenditure variances and changes are highlighted below.
- 4.4 Revenues are \$0.6 million ahead of budget year to date and are forecast to be \$6.5 million higher at year end. Key drivers of actual and forecast revenue variances to budget include (amounts in brackets are revenues below budget):

Variance	Annual Budget	YTD	YE Forecast
Building & Planning consent volumes	35.0m	1.6m	3.2m
Recreation & Sports pools and fitness centres increased participation	21.4m	1.4m	1.1m
Rates overstrike	760.8m	0.4m	0.9m
Subvention receipts	11.3m	-	2.8m
Rates penalties	5.3m	0.5m	0.4m
Interest Revenue (largely offset by lower on-lending costs)	57.4m	0.0m	(4.2m)
EcoCentral rebate	-	0.8m	0.8m
Transwaste dividend	7.3m	-	0.4m
Otautahi Community Housing Trust (OCHT) revenues	16.3m	0.0m	0.7m
Hagley Park parking fees – new parking meters delayed	2.2m	(1.0m)	(1.0m)
Excess Water – residential	2.3m	(0.4m)	-
Excess Water – commercial	2.9m	(0.4m)	-
Other revenues	157.3m	(2.3m)	1.4m
Total	1,079.5m	0.6m	6.5m

- 4.5 The rates overstrike arises as Council needs to estimate the City's rateable capital value for the 24/25 rates strike prior to receiving final changes for the 23/24 year from Quotable Value.
- 4.6 Expenditure is \$19.5 million lower than budget year to date and forecast to be \$13.9 million under budget after carry forwards at year end. Key drivers of actual and forecast expenditure variances to budget include (amounts in brackets are expenses greater than budgeted):

Variance	Annual Budget	YTD	YE Forecast (after c/f)
Insurance costs	38.3m	7.9m	7.9m
Waste Management lower recycling processing fees and organic processing fees, and landfill costs	69.7m	5.0m	4.2m
Transport – Timing of maintenance costs	55.2m	3.3m	(0.3m)
Personnel Costs (units with vacancies which were planned to be filled)	266.3m	1.5m	2.9m
Parks – Underspend in maintenance, year to date expenditure likely to reflect expenditure for the remainder of the financial year.	16.2m	1.5m	1.5m
Rates on Council owned properties	36.8m	0.3m	1.0m

Debt Servicing (lower on-lending & favourable hedging, largely offset by reduction in interest revenue)	148.1m	0.2m	5.4m
Three Waters – higher than budgeted maintenance volumes and opex.	37.3m	0.2m	(1.6m)
Three Waters – staff time capitalisations lower than budgeted	(7.8m)	(0.5m)	(1.4m)
OCHT Community Housing increased operating and maintenance costs (partially offset by increased revenue)	6.0m	(0.3m)	(0.7m)
Transport – increased cost of illegal fly tipping.	-	(0.9m)	(0.7m)
Building Consenting & Planning Consenting – additional costs outsourcing consent processing to meet LoS, due to volumes and staff shortages (offset by increased revenue).	14.9m	(1.0m)	(2.6m)
Other minor variances	147.0m	2.3m	(1.9m)
Total	828.0m	19.5m	13.7m

4.7 Operational variances and explanations by Activity are shown in **Attachment A**.

5. Capital Expenditure and Revenue

5.1 This section covers the capital programme spend and funding relating to it.

\$m	Year to Date Results				Forecast Year End Results				After Carry Forwards		
	Actual	Budget	Var		Forecast	Budget	Var		Carry Fwd	Var	
Core Programme	214.0	212.9	(1.1)		503.3	521.9	18.6		8.5	10.1	
External Funded Programme	12.2	11.7	(0.4)		25.7	25.7	-		0.4	(0.4)	
Less unidentified Carry Forwards	0.0	0.0	0.0		(19.1)	-	19.1		28.5	(9.4)	
Core/External Funded Programme	226.2	224.6	(1.5)	●	510.0	547.6	37.6	●	37.4	0.2	●
One New Zealand Stadium at Te Kaha	95.0	84.5	(10.5)		198.9	190.2	(8.7)		(8.7)	-	
Total Capital Programme	321.2	309.1	(12.1)	●	708.9	737.9	29.0	●	28.8	0.2	●
Revenues and Funding	(191.9)	(133.3)	58.6		(355.3)	(330.8)	24.5		-	24.5	
Borrowing required	129.3	175.8	46.5	●	353.6	407.1	53.5	●	28.8	24.7	●

Capital Expenditure

5.2 Gross capital expenditure of \$321.2 million has been incurred against a year-to-date budget of \$309.1 million.

5.3 Overall, including One New Zealand Stadium at Te Kaha, the Project Management Office forecasts total capital expenditure of \$709 million against the annual budget of \$738 million. For Council's Capital-Core/External Funded projects (which excludes One New Zealand Stadium at Te Kaha) the PMO forecasts a total spend of \$510m against the current programme budget of \$548m. Of the \$38 million forecast variance (\$548-\$510), a significant amount will be requested to be carried forward at year end.

Capital Revenues and Funding

5.4 Capital revenues and funding is \$58.6m higher than budget year to date. This is largely due to the insurance recovery from the CWTP, higher development contributions being collected, partially offset by lower crown revenues and NZTA capital subsidies.

5.5 Capital revenue and funding is forecast at year end to be \$24.5m higher than the budget, after carry forwards, due to receipt of \$55.0m of insurance recoveries for the CWTP Fire, offset by a \$37.3m reduction in expected Crown recoveries and NZTA Capital subsidy arising from a budget overstatement in the LTP.

6. Special Funds

- 6.1 The annual movements and balance of the Housing Account and Capital Endowment Fund are shown in **Attachment A**.
- 6.2 The balance of funds available for allocation from the Capital Endowment Fund at 31 December 2024 was \$2,207,000.

7. Treasury

Policy Compliance

- 7.1 All Treasury risks are within Policy limits, with no breaches projected over the coming year:

Risk Area	Compliance	Plain-language meaning
Liquidity Risk	Yes	(cash availability)
Funding Risk	Yes	(spread of debt maturities)
Interest Rate Risk	Yes	(managing interest costs)
Counterparty Credit Risk	Yes	(not all eggs in one basket)

Borrowing

- 7.2 Council's total gross borrowing for 2024/25 is shown below (in \$ millions):

	Jun-24 Actual	Current	Jun-25 Projected	Full Year Change
Ratepayer-funded Debt	1,799.3	2,038.6	2,103.8	304.5
To fund Advances to Related Parties	781.5	733.5	733.5	-48.0
Gross Borrowing	2,580.8	2,772.1	2,837.3	256.5

- 7.3 Advances to related parties are primarily to Christchurch City Holdings Ltd (currently \$636.2m, down by \$45m so far this financial year). Interest earned on these Advances fully off-sets Council's related borrowing costs. This table excludes cash and other financial investments, which are mostly held for working capital purposes.

Funding & Interest Rate Risks

- 7.4 Council's projected funding requirements, per financial year, are shown below. These are split between existing debt maturities (green) and expected new borrowing requirements (grey). Existing debt is well spread over the coming decade, although there is elevated concentration risk in the 2025/26 financial year due to the extent of planned new borrowing – Council has sufficient market access to manage this risk.



- 7.5 Council's **interest rate risk** is managed to reduce the volatility of interest costs from year to year. Most existing Council debt has been fixed for at least the next three years, which will limit the impact of market volatility on future borrowing costs. The budget was prepared in anticipation of a fall in the Official Cash Rate to 3%, so recent market movements are already reflected in projected funding costs (shown in the table below):

	Jun-25	Jun-26	Jun-27
Ratepayer-Funded Debt	4.9%	4.9%	4.8%

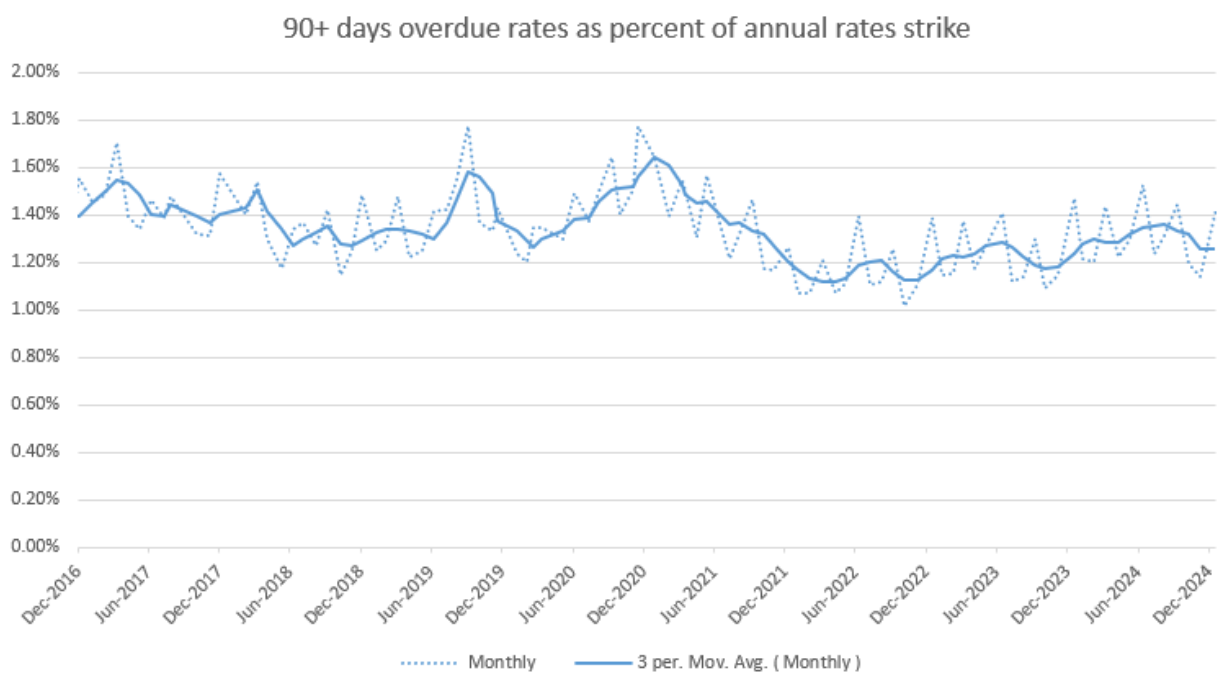
For context, Council's average funding cost was 5.1% in 2023/24 and 5.2% in 2018/19 (pre-Covid). It is expected to rise again from 2027/28, towards a long-term average of about 5%.

8. Rates Debt

- 8.1 Rates debt decreased \$1.1 million in the December 2024 quarter, as shown in the table below. Rates debt is \$2.3 million higher than December 2023. As a percentage of total rates, the debt remains relatively stable, and while it is difficult to identify specific causes for the increase, it is potentially attributable to adverse economic /cost of living conditions over the last year and reflected in the slight upswing in the graph below.

\$m	Sept 2024	Dec 2024	Change	Comment
Rates Debt	33.6	32.5	(1.1)	Total rates debt has remained stable this quarter.
Current year overdue	19.0	25.3	6.3	Dec 2023 \$23.8m
Previous years arrears	14.6	7.2	(7.4)	Dec 2023 \$6.4m
No. properties with arrears over \$20,000	63	57	(6)	

- 8.2 The graph below shows 90+ days rates debt as a percentage of the annual rates strike in the respective year, with a three month moving average to smooth the quarterly cycle. This indicates that rate arrears are generally being well managed.



9. General Debt

- 9.1 The increase in 6+ months debt shown below is due to an outstanding disputed invoices for NZTA and resources consents which are being pursued.

\$m	September 2024	December 2024	Change	Comment
General Debt	11.6	11.2	-0.4	
3 – 6 months	0.4	0.3	-0.1	
6 months +	0.8	1.8	+1.0	Invoice for \$0.43m in Transport in dispute and invoice for \$0.51m for resource consents is disputed



- 9.2 General debt of \$44,623 has been written-off this quarter (\$19,709 relates to write-offs relating to damage to street poles). The total debt write-off for 2024/25 to date is \$98,514 compared to \$89,228 for the first six months of 2023/24.

10. Insurance Claims

- 10.1 The table below outlines the number of events that have been notified by Council against its insurance policies as well as claims against Council from third parties for the October – December 2024 quarter.

Policy	Claims / Notifications		Estimated Cost
	Above excess	Below excess	
Claims by Council	Motor Vehicle	1	\$7,000
	Material damage	0	\$0
Claims against Council	PI / PL	0	\$0

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	Attachment A – Operational & Capital breakdown by Activities - Dec24	25/54778	156

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

Document Name – Location / File Link
Not applicable

Signatories Ngā Kaiwaitohu

Authors	Mitchell Shaw - Reporting Accountant Karthik MG - Reporting Accountant Bruce Moher - Manager Corporate Reporting Steve Ballard - Group Treasurer Martin Zelas - Rates Manager Adrian Seagar - Manager Insurance & Asset Management
Approved By	Bruce Moher - Manager Corporate Reporting Bede Carran - General Manager Finance, Risk & Performance / Chief Financial Officer

Attachment A – Operational & Capital breakdown by Activities / Special Funds

Operations by Activity

Activity costs shown are directly controllable costs and revenues. Depreciation, insurance and rates costs are summarised separately at the bottom of the table.

\$000's		Year to Date Results			Forecast Year End Results				Result
		Actual	Plan	Var	Forecast	Plan	Var	Net C/F	
Christchurch Art Gallery Te Puna o Waiwhetū		3,606	3,720	114	7,262	7,266	4	-	4
Akaroa Museum		266	256	(10)	504	504	-	-	-
Christchurch City Libraries Ngā Kete Wānanga o Ōtautahi		15,732	15,540	(192)	31,108	30,626	(482)	-	(482)
Community Development and Facilities	1	25,874	26,562	688	38,874	39,399	525	300	225
Recreation, Sports, Community Arts and Events	2	8,522	10,102	1,580	22,687	23,924	1,237	-	1,237
Emergency Management & Community Resilience		607	668	61	1,439	1,439	-	-	-
Citizen and Customer Services		3,513	3,694	181	7,090	7,323	233	-	233
Communities & Citizens		58,120	60,542	2,422	108,964	110,481	1,517	300	1,217
Sustainable Economic Development		7,632	7,655	23	15,268	15,268	-	-	-
Civic and International Relations		390	456	66	931	931	-	-	-
Economic Development		8,022	8,111	89	16,199	16,199	-	-	-
Flood Protection and Control Works	9	3,007	3,025	18	6,488	6,045	(443)	-	(443)
Governance and Decision Making		4,961	5,272	311	10,704	10,754	50	-	50
Mayoral, Councillor and Executive Support, and Treaty Relationships		1,654	2,021	367	3,775	4,013	238	-	238
Ōtākaro Avon River Corridor (OARC)		14	-	(14)	393	393	-	-	-
Governance		6,629	7,293	664	14,872	15,160	288	-	288
Housing		(4,070)	(4,441)	(371)	(9,891)	(9,890)	1	-	1
Parks and Foreshore		19,447	18,563	(884)	36,796	37,091	295	(116)	411
Parks Heritage Management		158	513	355	962	1,320	358	-	358
Parks, Heritage & Coastal Environment	3	19,605	19,076	(529)	37,758	38,411	653	(116)	769
Solid Waste & Resource Recovery	4	20,089	24,912	4,823	43,773	48,047	4,274	-	4,274
Regulatory Compliance and Licensing		(448)	(280)	168	2,180	2,209	29	-	29
Building Regulation		(2,714)	(3,209)	(495)	(4,704)	(4,684)	20	-	20
Strategic Planning and Resource Consents	5	4,124	5,188	1,064	16,799	17,203	404	-	404
Land & Property Information Services	6	(1,388)	(887)	501	(1,958)	(1,668)	290	-	290
Regulatory & Compliance		(426)	812	1,238	12,317	13,060	743	-	743
Stormwater Drainage	9	5,283	6,109	826	12,422	12,604	182	-	182
Strategic Policy and Resilience	7	1,671	2,217	546	4,344	4,723	379	-	379
Communications and Engagement		2,438	2,531	93	4,941	5,090	149	-	149
City Growth and Property		1,380	1,439	59	3,384	3,384	-	-	-
Strategic Planning & Policy		5,489	6,187	698	12,669	13,197	528	-	528

Attachment A – Operational & Capital breakdown by Activities / Special Funds as at 31 December 2024

		Year to Date Results			Forecast Year End Results				
\$000's		Actual	Plan	Var	Forecast	Plan	Var	Net C/F	Result
Transportation	8	13,249	17,666	4,417	37,976	38,427	451	-	451
Wastewater	9	13,099	11,535	(1,564)	26,197	22,974	(3,223)	-	(3,223)
Water Supply	9	11,950	10,245	(1,705)	21,242	20,827	(415)	-	(415)
Corporate Revenues and Expenses	10	(364,265)	(363,486)	779	(749,916)	(744,238)	5,678	-	5,678
Internal Services	11	33,068	34,256	1,188	67,471	68,783	1,312	-	1,312
Corporate		(331,192)	(329,230)	1,962	(682,445)	(675,455)	6,990	-	6,990
Total Opex Controllable Net Cost of Service		(171,152)	(158,157)	12,995	(341,460)	(329,913)	11,547	184	11,363
Vested Assets		(26,915)	(11,865)	15,049	(23,730)	(23,730)	-	-	-
Non-Controllable Internals		(45)	-	45	(32)	-	32	-	32
Insurance & Rates	12	47,737	54,836	7,099	66,172	75,043	8,872	-	8,872
Depreciation Expense		180,844	175,212	(5,632)	350,484	350,484	-	-	-
Net Non-Controllable Costs		201,622	218,183	16,561	392,893	401,797	8,904	-	8,904
Total Opex Net Cost of Service		30,470	60,008	29,556	51,433	71,884	20,451	-	20,267

Note: Net Cost of Services differs from the Operating result due to the inclusion of items funded via special funds and operational spend funded via borrowing.

Notes

1. Community Development and Facilities year-to-date favourable variance of \$0.68 million and favourable year end forecast variance of \$0.53 million is largely as a result of unplanned third-party grants received from MBIE and Chorus NZ for the delivery of Strengthening Community and Graffiti projects, higher than planned commercial rent revenue for Community Facilities, BOF Grants revenue due to timing of expenditures and recoveries and unbudgeted Community Facilities cost recoveries received from the hirer for additional cleaning costs after an event. In addition the year-to-date and year end forecast favourable variance is a result of the timing of grant payments which is difficult to forecast due to factors such as the timing of approvals, agreement signings, administrative processes and the actual disbursement of grants, the timing of expenditures related to the Community Facilities Infrastructure Investment, the Activation Programme, and the Community Boards' Strengthening Communities projects.
2. Recreation, Sports, Community Arts and Events year to date favourable variance of \$1.58 million and favourable year end forecast variance of \$1.24m is largely a result of increased revenues (\$1.39 million YTD, \$1.10 million YE). The increase in revenues is primarily as a result of higher levels of participation at sporting facilities and pools. Pool operations entry/usage revenues are \$354k higher than budget year to date, swim education revenues are \$288k higher than budget year to date, fitness centre revenues are \$397k higher than budget year to date, He Puna Taimoana entry/usage revenues are \$80k higher than budget year to date and various other revenues are \$121k higher than budget year to date. The decrease from the year-to-date variance to budget to the year end forecast variance to budget is due to the highly seasonal nature of the Recreation, Sports, Community Arts and Events activity.
3. Parks, Heritage & Coastal Environment's year-to-date unfavourable variance of \$0.53 million is largely a result of lower than planned parking fee revenue, because of the delayed installation of new parking meters at Hagley Park (\$0.90 million), lower staff time capital recoveries (\$1.27 million), partially offset by lower maintenance costs (\$1.39 million). There is a favourable year-end forecast variance of \$0.77 million, primarily relating to a \$1.31 million forecast underspend on maintenance costs, reflecting current average spend rates continuing for the remainder of the

Attachment A – Operational & Capital breakdown by Activities / Special Funds as at 31 December 2024

financial year, an underspend on professional advice (\$0.31 million) due to asset management and planning teams using more internal resources and having fewer reactive requirements for consultants, partially offset by the forecast under recovery for parking fees, due to the delayed Hagley Park meter installation (\$0.99 million).

4. Solid Waste & Resource Recovery year to date favourable variance of \$4.82 million is as a result of reduced organics & recycling processing / collection fees (\$3.4 million), reduced landfill maintenance costs primarily at Burwood Landfill (\$1.2 million), and reduced residual waste collection costs (\$0.4 million). The year end forecast is favourable to budget by \$4.2 million, due to reduced recycling processing fees (\$2.5 million), a reduction in Burwood Landfill maintenance costs (\$1.0 million) and receipt of an unbudgeted EcoCentral volume rebate (\$0.8 million).
5. Strategic Planning and Resource Consents year to date favourable variance of \$1.06 million is primarily the result of higher volumes of resource management application resulting in additional revenues (\$0.98 million) and lower personnel costs due to staff vacancies (\$0.3 million), partially offset by lower private district plan changes revenue (\$0.15 million), due to a lower number of applications being lodged. The year end forecast position is favourable by \$0.40 million, due to higher resource consent revenues (\$1.90 million), partially offset by lower revenues from private plan changes (\$0.10 million) and a forecast overspend consultants due to a higher level of outsourcing being required to manage volumes and meet timelines with staff vacancies (\$1.4 million).
6. Land & Property Information Services year to date favourable result of \$0.50 million is due to additional LIMs (\$0.24 million) and property files (\$0.07 million) revenues as a result of stronger property market activity than planned in the LTP, and savings in microfilming and archiving costs. The year end position has a favourable variance of \$0.29 million derived from additional LIMs and property file revenues (\$0.19 million), due to stronger property market activity and savings in microfilming and archiving costs due to reduced back-scanning being required to be sent to providers.
7. Strategic Policy and Resilience year-to-date favourable variance of \$0.55 million is largely as a result of a \$0.48m underspend on consultant cost due to timing. There is a favourable year end forecast variance of \$0.38 million due to potential savings from staff vacancies and lower consultant spend.
8. Transportation year to date favourable result of \$4.4 million is largely driven by lower maintenance costs of \$3.3m due to the timing of works, \$1m less streetlighting electricity costs and \$0.3m less personnel costs due to vacancies. There is a favourable year end forecast variance of \$0.45 million largely driven by \$0.8m personnel cost underspend due to vacancies, \$0.46m higher capitalisation of consultants costs, and \$0.48m shared services fee provided by CCC Real Time Operations team as per the "Shared Services Agreement between NZTA and CCC and Asset Management Data Standard (AMDS) project recoveries, partially offset by \$0.65m additional fly tipping costs and \$0.3m city street maintenance overspend driven by government waste levy increase.
9. The Flood Protection, Stormwater, Wastewater and Water Supply activities year to date are overspent by \$2.43 million, an overspend on personnel costs (\$0.93 million), an under recovery of excess water revenue (\$0.82 million) and an under recovery of trade waste charges (\$0.58 million). The overspend in personnel costs has been driven by budget errors in remuneration rates and allowance for overtime at key facilities. The under recovery of excess water charges is primarily a timing issue, driven by the seasonality of excess water and the billings are consistent with the prior year at the same point in time. The under recovery to date of trade waste charges is driven largely driven by timing, historically the second half of the year has significantly higher trade waste billing, the currently trade waste billing is consistent with the prior financial years billing profile. The Flood Protection, Stormwater, Wastewater and Water Supply activities forecast a year end unfavourable position of \$3.90 million, driven by an overspend of maintenance costs (\$1.60 million), an overspend of personnel costs (\$1.20 million), and an under recovery of staff time on capital projects (\$1.35 million). The forecast overspend on maintenance costs is driven by a higher amount of unbudgeted reactive maintenance being carried out and rate increases on contracts exceeding the inflation allowances in the LTP. The forecast overspend on the personnel costs is driven by the

Attachment A – Operational & Capital breakdown by Activities / Special Funds as at 31 December 2024

previously mentioned budget errors in the remuneration rates, and overtime allowances. The under recovery of staff time is driven by lower than budgeted time being spent on capital projects by staff, this issue has been corrected for the 25/26 Annual Plan.

10. Corporate Revenues and Expenses favourable year to date position of \$0.78 million has been largely driven by a rates overstrike (\$0.44 million) and a greater amount of rates penalties being applied (\$0.51 million). The year end favourable position of \$5.68 million is the result of improved net interest costs costs (\$1.20 million), additional subvention receipts (\$2.84 million), the rates overstrike (\$0.90 million), and additional rates penalties. The improved net interest costs have been driven by reduced on-lending (ie. lower interest rates on the floating debt that's been incurred for on-lending purposes), and favourable hedging on ratepayer funded borrowing.
11. Internal Services favourable year to date variance of \$1.19 million is primarily a result of savings in personnel costs (\$2.27 million), partially offset by overspends on professional advice (\$0.80 million) and an under recovery of staff time to capital projects and other activities within council (\$0.59 million). The savings in personnel costs is largely driven by staff vacancies (66.2 FTE as at 31/12/24, 12.2% of budgeted FTE), primarily within the Digital and Technical Services & Design teams. The overspend on professional advice is largely the result of using consultants to backfill critical staff roles which are vacant to ensure levels of service are maintained. The under recovery of staff time to capital projects or other activities is driven by the high level of staff vacancies, reducing the number of hours available to be charged. The year end favourable forecast variance of \$1.31 million is driven by savings in personnel costs (\$3.27 million), offset by a forecast overspend on professional advice (\$1.35 million) and a forecast over expenditure on software expenses (\$0.55 million). The savings in personnel costs are the result of the ongoing vacancies within the internal services activities. The forecast overspend on professional advice is largely driven by the planned use of consultants to fill critical staff roles, that are unable to be filled or while they are being recruited. The forecast over expenditure in software costs are driven by contract rate increases over and above the allowances made in the LTP.
12. Insurance costs are forecast to be underspent by \$7.8m at year end, due to the successful trip by Council staff to meet with the insurance brokers and negotiate additional insurance availability. Rates on council owned properties are forecast to be underspent by \$1m at year end, partly driven by rates not being charged on residential red zone land now that it has been reconfigured (\$0.3m).

Capital by Activity

\$m		Year to Date Results			Forecast Year End Results			After Carry Forwards	
		Actual	Budget	Var	Forecast	Budget	Var	C/F	Result
Communities & Citizens		9.4	12.8	3.4	30.4	35.8	5.4	4.5	0.9
Flood Protection and Control Works		9.9	7.6	(2.3)	28.3	30.1	1.8	2.3	(0.5)
Housing		1.6	2.3	0.7	5.2	5.2	-	-	-
Parks, Heritage and Coastal Enviro		37.6	50.3	12.7	102.1	85.2	(16.9)	(19.2)	2.3
Solid Waste & Resource Recovery		1.3	1.7	0.4	9.4	11.0	1.6	1.8	(0.2)
Regulatory & Compliance		-	0.1	0.1	0.1	0.1	-	-	-
Stormwater Drainage		9.7	11.7	2.0	27.1	37.2	10.1	7.1	3.0
Strategic Planning & Policy		0.4	0.1	(0.3)	1.2	1.6	0.4	-	0.4
Transport		69.7	50.9	(18.8)	134.4	140.4	6.0	5.4	0.6
Wastewater		31.1	30.2	(0.9)	64.3	74.5	10.2	6.4	3.8
Water Supply		30.7	32.9	2.2	68.3	68.7	0.4	2.8	(2.4)
Corporate Capital		119.8	108.5	(11.3)	257.2	248.1	(9.1)	(10.8)	1.7
Gross Capital Spend	1	321.2	309.1	(12.1)	728.0	737.9	9.9	0.3	9.6
Unidentified Carry forwards		-	-	-	(19.1)	-	19.1	28.5	(9.4)
Capital Programme Expenditure	2	321.2	309.1	(12.1)	708.9	737.9	29.0	28.8	0.2
Development Contributions	3	(17.4)	(11.7)	5.7	(31.1)	(23.8)	7.3	-	7.3
Less DC Rebates		0.1	0.9	0.8	1.5	1.7	0.3	-	0.3
Crown Recoveries	4	(5.4)	(5.3)	0.1	(20.5)	(45.5)	(25.0)	-	(25.0)
Waka Kotahi NZTA Capital Subsidy	5	(8.1)	(9.1)	(1.0)	(25.0)	(37.3)	(12.3)	-	(12.3)
Misc. Capital Revenues		(2.3)	(1.3)	1.0	(8.5)	(8.3)	0.1	-	0.1
Asset Sales		(1.6)	-	1.6	(8.6)	(9.2)	(0.6)	-	(0.6)
Capital Revenues		(34.8)	(26.5)	8.2	(92.2)	(122.4)	(30.2)	-	(30.2)
Rates for Renewals		(104.4)	(104.4)	-	(208.8)	(208.8)	-	-	-
Reserve Drawdowns	6	(52.8)	(2.4)	50.3	(54.3)	0.3	54.7	-	54.7
Other Available Funding		(157.2)	(106.8)	50.3	(263.1)	(208.5)	54.7	-	54.7
Borrowing Required	7	129.3	175.8	46.5	353.6	407.1	53.5	28.8	24.7

Capital Expenditure

- For detailed commentary on gross Capital spend variances please refer to the Capital Project Performance Report.
- Gross capital expenditure of \$321.2 million has been incurred year to date. A further \$387.7 million is forecast to be spent by year end. To achieve the forecast capital expenditure of \$708.9 million, the average monthly spend will need to increase from \$53.5 million per month to \$64.6 million. The \$708.9 million forecast spend is based on a Core/External Funded delivery of \$510 million, plus forecast spend of \$198.9 million on the One New Zealand Stadium at Te Kaha.

Capital Revenues

- Development contributions are higher than budget year to date and are also forecast to be higher at year end due to a higher level of development being undertaken than allowed for in the LTP.
- Crown Revenues are forecast to be \$25.0m lower than budget at year end, due to an error in the LTP, which resulted in an overstatement of the Transport Shovel Ready / MCR revenues, the error has been corrected for the 2025/26 Annual Plan.
- Waka Kotahi NZTA capital subsidy is forecast to be \$12.3m lower than budget at year end due to an error in the LTP, which resulted in a budget overstatement, the error has been corrected in the 2025/26 Annual Plan.
- Reserve Drawdowns are \$50.3m lower than budget year to date and forecast to be \$54.7m lower than budget at year end largely due to the receipt of the CWTP insurance settlement.

Attachment A – Operational & Capital breakdown by Activities / Special Funds as at 31 December 2024

Borrowing

7. The lower current year borrowing requirement forecast of \$53.5 million is due to the CWTP insurance settlement receipt, and slower forecast core/external funded capital programme spend, partially offset by the reduction in Crown and Waka Kotahi NZTA capital revenues.

Special Funds

\$000's	Year to Date Results			Forecast Year End Results			After Carry Forwards	
	Act/YTD	Budget	Var	Forecast	Budget	Var	C/F	Result
Housing Development Fund								
1 July Opening Balance	3,088	3,088	-	3,088	3,088	-	-	-
Income	7,604	7,631	(27)	16,976	16,319	657	-	657
Operating expenditure	(8,623)	(7,292)	(1,331)	(12,499)	(12,268)	(231)	-	(231)
Capital expenditure	(1,574)	(2,250)	676	(5,182)	(5,182)	-	-	-
Asset Sales	-	-	-	5,500	5,500	-	-	-
Interest on fund balance	44	76	(33)	152	152	-	-	-
Balance	539	1253	(714)	8,034	7,609	425	-	425
Capital Endowment Fund								
Capital Balance	103,962	103,962	-	103,962	103,962	-	-	-
Income Distribution								
1 July Opening Balance	2,272	2,272	-	2,272	2,272	-	-	-
Income	2,225	2,205	20	4,651	4,651	-	-	-
Less: Expenditure								
Community Partnership Fund	(100)	-	(100)	(580)	(580)	-	-	-
Christchurch NZ	(769)	(769)	-	(1,539)	(1,539)	-	-	-
Environmental/Climate Change Fund	-	-	-	-	(300)	300	300	-
Upper Riccarton Domain Development	-	(50)	50	(70)	(70)	-	-	-
Santa Parade	(125)	(125)	-	(125)	(125)	-	-	-
Orana Wildlife Park	(260)	(260)	-	(260)	(260)	-	-	-
Arts Centre Funding	(250)	(250)	-	(250)	(250)	-	-	-
Rainbow Project	-	(50)	50	(50)	(50)	-	-	-
Watch This Space - Street Art Programme	(298)	(298)	-	(298)	(298)	-	-	-
Eastern Relationship Project	(130)	(130)	-	(130)	(130)	-	-	-
Riccarton Leagues Club	(50)	(50)	-	(50)	(50)	-	-	-
Papanui Toc-H Athletic Club Inc	(95)	(95)	-	(95)	(95)	-	-	-
The Youth Hub Events Space	(970)	(970)	-	(970)	(970)	-	-	-
Unallocated funds	-	-	-	(2,120)	(2,120)	-	-	-
Balance	1,450	1,430	20	387	87	300	300	-
Funds available for allocation				2,207				

9. Capital Programme Performance Report December 2024

Reference Te Tohutoro: 24/2094817

Responsible Officer(s) Te Pou Matua: Nicky Palmer, Head of Programme Management Office

Accountable ELT Member Pouwhakarae: Brent Smith, Acting General Manager City Infrastructure

1. Purpose and Origin of the Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to present the Finance and Performance Committee meeting with the monthly Capital Programme Performance Report for December 2024.
- 1.2 This report provides Elected Members with oversight on the performance of the Capital Programme.

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the information in the Capital Programme Performance Report December 2024.

3. Background/Context Te Horopaki

- 3.1 At the mid-point of FY25, the overall capital programme (including One New Zealand Stadium at Te Kaha) has a current FY25 forecast of **\$735.2m** (100% of budget), based on Project Managers' consolidated forecasts.
- 3.2 The year-end forecast for CCC Capital (excluding One New Zealand Stadium at Te Kaha) as reported by Project Managers is **\$536.3m** (98% of budget). This is within 5% of the PMO Forecast, which remains at **\$510m** this month.
- 3.3 Full results are provided in the Capital Programme Performance Report for December 2024 (Attachment A). This includes the Watchlist Report as Appendix 1.
- 3.4 Of the 23 projects in the Watchlist, the Overall Status flag for risk is green for nine projects (39%), amber for 11 projects (48%), and red for three projects (13%) this month. The main risks contributing to the amber and red statuses include budget shortfalls, third party programme interdependencies, consenting timeframes, and programme delays. Key Watchlist changes this month include:
 - Halswell Junction Road Extension, with an extended delivery timeline due to the complexity of KiwiRail signalling works
 - Parakiore Recreation and Sport Centre, with a revised construction schedule provided by Crown Infrastructure Delivery
 - Transport project updates in alignment with the draft Annual Plan 2025/26, including Wheels to Wings and Lincoln Road Passenger Transport Improvements.
- 3.5 The Monthly Change Report is included in the public excluded section due to contract commercial sensitivity.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	Capital Programme Performance Report - December 2024 - Final	25/87070	165

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

Document Name – Location / File Link
Not applicable

Signatories Ngā Kaiwaitohu

Authors	Lauren Barry - Senior PMO Business Analyst Greer Hill - Administrator Officer Nicky Palmer - Head of Programme Management Office
Approved By	Brent Smith - Acting General Manager City Infrastructure

Capital Programme Performance Report

December 2024

Introduction

This report provides a monthly status update on capital programme performance in the current Financial Year (FY25), including:

- The overall capital programme
- CCC Capital, which excludes One New Zealand Stadium at Te Kaha
- Each major area of capital delivery, grouped by activity.

All forecasts are project management forecasts, except for the Programme Management Office (PMO) Forecast in the CCC Capital section.

The variance tables on the area dashboards provide an indication of projects in the current financial year that are being delivered slower than originally budgeted (positive variance – possible carry forward at year end) or faster than originally budgeted (negative variance – possible bring back at year end).

The variance relates to current financial year budget only; it does not necessarily indicate an overall project over or underspend.

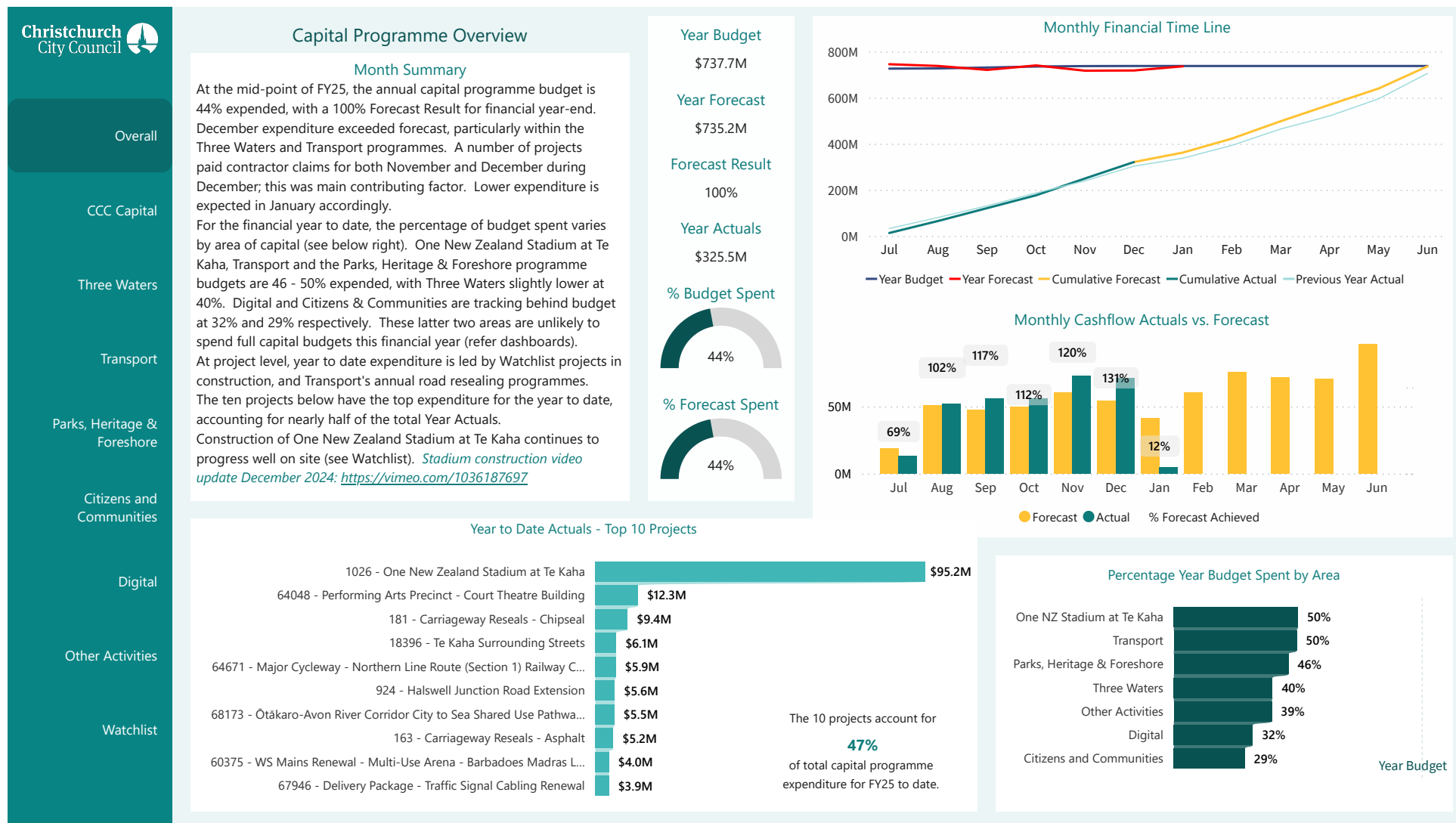
The report also contains status updates on key Watchlist projects (Appendix 1). Projects are selected for the Watchlist based on the following principles:

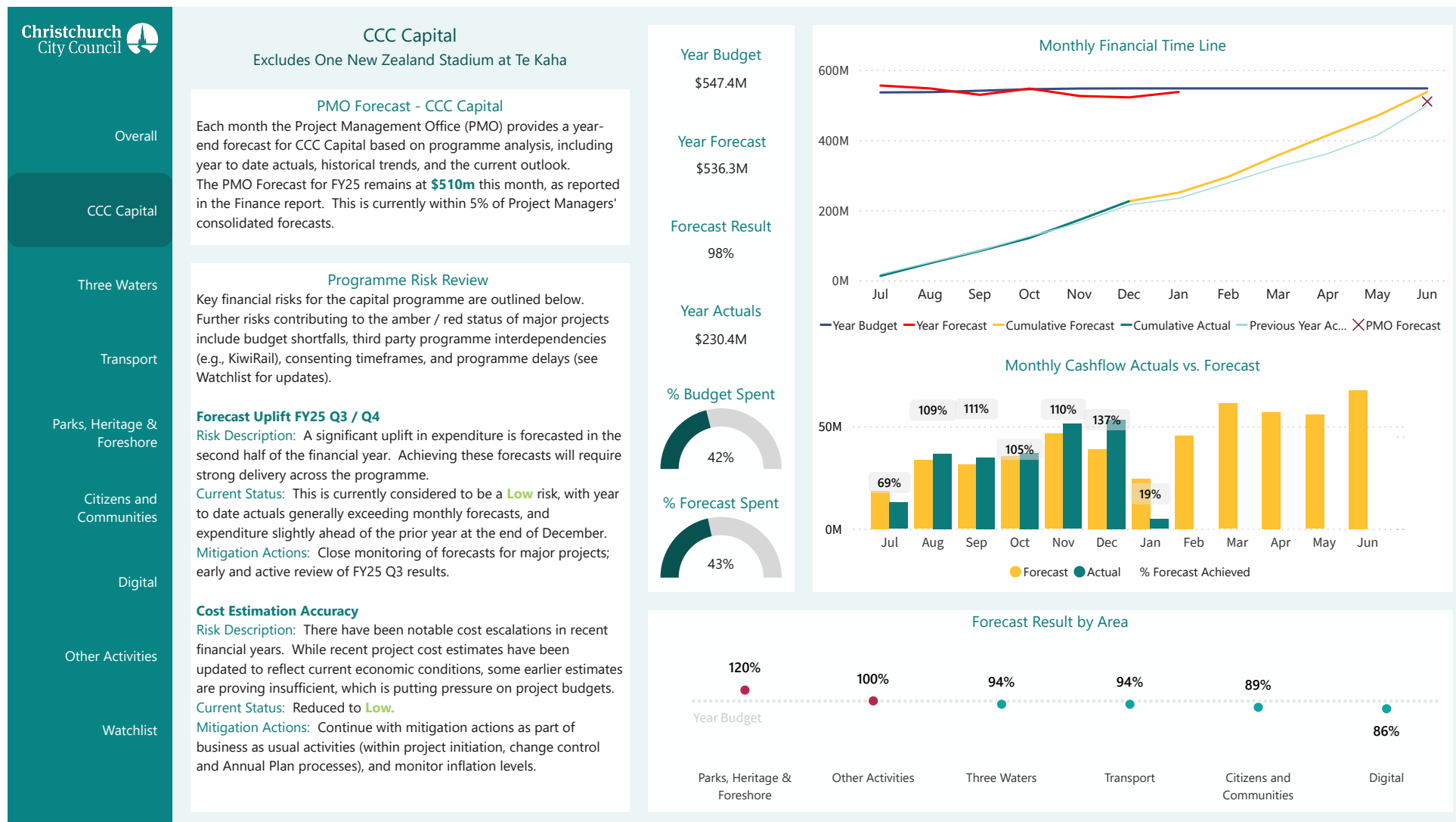
Scale and significance, strategic importance, public profile, cost, immediacy (construction in current financial year), and delivery risk.

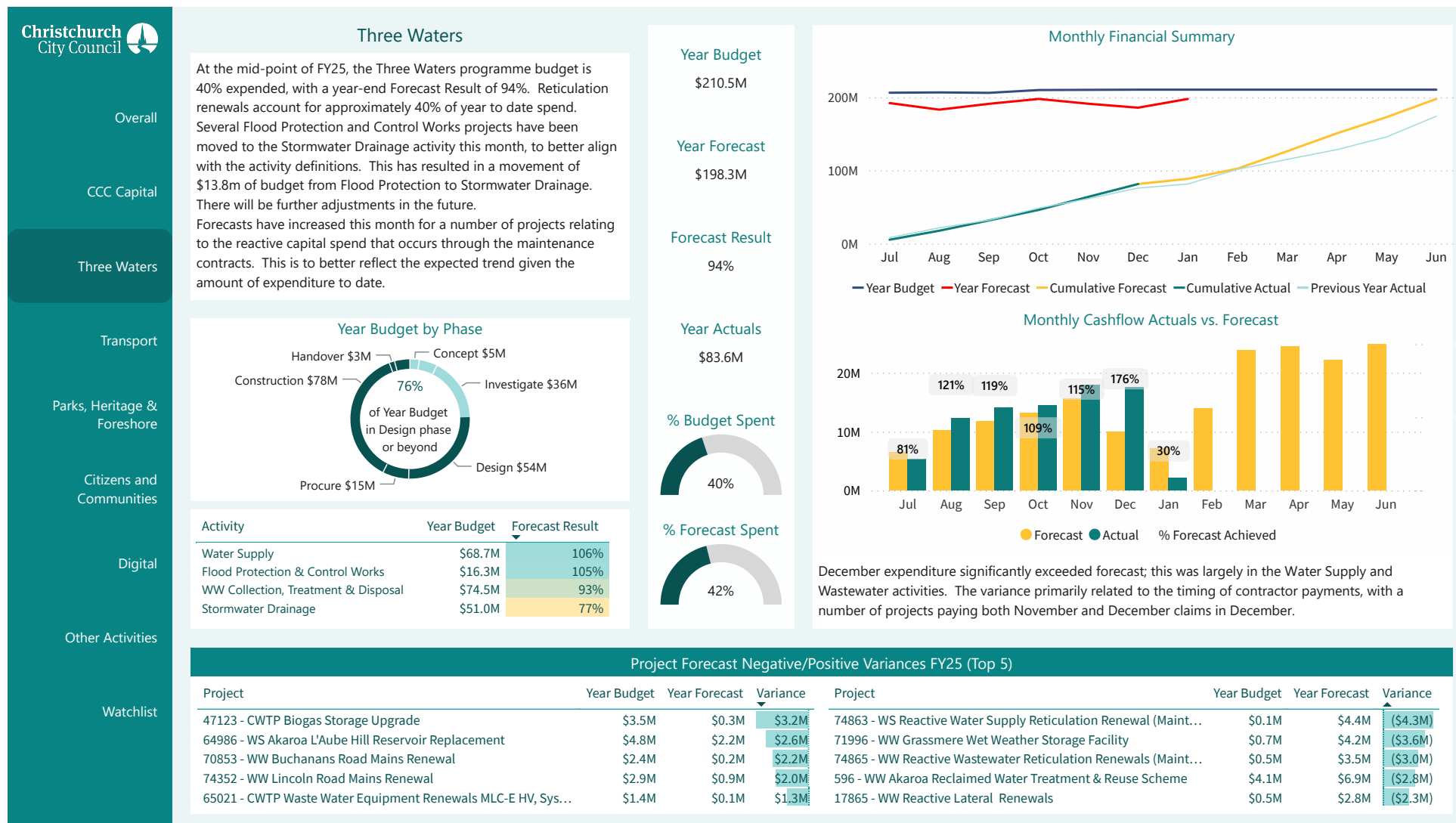


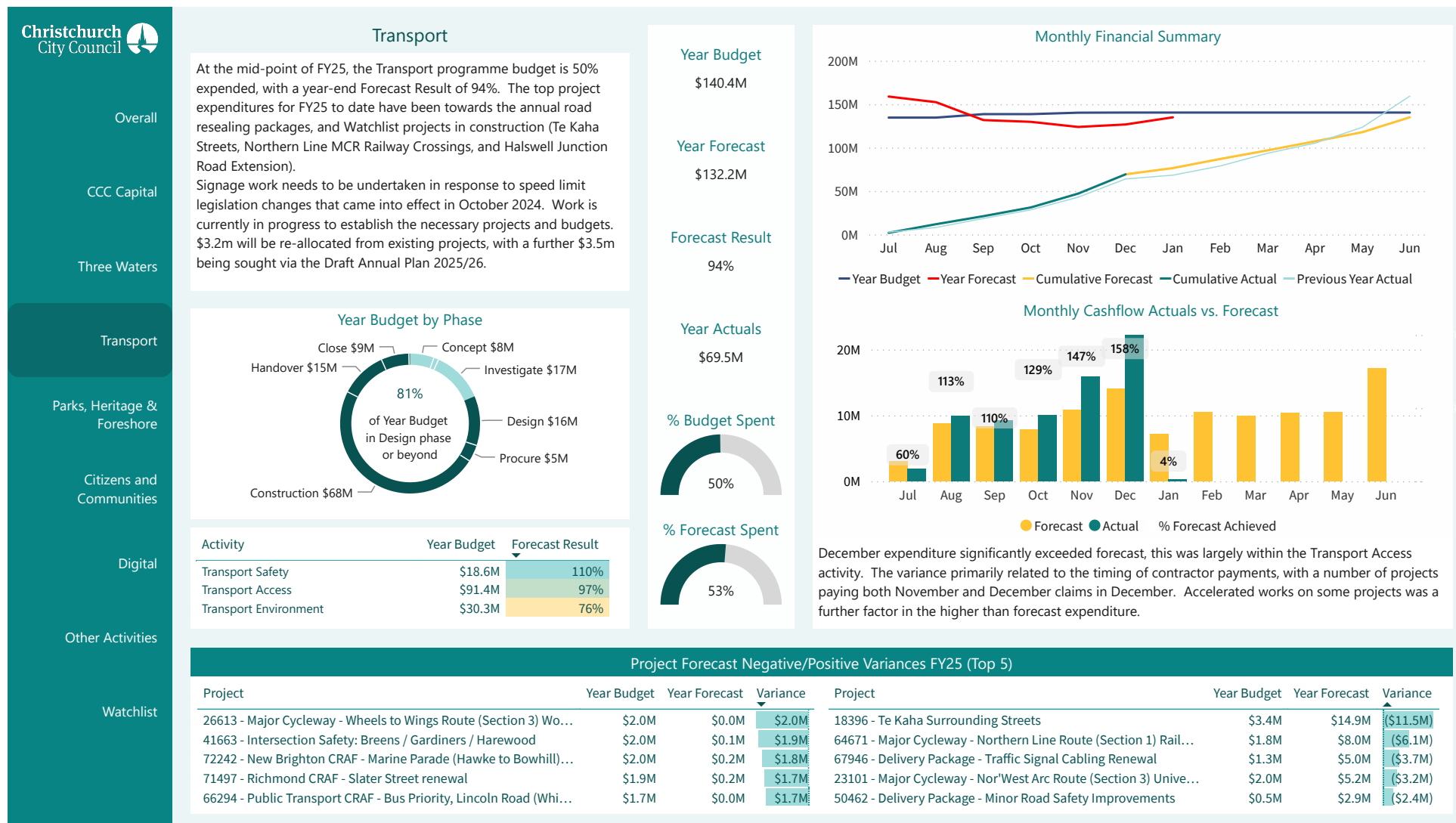
*The City to Sea Pathway West portion, between the Snell Place footbridge (bottom left) and the planned Dallington footbridge site.
Photo taken during construction in November 2024. The West portion has started opening to the public in stages from December (see Watchlist for update).*

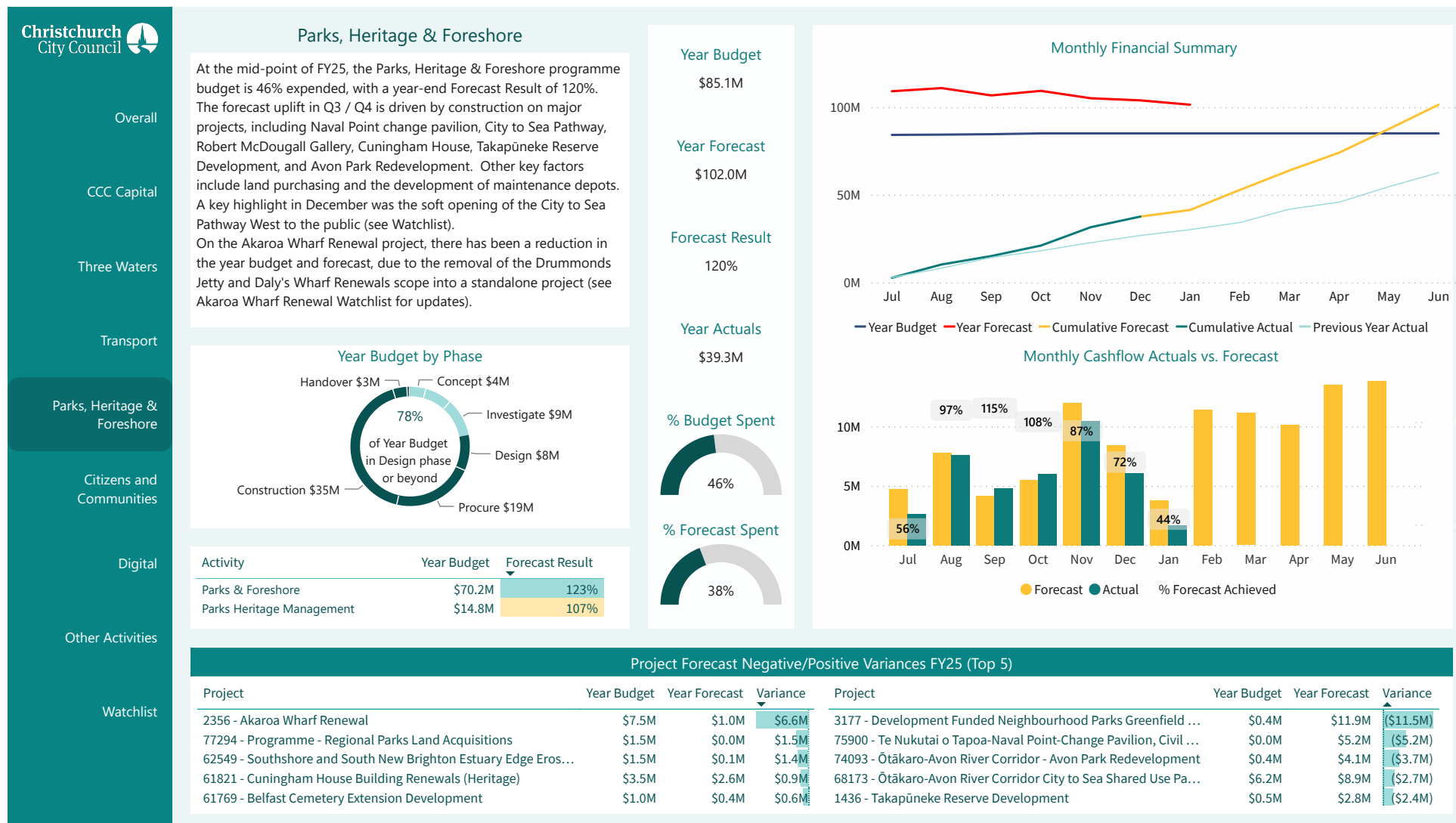
Data refreshed 15 January 2025

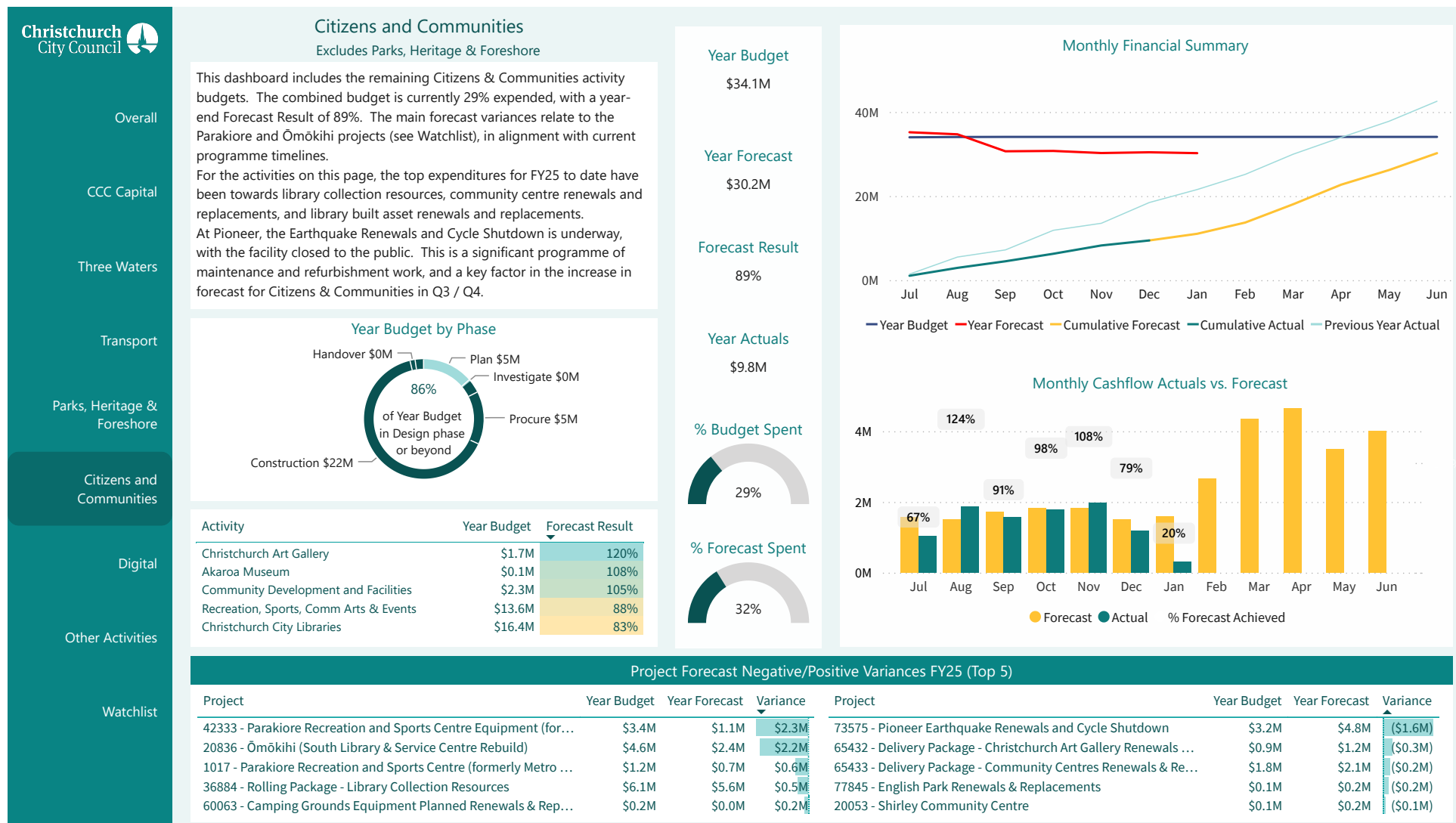


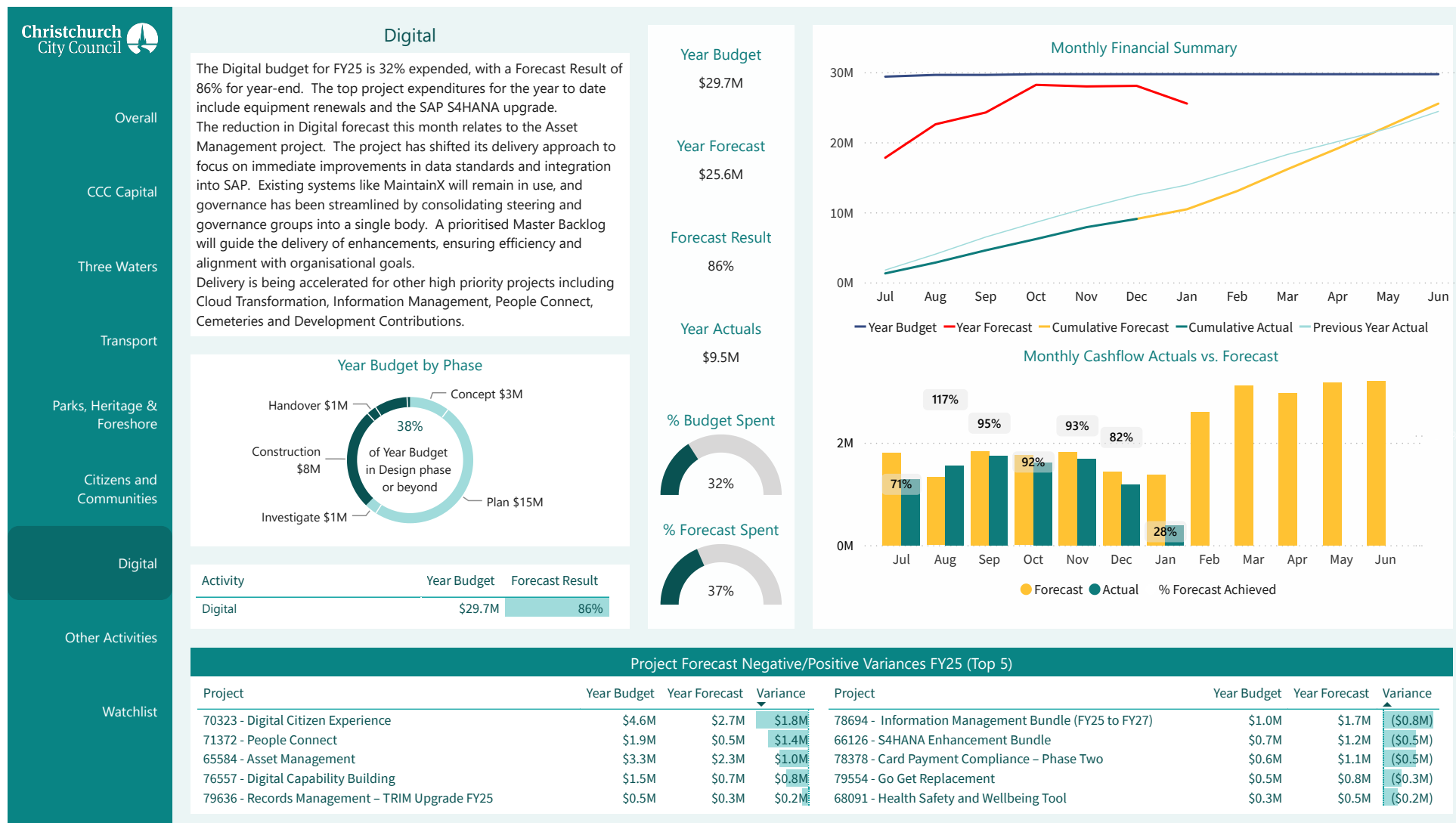


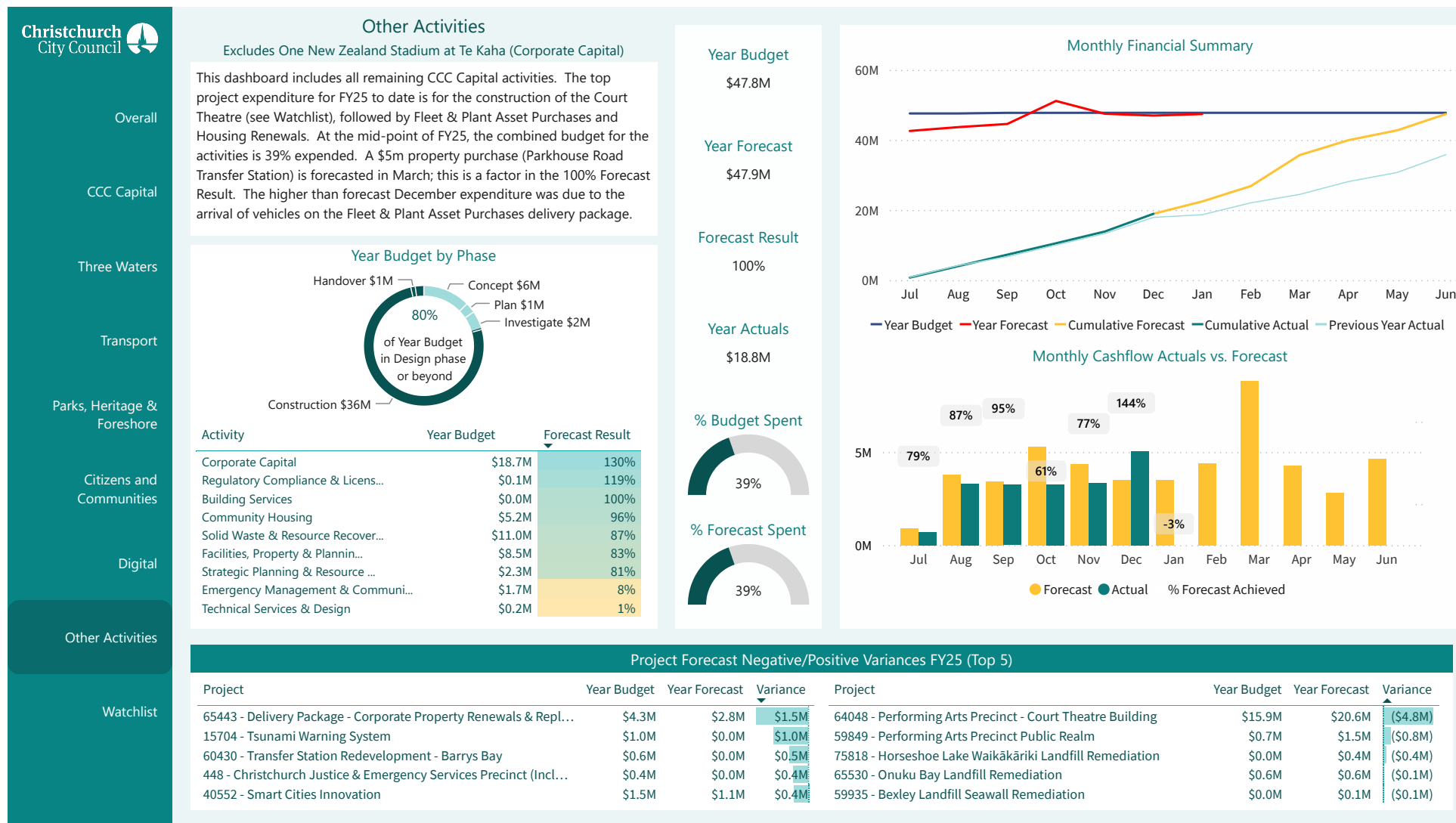












Project Forecast Negative/Positive Variances FY25 (Top 5)

Project	Year Budget	Year Forecast	Variance	Project	Year Budget	Year Forecast	Variance
65443 - Delivery Package - Corporate Property Renewals & Repl...	\$4.3M	\$2.8M	\$1.5M	64048 - Performing Arts Precinct - Court Theatre Building	\$15.9M	\$20.6M	(\$4.8M)
15704 - Tsunami Warning System	\$1.0M	\$0.0M	\$1.0M	59849 - Performing Arts Precinct Public Realm	\$0.7M	\$1.5M	(\$0.8M)
60430 - Transfer Station Redevelopment - Barrys Bay	\$0.6M	\$0.0M	\$0.5M	75818 - Horseshoe Lake Waikākāriki Landfill Remediation	\$0.0M	\$0.4M	(\$0.4M)
448 - Christchurch Justice & Emergency Services Precinct (Incl...	\$0.4M	\$0.0M	\$0.4M	65530 - Onuku Bay Landfill Remediation	\$0.6M	\$0.6M	(\$0.1M)
40552 - Smart Cities Innovation	\$1.5M	\$1.1M	\$0.4M	59935 - Bexley Landfill Seawall Remediation	\$0.0M	\$0.1M	(\$0.1M)

Appendix 1 Watchlist Report

Watchlist Projects

Project	Activity	Overall Status
1026 - One New Zealand Stadium at Te Kaha	Corporate Capital	On Track
64048 - Performing Arts Precinct - Court Theatre Building	Corporate Capital	On Track
41987 - SW Addington Brook & Riccarton Drain Filtration Devices	Stormwater Drainage	At Risk
66000 - SW Ōtakaro Avon River Corridor Anzac Drive to Waitaki Street Stopbank (OARC)	Stormwater Drainage	At Risk
61615 - SW South New Brighton & Southshore Estuary Edge Flood Mitigation	Flood Protection & Control Works	At Risk
76081 - WS Tanner PS1095 Treatment Equipment & Controls	Water Supply	On Track
67806 - CWTP Activated Sludge Plant	WW Collection, Treatment & Disposal	At Risk
596 - WW Akaroa Reclaimed Water Treatment & Reuse Scheme	WW Collection, Treatment & Disposal	At Risk
30172 - WW Riccarton Interceptor (Upper Riccarton)	WW Collection, Treatment & Disposal	On Track
67989 - Improving Bromley's Roads	Transport Access	On Track
924 - Halswell Junction Road Extension	Transport Access	Critical
27273 - Pages Road Bridge Renewal (OARC)	Transport Access	Critical
18396 - Te Kaha Surrounding Streets	Transport Access	On Track
917 - Lincoln Road Passenger Transport Improvements (Curletts to Wrights)	Transport Environment	At Risk
64671 - Major Cycleway - Northern Line Route (Section 1) Railway Crossings	Transport Environment	At Risk
23101 - Major Cycleway - Nor'West Arc Route (Section 3) University to Harewood	Transport Environment	At Risk
26601 - Major Cycleway - Ōtakaro Avon Route (Section 1) Fitzgerald to Swanns Road Bridge (OARC)	Transport Environment	On Track
26608 - Major Cycleway - South Express Route (Section 1) Hei Hei to Jones	Transport Environment	Critical
26611 - Major Cycleway - Wheels to Wings Route (Section 1) Harewood to Greers	Transport Environment	At Risk
2356 - Akaroa Wharf Renewal	Parks & Foreshore	At Risk
68173 - Ōtakaro-Avon River Corridor City to Sea Shared Use Pathway (OARC)	Parks & Foreshore	On Track
20836 - Ōmōkihi (South Library & Service Centre Rebuild)	Christchurch City Libraries	On Track
1017 - Parakiore Recreation and Sports Centre (formerly Metro Sport Facility)	Recreation, Sports, Comm Arts & Events	At Risk

Watchlist Key

Overall Status
Green - On Track
Amber - At Risk
Red - Critical

Set by Project Manager

Financial Status (All Years)
Forecast within budget
Forecast overspend < 5%
Forecast overspend > 5%

All Years Forecast vs. Budget

Time Status
< 30 days delay
31 – 60 days delay
> 61 days delay

Project Delivery Complete
Milestone Forecast (or Actual)
vs. Baseline



1026 - One New Zealand Stadium at Te Kaha

Overall Status
On Track

Project Description

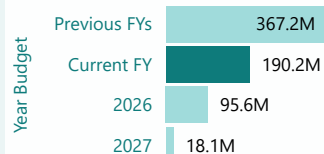
A major community facility as an anchor project under the Central Christchurch Recovery Plan. The new stadium is a replacement for the previous stadium at Lancaster Park, destroyed in the earthquake. It will have a seating capacity of 30,000 for sports events and will hold a minimum 36,000 spectators for large music events. Note: The budget of \$671.1m excludes site decontamination and project governance allocations. The total approved project budget is \$683.2m.

Primary Ward

City Wide

Activity

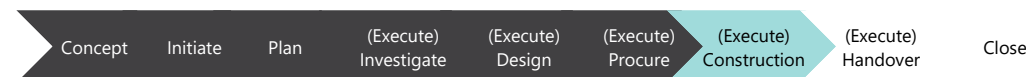
Corporate Capital



Stadium construction video update Dec 2024: <https://vimeo.com/1036187697>



Project Phase



Overall Status Commentary

Work is progressing very well on site and is on track for the completion date of 20 April 2026. The roof installation is the most challenging aspect of the project, but it is progressing well, including the laying of the solid roofing and façade sheeting at the southern end of the stadium. Erection of the radial truss columns and radial diaphragm modules continues, and the first three Oculus Trusses across the arena have been erected. Installation of the precast concrete wall panels and the seating units (plats), to which seating will be fixed, have been completed to the upper bowls of all stands and work is now underway on the lower bowls. The first-fix services installation (electrical/communications, mechanical, hydraulics and fire) and intumescent (fire protection) painting to structural steelwork are well advanced, and work is also progressing on the installation of steel wall framing, wall linings and ceilings to the stands, as well as painting to the steelwork, walls, ceilings and columns.

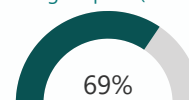
Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$671.1M	\$671.1M	\$462.3M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$190.2M	\$198.9M	\$95.2M	(\$8.7M)

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Apr 2026	Apr 2026	

CPMS



Back to Main Report

Watchlist Project: 1026 - One New Zealand Stadium at Te Kaha





64048 - Performing Arts Precinct - Court Theatre Building

Overall Status
On Track

Project Description

The Performing Arts Precinct is the city's outlet for creative performance, offering first-rate facilities for music, drama, dance and other performing arts. One of the anchor projects in the Christchurch Central Recovery Plan, the Performing Arts Precinct is being built in the block bounded by Armagh, Gloucester, Colombo and New Regent streets.

Primary Ward

City Wide

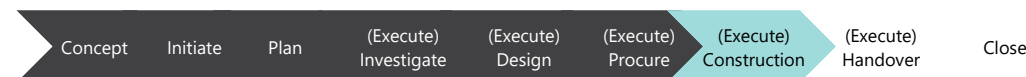
Activity

Corporate Capital

Year Budget	Previous FYs	37.9M
	Current FY	15.9M
	2026	3.1M
	2027	0.7M
	2028	1.0M



Project Phase



Overall Status Commentary

Work on site progresses well, with most noticeable progress on the façade, roof and commencement of landscaping works; the latter of which will be delivered as a separable portion. It is pleasing to see finishing trades on site such as plasterers and painters. The contractor worked through the Christmas period to complete remedial work to areas damaged by a water leak in December. We expect Q1 2025 to be dominated by commissioning, training and establishment in the building by the Court Theatre. The revised budget of \$58.5M includes an additional \$4.4M approved via change request in late 2024. The project is on target to achieve practical completion in March 2025, with a public opening scheduled for May 2025.

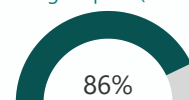
Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$58.5M	\$58.5M	\$50.2M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$15.9M	\$20.6M	\$12.3M	(\$4.8M)

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast	Time Status
May 2025	May 2025	



Back to Main Report

Watchlist Project: 64048 - Performing Arts Precinct - Court Theatre Building





41987 - SW Addington Brook & Riccarton Drain Filtration Devices

Overall Status
At Risk

Project Description

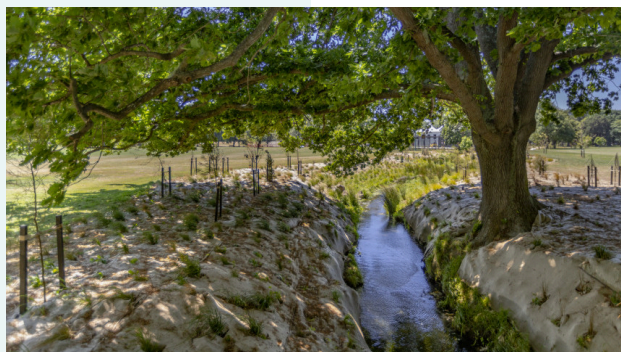
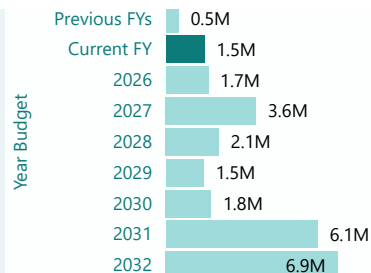
Addington Brook is a spring-fed waterway that passes through heavy industrial land in Addington, before flowing through Hagley Park to join the Ōtākaro-Avon River near the Botanic Gardens. It is a priority catchment due to poor water quality and catchment health. This project will design and construct stormwater filtration devices, including filters, civil works, associated pumping and ancillary equipment, to improve water quality in line with the CCC Surface Water Strategy and stormwater discharge consents.

Primary Ward

Central

Activity

Stormwater Drainage



Project Phase



Overall Status Commentary

The project is in detailed design phase with a planned completion in June 2025. Forecasts have been updated to spread construction spend over three years, with Addington Brook constructed first and Riccarton Stream constructed second. Rephasing of the project budget is being sought through the Annual Plan 2025/26 process, to bring forward \$4.8m assigned to the project in years outside the current LTP period.

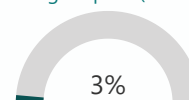
Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$25.8M	\$30.7M	\$0.7M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$1.5M	\$0.9M	\$0.2M	\$0.6M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jul 2028	Jul 2028	

CPMS

Back to Main Report

Watchlist Project: 41987 - SW Addington Brook & Riccarton Drain Filtration Devices





66000 - SW Ōtākaro Avon River Corridor Anzac Drive to Waitaki Street Stopbank (OARC)

Overall Status
At Risk

Project Description

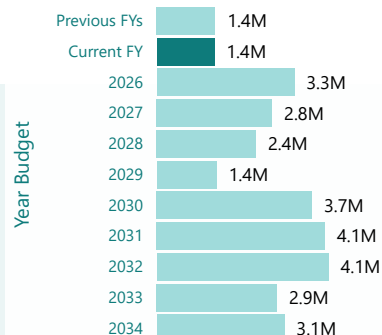
The project aims to design and construct a stopbank between Wainoni Bridge and Waitaki Street Stopbank Realignment Project. Priority has been given to the replacement of the temporary stopbank with a new long-term stopbank.

Primary Ward

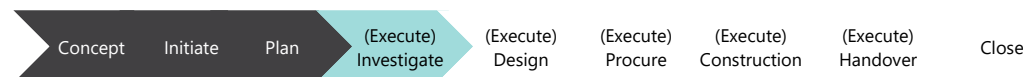
Coastal

Activity

Stormwater Drainage



Project Phase



Overall Status Commentary

Preliminary design is complete. Safety in design workshop completed and we have received Orion preliminary design power relocation for review. Landscape design being updated based on preliminary design. Detailed design scoping still in preparation. Overall status is amber due to risk of Orion cable relocation not meeting programme, managing contaminated land and associated consenting risks. There is a small contingency at this stage of the project and if these risks eventuate it will impact the delivery of the project.

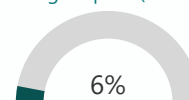
Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$30.7M	\$30.7M	\$1.8M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$1.4M	\$1.2M	\$0.4M	\$0.2M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jun 2027	Jun 2027	

CPMS



Back to Main Report

Watchlist Project:

66000 - SW Ōtākaro Avon River Corridor Anzac Drive to Waitaki Street Stopbank (OARC)





61615 - SW South New Brighton & Southshore Estuary Edge Flood Mitigation

Overall Status
At Risk

Project Description

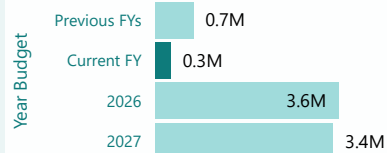
This project addresses two separate but geographically connected issues in South New Brighton and on the Southshore peninsula: 1) estuary edge erosion issues and; 2) construction of a new bund to tackle local inundation.

Primary Ward

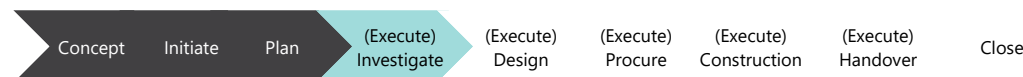
Coastal

Activity

Flood Protection & Control Works



Project Phase



Overall Status Commentary

The resource consenting process with CCC and Environment Canterbury is ongoing, although the majority of matters have been resolved. An outstanding issue is ECan's objection to the coastal erosion protection (under the associated Parks project), which is required to protect the bund. A further response will be submitted to Environment Canterbury. The delays are impacting project planning, with the timeline for construction unclear. Time and cost forecasts will be updated once the resource consents have been processed.

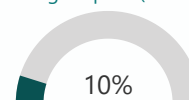
Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$8.0M	\$7.9M	\$0.8M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$0.3M	\$0.2M	\$0.0M	\$0.1M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jun 2026	Jun 2026	

CPMS



Back to Main Report

Watchlist Project:

61615 - SW South New Brighton & Southshore Estuary Edge Flood Mitigation





76081 - WS Tanner PS1095 Treatment Equipment & Controls

Overall Status
On Track

Project Description

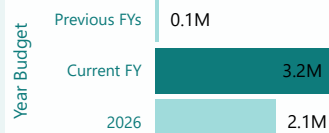
This project will provide UV treatment and chlorination equipment and controls at the Tanner water supply pump station in Woolston. The objective is to achieve Drinking Water Quality Assurance Rules compliance by providing a protozoal barrier for water sourced from the two wells on site, to enable, manage and control residual disinfection.

Primary Ward

Linwood

Activity

Water Supply



Project Phase



Overall Status Commentary

Procurement planning and treatment equipment selection is underway. Detailed design 80% complete with several design modifications still to be incorporated. The project is forecasting to complete detailed design by mid-February 2025, with the tender for construction to follow in March/April 2025.

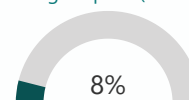
Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$5.4M	\$3.8M	\$0.4M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$3.2M	\$2.6M	\$0.4M	\$0.6M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Sep 2025	Oct 2025	

CPMS



Back to Main Report

Watchlist Project: 76081 - WS Tanner PS1095 Treatment Equipment & Controls



CPMS



596 - WW Akaroa Reclaimed Water Treatment & Reuse Scheme

Overall Status
At Risk

Project Description

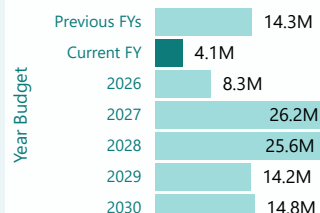
This project will provide alternative and improved treatment and disposal of wastewater at Akaroa, to meet cultural considerations and long term resource consent conditions. The scope includes a new Akaroa Wastewater Treatment Plant on Old Coach Road, a new pump station at Childrens Bay boat park, and upgrades to the wastewater network of pipes and connections. The new wastewater treatment plant will replace the existing plant at Takapūneke Reserve and the outfall discharging treated water to Akaroa Harbour.

Primary Ward

Banks Peninsula

Activity

WW Collection, Treatment & Disposal



Project Phase



Overall Status Commentary

The resource consent hearing has heard Council's evidence, with public submitters to be heard in January and February 2025. Work on the various irrigation sites has progressed with fence improvements having been completed along Robinsons Bay Valley Road. Design is progressing with Stantec having completed the field based investigations and targeting a delivery of the preliminary design in March 2025. Council is working on a consent application for the release of treated wastewater to harbour following extended periods of wet weather, when the combination of irrigation and water storage is unable to meet demand. Council and Ōnuku Rūnanga are in partnership to provide input into design aspects, particularly in regard to the design and operation of the treated water wetland to be located at Old Coach Road.

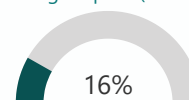
Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$107.4M	\$107.4M	\$17.6M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$4.1M	\$6.9M	\$3.3M	(\$2.8M)

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jul 2029	Jul 2029	



Back to Main Report

Watchlist Project: 596 - WW Akaroa Reclaimed Water Treatment & Reuse Scheme





30172 - WW Riccarton Interceptor (Upper Riccarton)

Overall Status
On Track

Project Description

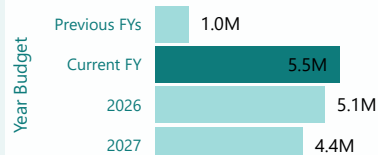
A new 600mm diameter gravity main along Maidstone Road, Creyke Road and Clyde Road from the intersection of Maidstone Road and Waimairi Road to the intersection with University Drive and Clyde Road. The objective of the project is to increase capacity in the Riccarton Interceptor catchment to reduce overflows to the environment and provide for growth in the upper catchment (airport, Dakota Park, Memorial Avenue Investments Ltd and Hawthornden Road greenfield residential area).

Primary Ward

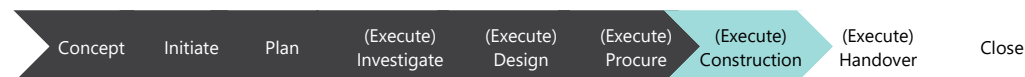
Riccarton

Activity

WW Collection, Treatment & Disposal



Project Phase



Overall Status Commentary

The project is on track for completion in July 2026. There have been minor cost variations, however the project remains on track to budget. Clyde Road has now been reinstated around University Drive, and the drive is open for regular traffic. Work continues on Clyde Road with the installation of manholes, with the siphon crossing installation to follow in January. On Creyke Road, the installation of laterals is currently running behind schedule, however this is expected to be recovered with additional resource.

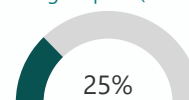
Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$16.0M	\$15.1M	\$4.0M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$5.5M	\$5.6M	\$3.1M	(\$0.1M)

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jul 2026	Jul 2026	

CPMS



Back to Main Report

Watchlist Project: 30172 - WW Riccarton Interceptor (Upper Riccarton)



Christchurch
City Council

67989 - Improving Bromley's Roads

Overall Status
On Track

Project Description

Investigation of the roads around Bromley, in order to develop a comprehensive plan for improvement. This is in response to residents' concerns about safety, speed, accessibility, pedestrians, parking, and noise.

Primary Ward

Linwood


Activity

Transport Access

Year Budget

Previous FYs0.2M

Current FY0.8M



Project Phase

Concept

Initiate

Plan

(Execute) Investigate

(Execute) Design

(Execute) Procure

(Execute) Construction

(Execute) Handover

Close

Overall Status Commentary

Community Board approved progressing Phase 1a Scheme to progress to detailed design and construction on 9/12/24. Phase 1a includes Keighleys Rd by Bromley School, Bromley Rd & southern Keighleys Rd. Detailed design is now underway with construction anticipated to take place in the 1st quarter of 2025.

Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$1.0M	\$1.0M	\$0.4M	

% Budget Spent (All Years)

37%

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$0.8M	\$0.6M	\$0.1M	\$0.1M

Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jun 2025	Jun 2025	

Project data refreshed 16 January 2025

CPMS

Back to Main Report

Watchlist Project: 67989 - Improving Bromley's Roads

Item No.: 9

Page 184



924 - Halswell Junction Road Extension

Overall Status
Critical

Project Description

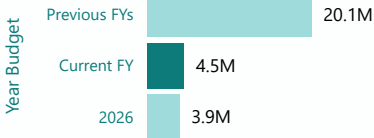
This project is for an extension of Halswell Junction Road from Foremans Road to Waterloo Business Park, installing a new level crossing at Waterloo Road. The existing level crossing and intersection of Halswell Junction Road with Waterloo Road will be closed off with a cul-de-sac. The project team are working closely with KiwiRail who are undertaking the design for the new level crossing and related rail signal changes required.

Primary Ward

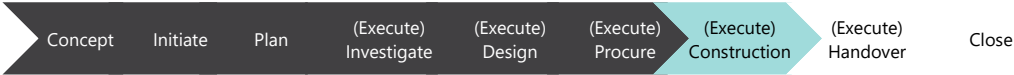
Hornby

Activity

Transport Access



Project Phase

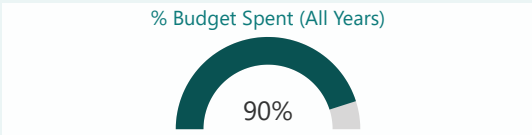


Overall Status Commentary

Flag is reflective of programme delay to level crossing opening, due to the KiwiRail signalling work being so complex, which is now scheduled for May 2025. Construction of the level crossing is progressing with KiwiRail on site installing level crossing infrastructure in their land. Roading construction scope at the level crossing was completed in December 2024. Collaboration with KiwiRail is ongoing. Work on the section of South Express MCR has been delayed due to a service clash, however this is being worked through and will be completed in 2025 when works begin on the cul-de-sac construction. Project completion now expected to be October 2025.

Financials - All Years			
Budget	Forecast	Actuals	Financial Status
\$28.6M	\$28.6M	\$25.8M	

Financials - Current Financial Year			
Budget	Forecast	Actuals	Variance
\$4.5M	\$6.1M	\$5.6M	(\$1.6M)



Project Delivery Complete Milestone		
Baseline	Forecast	Time Status
Jun 2025	Oct 2025	



Back to Main Report

Watchlist Project: 924 - Halswell Junction Road Extension



27273 - Pages Road Bridge Renewal (OARC)

Overall Status
Critical

Project Description

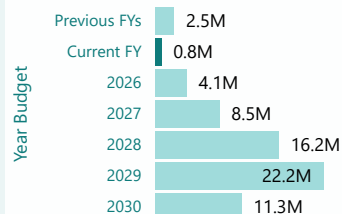
To construct a resilient replacement of the Pages Road bridge in New Brighton, including improvements to the approach roads. The design is being developed with an awareness of its potential as an important emergency evacuation route.

Primary Ward

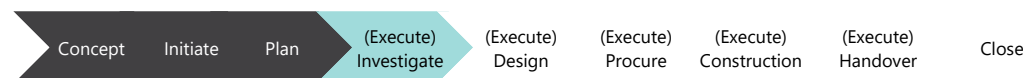
Coastal

Activity

Transport Access



Project Phase



Overall Status Commentary

On 7 August 2024, Councillors approved plans to construct a new Pages Road Bridge and upgrade surrounding streets. NZ Transport Agency Waka Kotahi (NZTA) Point of Entry has been approved. The Business Case writing has commenced. Submission of the Business Case to NZTA is programmed for Q2 2025. NZTA have stated we must complete the business case process and gain approval for funding before we commence the detailed design stage of the project. The overall status for the project remains red due to the ongoing project risks, including NZTA funding and consenting times. A budget shortfall remains and costs will continue to be refined as the project progresses. The project has unfortunately not made the Governments consenting fast track list.

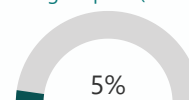
Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$65.7M	\$80.2M	\$3.0M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$0.8M	\$0.8M	\$0.5M	\$0.0M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jun 2028	Apr 2030	

CPMS



Back to Main Report

Watchlist Project: 27273 - Pages Road Bridge Renewal (OARC)





18396 - Te Kaha Surrounding Streets

Overall Status
On Track

Project Description

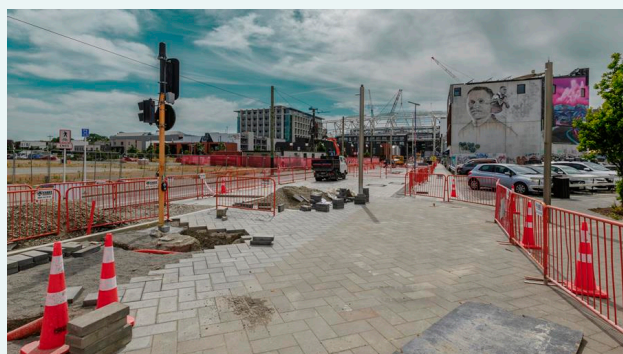
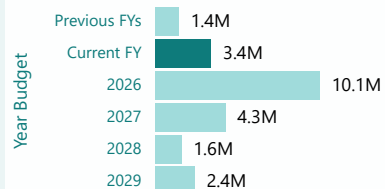
This project is for a suite of upgrades to the streets surrounding One New Zealand Stadium at Te Kaha, in preparation for increased activity once the stadium opens. Upgrades include widening footpaths, slower speed limits, landscaping, pedestrian crossings, parking changes and changing the travel direction of some streets. There will be significant upgrades to Lichfield St between Manchester St and Madras St, to provide safe pedestrian connectivity to the bus interchange and central city, activation of the area, and support traffic management during larger events.

Primary Ward

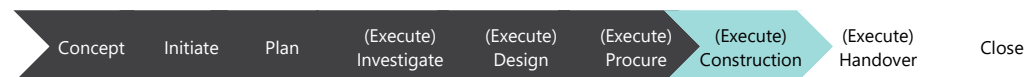
Central

Activity

Transport Access



Project Phase



Overall Status Commentary

Staff reported back to Council on 6 November 2024 on the NZTA funding decision. Council approved the delivery of the full scope of the roading works. Work is progressing well on site, delivery is currently on time and budget.

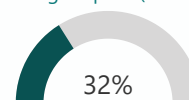
Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$23.4M	\$23.4M	\$7.5M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$3.4M	\$14.9M	\$6.1M	(\$11.5M)

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Mar 2026	Mar 2026	



Back to Main Report

Watchlist Project: 18396 - Te Kaha Surrounding Streets





917 - Lincoln Road Passenger Transport Improvements (Curletts to Wrights)

Overall Status
At Risk

Project Description

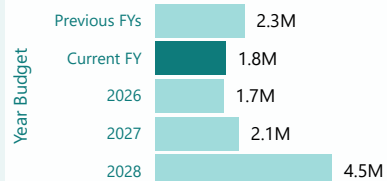
Road assets renewals and improvements of the section of Lincoln Road (Curletts to Wrights) to accommodate the core south-west public transport route on this corridor.

Primary Ward

Spreydon

Activity

Transport Environment



Project Phase



Overall Status Commentary

A business case will be completed to determine whether the project is eligible for NZ Transport Agency Waka Kotahi funding in the next LTP period. The project is proposed to be rephased in the draft Annual Plan 2025/26 to allow time for the business case process, with construction funding in FY28 - FY30. Project forecasts have been updated to reflect the revised timeline. The project is currently in the final stages of detailed design. Costs remain a risk and will be further informed by the pre-tender estimate.

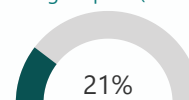
Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$12.5M	\$12.5M	\$2.6M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$1.8M	\$0.3M	\$0.3M	\$1.5M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jun 2027	Jun 2030	



Back to Main Report

Watchlist Project:

917 - Lincoln Road Passenger Transport Improvements (Curletts to Wrights)





64671 - Major Cycleway - Northern Line Route (Section 1) Railway Crossings

Overall Status
At Risk

Project Description

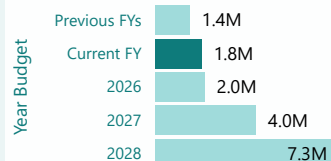
Puari ki Pū-harakeke-nui Northern Line cycleway connects Belfast, Northwood and other northern suburbs to Riccarton and Hagley Park with an off-road route that runs alongside the Northern Line railway corridor. The 7.5 km shared pathway was opened in August 2024. This project is to complete the necessary railway crossing upgrades at Harewood Road, Langdons Road, and Sawyers Arms Road. The project is in partnership with KiwiRail and dependant on the availability of KiwiRail track and signalling construction resource.

Primary Ward

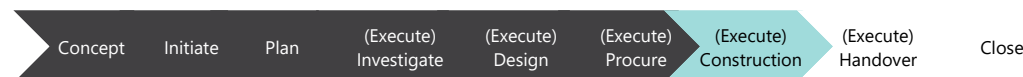
Riccarton

Activity

Transport Environment



Project Phase



Overall Status Commentary

Harewood Road and Langdons Road Crossing Upgrade civils and track construction is complete. Sawyers Arms Road Crossing upgrade civils works are due to commence in February 2025. This is because the railway elements of the work being pushed out until March 2025 as a result of KiwiRail signalling resource issues and signalling materials delivery delay. The commissioning of all three crossings to turn on the new signalised pedestrian crossings and new automatic railway gates cannot happen until the upgrades across all three crossings have been completed. So commissioning will not likely happen until Q2 2025 at the earliest.

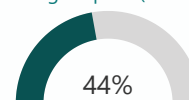
Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$16.5M	\$16.3M	\$7.3M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$1.8M	\$8.0M	\$5.9M	(\$6.1M)

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Apr 2026	Jun 2025	

CPMS



Back to Main Report

Watchlist Project:

64671 - Major Cycleway - Northern Line Route (Section 1) Railway Crossings





23101 - Major Cycleway - Nor'West Arc Route (Section 3) University to Harewood

Overall Status
At Risk

Project Description

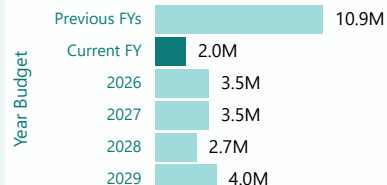
The Nor'West Arc Te Ara O-Rakipaoa cycleway provides a safer route for cyclists to get to school, university, work and local shops. Making it safer for people to bike helps reduce congestion, lowers emissions and makes it easier for cyclists to get around. This project is for one of the three sections of this cycleway, and runs along Ilam Road, from the University of Canterbury to Aorangi Road, near Jellie Park. The cycleway will eventually extend to Harewood Road.

Primary Ward

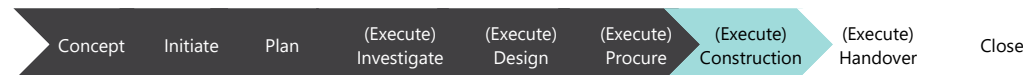
Fendalton

Activity

Transport Environment



Project Phase



Overall Status Commentary

Section 3A (University to Aorangi Road) completed July 2024. Detailed design and delivery options for Section 3B (Aorangi to Harewood Road) are being developed to gain greater cost certainty. Co-ordination with Three Waters is continuing in order to reduce the construction impact on residents. A change request for the completion date is needed to reflect the inclusion of the extra Three Waters scope. Construction to start early 2025.

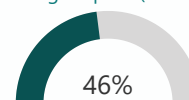
Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$26.6M	\$26.6M	\$12.2M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$2.0M	\$5.2M	\$1.3M	(\$3.2M)

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast	Time Status
May 2025	Jun 2026	

CPMS



Back to Main Report

Watchlist Project:

23101 - Major Cycleway - Nor'West Arc Route (Section 3) University to Harewood



Christchurch
City Council

26601 - Major Cycleway - Ōtākaro Avon Route (Section 1) Fitzgerald to Swanns Road Bridge (OARC)

Overall Status
On Track

Project Description

The Avon-Otakaro Route or Puari ki Te Karoro cycleway connects New Brighton to the Central City. This is one of three sections of the route and runs from Fitzgerald Ave to Swanns Road Bridge.

Primary Ward

Central

Activity

Transport Environment

Year Budget

Previous FYs

0.4M

Current FY

0.1M

2029

0.1M

2030


1.3M

2031

2.2M

2032

4.0M



Project Phase

Concept

Initiate

Plan

(Execute) Investigate

(Execute) Design

(Execute) Procure

(Execute) Construction

(Execute) Handover

Close

Overall Status Commentary

Preliminary high level draft route assessment completed. This was undertaken early so that decisions around the red zone and the Pages Road Bridge renewal could be further informed. The project funds have been moved out in the LTP to FY29 - FY32, and therefore minimal work will take place until then. Any unspent current FY25 funds to be moved into FY26 as per the council resolution CAPL/2024/00009 - Council Annual Plan meeting on 10/12/2024.

Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$8.1M	\$8.0M	\$0.3M	

% Budget Spent (All Years)

3%

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$0.1M	\$0.0M	\$0.0M	\$0.1M

Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jun 2032	Jun 2032	

Back to Main Report

Watchlist Project: 26601 - Major Cycleway - Ōtākaro Avon Route (Section 1) Fitzgerald to Swanns Road Bridge (OARC)

CPMS

Item No.: 9

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26608 - Major Cycleway - South Express Route (Section 1) Hei Hei to Jones

Overall Status
Critical

Project Description

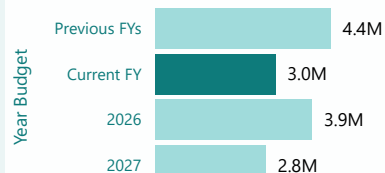
Puari ki Niho-toto South Express cycleway connects Templeton in the west to the Central City, via Islington, Sockburn, Upper Riccarton and Riccarton.

Primary Ward

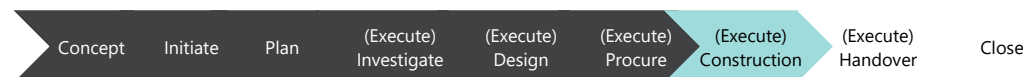
Hornby

Activity

Transport Environment



Project Phase



Overall Status Commentary

The route currently stands at approximately 10km of uninterrupted cycleway and shared path. Work is progressing on documentation for the tender of the Templeton physical works package together with linemarking and signage through Waterloo Business Park. The project forecast has increased to \$22.9m. This can be attributed to several issues including KiwiRail delays in confirmation of design requirements, poor ground conditions, contamination, and utility conflicts. This creates a budget shortfall of \$8.8m and there is a proposal to add this amount to the project through Annual Plan 2025/26 process.

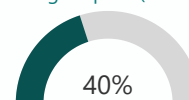
Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$14.1M	\$22.9M	\$5.6M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$3.0M	\$2.3M	\$1.3M	\$0.7M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Mar 2025	Nov 2026	

CPMS



Back to Main Report

Watchlist Project: 26608 - Major Cycleway - South Express Route (Section 1) Hei Hei to Jones





26611 - Major Cycleway - Wheels to Wings Route (Section 1) Harewood to Greers

Overall Status
At Risk

Project Description

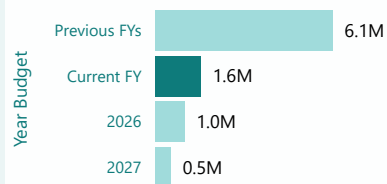
The Wheels to Wings Major Cycle Route, Papanui ki Waiwhetū is a 4.5 kilometre cycleway that runs down Harewood Road from Papanui Road to the existing cycle and pedestrian underpass at Johns Road near the airport, and connects to the Nor'West Arc and Northern Line cycleways in Papanui. This is one of three sections to this route, which has a total budget of \$22.7m.

Primary Ward

Papanui

Activity

Transport Environment



Project Phase



Overall Status Commentary

Council approved the scheme for detailed design and construction on 28 July 2022. The project is in the detailed design phase. The total budget for all three sections is \$22.7M, expenditure to date has only been charged to Section 1. On 10 December 2024 Council resolved to include in the Draft Annual Plan 2025/26 to continue with construction of the Harewood/Gardiners/Breens intersection and a signalised pedestrian crossing at Harewood School, and the east MCR connection cycleway between the Nor'west Arc and Northern Line MCRs, and to defer the remainder of the Wheels to Wings MCR until later in the LTP period. New project names and budgets to reflect the December 2024 resolution will be included in the draft Annual Plan 2025/26. It should be noted the dollar value forecasts in this project are for costs incurred to Section 1 only, however flag statuses reflect the whole route.



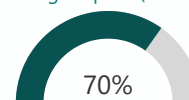
Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$9.2M	\$9.2M	\$6.4M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$1.6M	\$0.5M	\$0.3M	\$1.1M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jun 2027	Jun 2027	

CPMS



Back to Main Report

Watchlist Project: 26611 - Major Cycleway - Wheels to Wings Route (Section 1) Harewood to Greers





2356 - Akaroa Wharf Renewal

Overall Status
At Risk

Project Description

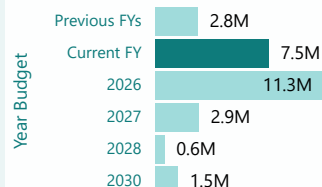
The iconic Akaroa Wharf, originally built in 1887, is being replaced as it is nearing the end of its usable life. The new wharf will not be a replica of the existing one but be its own structure – using the best materials available for the conditions, which complement the local environment and take into consideration the longer-term maintenance costs. Working with commercial operators regarding temporary access and operation during the construction period is also part of the scope of works.

Primary Ward

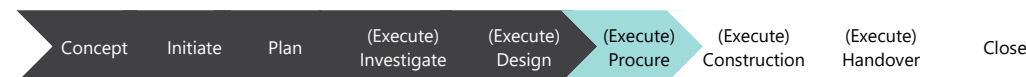
Banks Peninsula

Activity

Parks & Foreshore



Project Phase



Overall Status Commentary

For the Akaroa Wharf Renewal, procurement for a contractor for Early Contractor Involvement is underway with award of Pre-Construction Services Agreement contract for early February. ECI will cover construction method, risk management & value engineering. Construction to start when resource consent is granted and is expected to run from early 2026 to mid-2027. Current estimates for the Akaroa Wharf Renewal are \$3.67m over budget. This will be reported as an overspend until value management has occurred to bring the project within budget. Opportunities to reduce costs include review of construction method, material selection and scope. Note: The Drummonds Jetty and Daly's Wharf Renewals have now been removed from this project via Change Request, so that the two projects can be reported separately. Drummonds Jetty and Daly's Wharf have been rebuilt and strengthened respectively, enabling them to be used as alternatives while Akaroa Wharf is being replaced. They were opened to the public in late December.

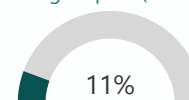
Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$26.6M	\$30.3M	\$3.0M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$7.5M	\$1.0M	\$0.2M	\$6.6M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jul 2027	Jul 2027	

CPMS



Back to Main Report

Watchlist Project: 2356 - Akaroa Wharf Renewal





68173 - Ōtākaro-Avon River Corridor City to Sea Shared Use Pathway (OARC)

Overall Status
On Track

Project Description

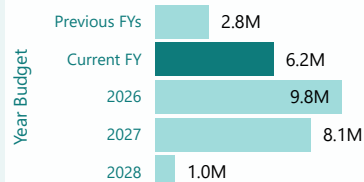
The City to Sea Pathway runs through the heart of the Ōtākaro Avon River Corridor. The 11-kilometre-long, shared-use, all-weather route will largely follow the course of the Ōtākaro Avon River from Barbadoes Street in the central city to Pages Road in New Brighton. The pathway will generally be four metres wide and may feature short sections of boardwalk to allow for drainage and contours in the land. It is designed to be enjoyed by everyone, and a network of minor paths will connect the pathway to the surrounding communities.

Primary Ward

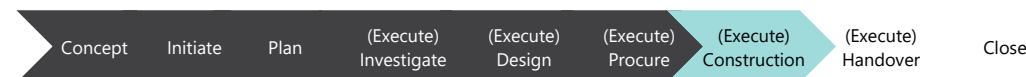
City Wide

Activity

Parks & Foreshore



Project Phase



Overall Status Commentary

The City to Sea West is in construction and scheduled for completion at the end of February 2025, but has been opened to the public in stages from December. Site fencing was removed from most sections over the Christmas and New Year break to allow use, and this will mostly stay down other than localised areas of work. A minor extension of the contract (35 days) was required due to delays in our carpark consents, complex site conditions and the decommissioning of existing services. The new Dallington footbridge has full consent (including building exemption) and a physical works contract signed. Power removal coordination is ongoing, and we aim to start on site in April 2025, with offsite prefabrication of components underway earlier. The City to Sea East has full consent and we are completing final review of detailed design and costing/budget check. Tender phase will be completed by mid year, with construction starting around September/October. The SH74 underpass mural is complete, and the final physical works (flooding reduction, rip rap and handrail) will get underway next month.

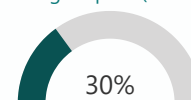
Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$28.0M	\$22.2M	\$8.4M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$6.2M	\$8.9M	\$5.5M	(\$2.7M)

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jun 2027	Jun 2027	



Back to Main Report

Watchlist Project:

68173 - Ōtākaro-Avon River Corridor City to Sea Shared Use Pathway (OARC)





20836 - Ōmōkihi (South Library & Service Centre Rebuild)

Overall Status
On Track

Project Description

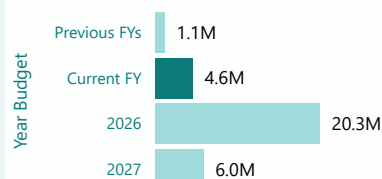
The South Library and Service Centre building was badly damaged in the 2010/2011 earthquakes. Temporary strengthening has made the facility safe to occupy, but a rebuild is planned to future-proof the facility. The new building will remain on the same site, and have approximately the same floor area as the existing building. The concept design focuses on reconnecting the building with the landscape, and improves how the space can be used, providing greater flexibility for the future.

Primary Ward

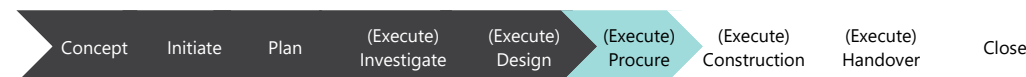
Cashmere

Activity

Christchurch City Libraries



Project Phase



Overall Status Commentary

The project has concluded the Detailed Design phase. The Building Consent has been lodged. Construction procurement of a main contractor to deconstruct then build the new facility is in progress, with the (closed) tender now closed and evaluations underway. Preparations are being made to transition staff and equipment from the facility. Proposed facility closure dates and durations are currently being reviewed, with an announcement expected to be released at the start of 2025. Work is due to mobilise to site late March 2025.

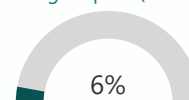
Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$32.1M	\$32.0M	\$1.8M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$4.6M	\$2.4M	\$0.7M	\$2.2M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jan 2027	Jan 2027	

CPMS



Back to Main Report

Watchlist Project: 20836 - Ōmōkihi (South Library & Service Centre Rebuild)





1017 - Parakiore Recreation and Sports Centre (formerly Metro Sport Facility)

Overall Status
At Risk

Project Description

The Parakiore Recreation and Sport Centre will be the largest aquatic and indoor recreation and leisure venue of its kind in New Zealand, accessible to people of all ages and abilities. This outstanding sports facility will cater for the recreational community of the Canterbury region, as well as educational and high-performance communities. Construction is being managed by Crown Infrastructure Delivery, and is jointly funded with the Crown, with the Council being the operator of the facility after completion.

Primary Ward

City Wide

Activity

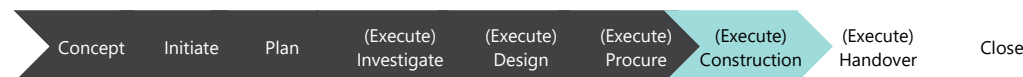
Recreation, Sports, Comm Arts & Events

Year Budget

Previous FYs	150.2M
Current FY	1.2M



Project Phase



Overall Status Commentary

Construction continues on Parakiore with wall framing, mechanical services, fire services, electrical services, wall & ceiling linings and internal fit-out continuing across multiple zones. The Competition Pool structure has been substantially completed. The Pool Hall concourse floor screeds have commenced in the Competition Pool area and have almost been completed in the Leisure Pool area. The installation of the community courts is now complete, including the line marking. External landscape planting of around 20,000 plants and trees is continuing, along with construction of paths, garden beds and accessways. Crown Infrastructure Delivery (CID) have provided an updated forecast construction completion date of 2 September 2025. Once the construction has been completed, the building will be fitted out by the Council, with an anticipated opening by the end of 2025. The amber status this month reflects the revised construction timeline. Milestones will be re-baselined next month in alignment with CID's current programme.

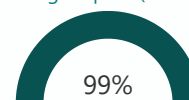
Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$151.5M	\$151.5M	\$150.3M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$1.2M	\$0.7M	\$0.1M	\$0.6M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Oct 2025	Dec 2025	

CPMS



Back to Main Report

Watchlist Project:

1017 - Parakiore Recreation and Sports Centre (formerly Metro Sport Facility)



10. One New Zealand Stadium at Te Kaha - Elected Members' update

Reference Te Tohutoro: 24/2317418

Responsible Officer(s) Te Pou Matua: David Kennedy, Chief Executive Te Kaha Project Delivery Limited

Accountable ELT Member Pouwhakarae: Andrew Rutledge, Acting General Manager Citizens and Community

1. Purpose and Origin of the Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to update Elected Members on the progress of the One New Zealand Stadium at Te Kaha project.

2. Officer Recommendations Ngā Tūtohu



That the Finance and Performance Committee:

1. Receives the information in the One New Zealand Stadium at Te Kaha - Elected Members' update Report.

Signatories Ngā Kaiwaitohu

Author	David Kennedy – Chief Executive, Te Kaha Project Delivery Limited
Approved By	Barry Bragg – Chairperson, Te Kaha Project Delivery Limited

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	Te Kaha - 29 January 2025 Finance & Performance Committee update report	24/2321684	200

One New Zealand Stadium at Te Kaha

SCOPE

One New Zealand Stadium at Te Kaha 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.

One New Zealand Stadium at Te Kaha 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

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

The roof installation is the most challenging aspect of the project, but it is currently progressing to programme, including the laying of the solid roofing and façade sheeting with the Cultural Narrative at the southern end of the stadium.

The Board and Project Team continue to maintain a very strict control on the Project Contingency and the risks which the Council are responsible for under its contract with BESIX Watpac.

Work is progressing well on site, with three oculus trusses, which are installed in three large sections and run east/west across the stadium, having been erected using two large temporary towers with hydraulic jacks at the top to position the trusses. The Contractor has recently mobilised on site New Zealand's largest crawler crane, which has a 1200 tonne lift capacity, to assist with lifting the remaining parts of the roof structure at the northern end of the stadium.

The off-site growth of the Field of Play turf is underway, including the submission of initial samples, leading towards sowing of the grass seed in early 2025.

The current delivery programme, is as follows:

Erection of the radial truss columns has been completed apart from at the northern end, and erection of the radial diaphragm modules, which cantilever off the radial trusses to support the roof, continues.

The installation of the precast concrete wall panels at ground and first floor levels have been completed apart from at the northern end, and the seating plats (precast units to which the seating will be fixed) have been completed to the upper bowl of all stands. Installation of the plats is now underway on the lower bowls to the stands.

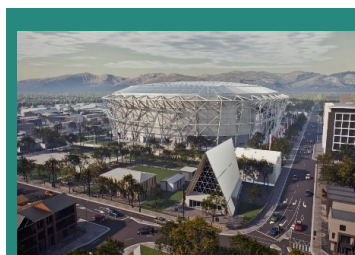
The first-fix Services installation (electrical/communications, mechanical, hydraulics and fire) and intumescent (fire protection) painting to structural steelwork are well advanced, and work is also progressing on the installation of steel wall framing, wall linings and ceilings to the stands, as well as painting to the steelwork, walls, columns and ceilings. Work is also underway on touch-ups and the final coat of paint to the external steelwork.

The aluminium shopfront glazing has been installed to the Level 1 Function Room and the Level 2 Corporate Suites. The majority of the external Three Waters and Orion cabling infrastructure connections to the site have been completed. Installation of joinery fittings is continuing on site and the four players' hydrotherapy pools have been installed.

The Project Team continue to liaise with stakeholders, including regular quarterly meetings with the local community (to inform them on progress and receive feedback on any issues). The latest community meeting was held on 9 December, with no issues being raised by the attendees.

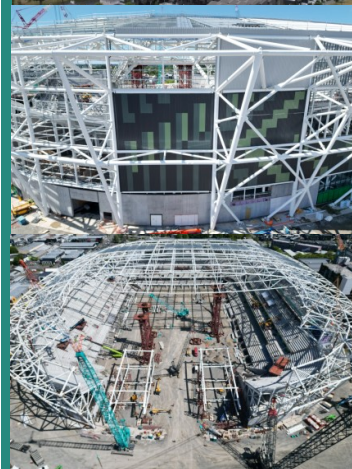
BESIX Watpac continue to track ahead of all their Sustainability targets for the project.

The Project Team also continue to engage with the Ngāi Tūāhuriri appointed artist on the Cultural Narrative. The Cultural Narrative designs for the façade and seating bowls were presented to a Council Information Session/Workshop on 29 October, and the designs were subsequently made public.



Elected Member Update
One NZ Stadium at Te Kaha Budget
\$683.17M (CCC/Crown)

Current Phase:
Construction



BRIEF				PROCURE				DESIGN																	
		ENABLINGWORKS						EARLY WORKS				CONSTRUCTION													
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
2020				2021				2022				2023				2024				2025				2026	

Delivery timetable as of 19 December 2024. Disclaimer – All timeframes are accurate at the time of publication and are dependent on public sector delivery mechanisms.

11. Civic Financial Services - Statement of Intent 2025

Reference Te Tohutoro: 24/2329708

Responsible Officer(s) Te Linda Gibb, Performance Advisor, Finance

Pou Matua:

Accountable ELT Bede Carran, General Manager Finance, Risk & Performance / Chief
Member Pouwhakarae: Financial Officer

1. Purpose and Origin of the Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to present Civic Financial Services' (Civic's) Statement of Intent (SOI) for the financial year 1 January 2025 to 31 December 2025.
- 1.2 The report has been following receiving the SOI from Civic on 18 December 2024. It is at **Attachment A**.

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives Civic Financial Services' Statement of Intent for 2025.

3. Background/Context Te Horopaki

- 3.1 Civic's business consists of administering superannuation schemes for local government employees and running off its former insurance schemes.
- 3.2 Civic is owned by 72 local authorities and one non-local authority (TrustPower with 1.22%). The Council's share is 12.6%. As at 31 August 2024 Civic administered superannuation funds of \$0.6 billion, on behalf of 11,450 local government employees.
- 3.3 Civic is exempted as a CCO pursuant to clause 4(f) of section 6 of the Local Government Act 2002 (LGA). The exemption was given when Civic operated as the New Zealand Local Government Insurance Corporation Ltd. Governance and accountability settings were provided for in the Municipal Insurance Act 1960 (now repealed).
- 3.4 While Civic chooses to issue a SOI to shareholders, it does not seek shareholder comments and does not publish its SOI.


4. Considerations Ngā Whai Whakaaro

- 4.1 The following table compares Civic's SOI forecasts with those made in its prior year SOI:

SOI forecast surplus after tax	2025 \$000	2026 \$000	2027 \$000
SOI forecasts	96	93	132
Last year's SOI forecasts	74	183	-
Difference	+22	-90	-

- 4.2 The SOI forecasts provide for a further administration fee reduction of 0.1%, from 0.33% to 0.32%. The administration fee has reduced annually from 0.5% in 2020. The fee reductions are sourced from returns that would otherwise be distributed to shareholders as dividends.
- 4.3 Changes in the financial forecasts in the current SOI over last year's SOI are driven by increasing investor contributions against which an administration fee is charged offset by increased administration expenses as the total value of funds under management increases. Interest on cash holdings has reduced in both SOI years most likely reflecting a lower interest environment than Civic had previously expected.
- 4.4 In its letter accompanying the 2025 SOI, Civic notes that "more education is clearly needed around the benefits of Civic's superannuation products and how members' investments are managed". Staff consider this could be assisted if Civic had more meaningful and measurable performance targets such as comparisons with other market providers. The Council has previously sought more appropriate performance targets from Civic without success.
- 4.5 Civic has only two performance targets:
- to provide superannuation services to at least 90% of local authorities; and
 - to be retained as administration manager for the Local Authority Protection Programme (LAPP), Riskpool, Civic Liability Pool and Civic Property Pool (former insurance schemes that are closed for new business, and which are being run off).
- 4.6 Staff continue to note that the omission of measures relating to the superannuation funds being administered, of circa \$0.6 billion is unsatisfactory.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A 	Civic Financial Services Statement of Intent 2025	25/62527	203

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

Document Name – Location / File Link
Not applicable

Signatories Ngā Kaiwaitohu

Author	Linda Gibb - Performance Monitoring Advisor CCO
Approved By	Bede Carran - General Manager Finance, Risk & Performance / Chief Financial Officer



18 December 2024

Mary Richardson (Interim)
Chief Executive
Christchurch City Council
PO Box 237
CHRISTCHURCH 8140
mary.richardson@ccc.govt.nz

Kia ora Mary

Civic Financial Services Ltd ('Civic') - Statement of Intent for 2025

Please find enclosed a copy of Civic's Statement of Intent for 2025.

The Company's major source of income in 2025 will come from providing superannuation administration services for the local government sector through the SuperEasy KiwiSaver Superannuation Scheme and Local Government Superannuation Scheme. Additional income will be derived from the services provided to the Local Authority Protection Programme, Riskpool, Civic Liability Pool and Civic Property Pool.

In 2020, a Special General Meeting of the Company agreed that instead of providing dividends to shareholders, future surplus funds should be applied to reduce the administration fees for members of the SuperEasy KiwiSaver Superannuation Scheme and Local Government Superannuation Scheme.

For the sixth year in a row, we are again pleased to announce a further reduction in the schemes' base investment management fee. From 1 April 2025, the current rate of 0.33% per annum will reduce to 0.32% per annum.

We have updated the communication section incorporated in the Statement of Intent to keep you informed of the changes we have implemented as we strive to improve the information provided to our members.

Thanks for your continued support, I look forward to working with you in 2025.

Ngā mihi



Charlie Howe
Chief
Executive
Email: charlie.howe@civicfs.co.nz



Civic Financial Services Ltd Statement of Intent

For the year to 31 December 2025

Item 11

Attachment A

Contents

1.0	What we do	3
2.0	Mission Statement	3
3.0	Financial Projections	3
4.0	Performance Measures	4
5.0	Reporting to Shareholders	4
6.0	Transactions with Related Parties	5
7.0	Member Communication	5

1.0 What we do

- 1.1 We provide superannuation services for the local government sector through our SuperEasy KiwiSaver Superannuation Scheme and Local Government Superannuation Scheme.
- 1.2 We also provide high-quality, low-cost administration services to our client boards (Local Authority Protection Programme, Riskpool, Civic Liability Pool and Civic Property Pool).

2.0 Mission Statement

- 2.1 Civic Financial Services Ltd ('Civic') will be a trusted and preferred administration and financial services provider to the local government sector:
 - Dedicated to our shareholders.
 - Committed to our members.
 - A sound and successful business.

3.0 Financial Projections

- 3.1 Our primary source of income in 2025 will come from fees for providing superannuation administration for the local government sector through the SuperEasy KiwiSaver Superannuation Scheme and Local Government Superannuation Scheme.
- 3.2 We also receive income from providing administration, accounting and other services to the Local Authority Protection Programme, Riskpool, Civic Liability Pool and Civic Property Pool.
- 3.3 In addition, we will derive income from returns on our investments.
- 3.4 The Board's current policy is not to pay a dividend to our shareholders. It was agreed at a Special General Meeting in 2020 that the funds which could otherwise be provided as dividends to shareholders should be used to reduce the administration fees applied to our two superannuation schemes.
- 3.5 Fee reduction: We will reduce the SuperEasy KiwiSaver Superannuation Scheme and Local Government Superannuation Scheme base administration fee from 0.33% per annum to 0.32% per annum from 1 April 2025.

3.6 Financial projections for the years 2025 to 2027 are:

	2025 \$000's	2026 \$000's	2027 \$000's
Administration Income	3,270	3,441	3,569
Investment Income	425	386	394
Total Revenue	3,695	3,827	3,963
Expenses	3,561	3,698	3,780
Surplus before tax	134	129	183
Surplus after tax	96	93	132

Note - these are projections, not firm predictions.

4.0 Performance Measures

- 4.1 We aim to provide superannuation and savings products and services to at least 90% of local authorities.
- 4.2 We plan to be retained as administration manager for the Local Authority Protection Programme, Riskpool, Civic Liability Pool and Civic Property Pool.

5.0 Reporting to Shareholders

- 5.1 We will provide an audited report for the 2024 year by 30 April 2025. The report will contain a review of our operations during the year and audited annual accounts.
- 5.2 We will provide a report on the first half of 2025 by 30 September 2025. The report will contain a review of our operations during the half-year and unaudited half-yearly accounts.

6.0 Transactions with Related Parties

- 6.1 Civic has 73 shareholders, comprising 72 local authorities and TrustPower.
- 6.2 Local Government Superannuation Trustee Limited and Local Government Mutual Funds Trustee Limited are wholly owned subsidiaries of Civic. Because it is sharing management resources, the Local Authority Protection Programme, Riskpool, Civic Liability Pool and Civic Property Pool are also considered to be related parties to Civic.
- 6.3 Transactions with shareholder members include risk-financing services and superannuation and savings-related financial services.
- 6.4 Charges to and from shareholder members will be made for services provided as part of the normal trading activities of Civic and its subsidiaries. All transactions with shareholder members are made on a purely commercial basis.

7.0 Member Communication

- 7.1 We will continue to update our strategy which guides the future direction of Civic by focusing on three key areas; positioning, promoting and protecting our brand as a trusted and preferred superannuation provider to the local government sector. This strategy is consistent with Civic's people-centric model, an approach that cares about its members and their whānau and aims to maximize their retirement funds.
- 7.2 This has involved reviewing Civic's processes and product information to ensure it follows the BRACS formula: Believable, Relevant, Actionable, Compelling and Simple.
- 7.3 Our recently revamped Electronic Direct Mail newsletter has been very successful with lots of positive feedback from our members. We are also growing the attendance at our lunchtime Webinars for members.
- 7.4 Our second member survey was very successful with a 26% lift in participation compared to the previous survey and overall membership satisfaction remained extremely high at 87.34%. Despite this, more education is clearly needed around the benefits of our superannuation products and how members' investments are managed. We have taken this on board.
- 7.5 In early 2025, we will announce the delivery of our inaugural APP for our superannuation schemes. The APP will allow members instant access to their scheme information and balances and further enhance our communication with them.

(04) 978 1250 | admin@civicfs.co.nz

12. Rod Donald Banks Peninsula Trust - Appointment of Trustee

Reference Te Tohutoro: 25/62905

Responsible Officer(s) Te Linda Gibb, Performance Advisor, Finance Group

Pou Matua:

Accountable ELT Bede Carran, General Manager Finance, Risk & Performance / Chief
Member Pouwhakarae: Financial Officer

1. Purpose and Origin of the Report Te Pūtake Pūrongo

- 1.1 This report seeks the Finance and Performance Committee's approval of the appointment of a new trustee to the Rod Donald Banks Peninsula Trust (the Trust) for a term of three years commencing immediately.
- 1.2 The report is written following receiving a report and recommendations from the Trust on 19 December 2024. The Trust's report is at **Attachment A**.

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Approves the appointment of Ms Kamala Hayman as a trustee of the Rod Donald Banks Peninsula Trust, commencing immediately for a term of three years;
2. Notes that Mr Richard Suggate, formerly co-Chair of the Rod Donald Banks Peninsula Trust retired from the Trust Board on 31 December 2024 after 7.5 years;
3. Notes that the Rod Donald Banks Peninsula Trust Board has appointed co-Chair, Ms Jenn Chowanec as sole Chair of the Trust Board; and
4. Notes that the decision in this report is assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy.

3. Executive Summary Te Whakarāpopoto Matua

- 3.1 The proposal presented by the Rod Donald Banks Peninsula Trust is for the appointment of Ms Kamala Hayman to the role of trustee for a period of three years commencing immediately.
- 3.2 Ms Hayman was identified as a potential trustee during the Trust's recruitment process in 2024. In anticipation of the retirement of a sitting trustee (co-Chair, Mr Richard Suggate) in December 2024, Ms Hayman was appointed by the Trust as a Special Trust Advisor.
- 3.3 Council staff support the Trust's recommendation for the appointment of Ms Hayman.

4. Background/Context Te Horopaki

- 4.1 At its meeting on 29 May 2024 the Finance and Performance Committee approved the appointment of four new trustees to the Trust Board (FPCO/2024/00032 refers).
- 4.2 In its report to the Committee, the Trust advised that its co-Chair, Mr Richard Suggate would be retiring in December 2024. In order to minimise the costs associated with a further recruitment process, the Trust identified a fifth candidate, Ms Kamala Hayman to join the

board when Mr Suggate retired. The Trust advised that it would appoint Ms Hayman as a special trust advisor pending the vacancy arising.

- 4.3 Pursuant to clause 2.5 of schedule 3 of the Trust Deed, the trustees have appointed co-Chair Ms Jenn Chowanec as sole Chairperson of the Trust following Mr Suggate's retirement.
- 4.4 The relevant information regarding the Trust's 2024 trustee recruitment process was provided in the Trust's 2024 report. This and the Council staff report are at **Attachment B** for the Committee's reference.
- 4.5 Note that Council-controlled organisations (CCOs) that are trusts are excluded from the Council's Policy for the Appointment and Remuneration of Directors of CCOs (the Appointments Policy). Nevertheless, the Appointments Policy is instructive in that it is an expression of the Council's views on good governance practice. The proposal to appoint Ms Hayman to the Trust meets the Appointments Policy test.

Options Considered Ngā Kōwhiringa Whaiwhakaaro

- 4.6 The only feasible option is for the Council to decline to appoint a new trustee, which could compromise the Trust's governance outcomes in future. The appointment of Ms Hayman (and the other new trustees in 2024) was underpinned by a skills and expertise matrix required for the board's success.

Options Descriptions Ngā Kōwhiringa

- 4.7 **Preferred Option:** Appointment of Ms Kamala Hayman as a member of the Trust for a term of three years commencing immediately.

5. Financial Implications Ngā Hīraunga Rauemi

Capex/Opex Ngā Utu Whakahaere

- 5.1 Trustee positions are unpaid. Therefore there are no cost implications associated with the recommendation in this report.

6. Considerations Ngā Whai Whakaaro

Risks and Mitigations Ngā Mōrearea me ngā Whakamātautau

- 6.1 The recommended appointment minimises governance risks to the Trust by ensuring there is an appropriate mix of skills and expertise at the board table.

Legal Considerations Ngā Hīraunga ā-Ture

- 6.2 Statutory and/or delegated authority to undertake proposals in the report:
 - The Local Government Act 2002.
- 6.3 Other Legal Implications:
 - Clause 2.1 of the Declaration of Trust Deed dated 12 July 2010 provides for up to nine trustees. The appointment of Ms Hayman brings that number to nine.

Strategy and Policy Considerations Te Whai Kaupapa here

- 6.4 The required decisions are:
 - consistent with the Council's governance policy which reflects its views of good governance in the local government context;
 - assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy. The level of significance was determined by assessing the extent to which the community may be impacted by the decisions; and

- consistent with the Council’s Plans and Policies, in particular, the Council’s Appointments’ Policy.
- 6.5 This report supports the Council's Long Term Plan 2024-34 to the extent good governance underpins performance and minimises risks of default in delivery.

Community Impacts and Views Ngā Mariu ā-Hāpori

- 6.6 While the Trust’s area of focus is Banks Peninsula, governance appointments do not require community input.

Impact on Mana Whenua Ngā Whai Take Mana Whenua

- 6.7 The decisions are in respect of governance appointments and do not directly involve a significant decision in relation to ancestral land or a body of water or other elements of intrinsic value. In conducting its recruitment process in 2024, the Trust engaged with Mana Whenua including the five Papatipu Rūnanga on Banks Peninsula. Mana whenua has not yet taken up a position on the board, due to lack of capacity and has sought and received the Trust’s agreement to continue to engage in the ordinary course. Therefore, the decision will not impact on our agreed partnership priorities with Ngā Papatipu Rūnanga.



Climate Change Impact Considerations Ngā Whai Whakaaro mā te Āhuarangi

- 6.8 The replacement of one trustee with another will not contribute significantly to adaptation to the impacts of climate change or emissions reductions. There is no operational impact arising from the decision sought.

7. Next Steps Ngā Mahinga ā-muri

- 7.1 Not relevant.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A 	Rod Donald Banks Peninsula Trust - Trustee Appointment	25/70997	214
B 	Staff Report 2024 - Rod Donald Banks Peninsula Trust Trustee Appointments	25/70874	218

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

Document Name – Location / File Link
Not applicable

Signatories Ngā Kaiwaitohu

Author	Linda Gibb - Performance Monitoring Advisor CCO
Approved By	Bede Carran - General Manager Finance, Risk & Performance / Chief Financial Officer



To: Christchurch City Council – Finance and Performance Committee
From: Rod Donald Banks Peninsula Trust
Re: Recommendation and update on Trustee Appointments
Date: 14 January 2025

Executive Summary

The Christchurch City Council is the settlor of the Rod Donald Banks Peninsula Trust (the Trust). The Trust is governed by a group of up to nine Trustees. The Council appoints seven of these and the Trust has the ability to co-opt the other two. Trustees are generally appointed for three-year terms, and a maximum of three times (nine years) in accordance with our Trust Deed. This provides us with long term continuity for our project work and partnerships, taking into account the long term nature of many of the Trust's projects.

The Trust engaged in a recruitment process in 2024, with the goal to find five trustees to support succession planning and increase diversity on the Rod Donald Banks Peninsula Trust Board. Prior to commencing the recruitment process, the Trust engaged with Mana Whenua, regarding how Mana Whenua can be involved in the governance of the Trust. After these engagements, the Trust agreed to pursue a public and competitive recruitment process, resulting in the appointment of Piper Pengelly and Anna Cameron as Council appointed Trustees, and Duncan Bright and Francesca Brown as co-opted Trustees. All took up their positions on 1 July 2024, with Kamala Hayman also being appointed at our Special Trust Advisor through the recruitment process, with the intention she then become a Trustee upon the retirement of Richard Suggate. In the role as Special Trust Advisor Kamala provided valuable input as a representative on both the Communications and Engagement and Little River Rail Trail portfolio groups, and through her contribution to Board meetings and project work.

The purpose of this paper is to:

- inform the Committee of the current board composition
- inform the Committee that Richard Suggate retired from his role as Trustee on 31 December 2024
- recommend that with a vacancy on our Board due to Richard Suggate's retirement that our Special Trust Advisor Kamala Hayman be appointed as a Council appointed Trustee from 1 January 2025
- inform the Committee that Paul McNoe has signalled his intention to retire from his position as a Trustee in mid-April 2025

1 Background

- 1.1 The Rod Donald Banks Peninsula Trust was formed in July 2010. The Trust Deed provides for up to nine Trustees, of which the Council has the power to appoint up to seven and the Trust to co-opt up to two. The Council has the power to remove co-opted Trustees.
- 1.2 The Trust Deed provides that the Term of each Trustee is up to three years from the date of appointment. Trustees may serve more than one term but not more than nine consecutive years.

2 Board composition

- 2.1 The Trust wishes to provide information on the current composition of the Board, assuming the recommendations are accepted, for the Council's records.
- 2.2 Jenn Chowaniec will hold the Chair role, replacing the Co-Chair model she shared with Richard Suggate leading up to his retirement.
- 2.3 The chart below provides an overview of the Board, consisting of five current Trustees with terms and future intentions, along with those recommended for Council appointment and re-appointment and co-option by Rod Donald Banks Peninsula Trust, and information about recently retired Trustees as follows:

Trustee	Date appointed most recent (and originally)	Appointed by	Term expires	Intentions
Jenn Chowaniec	1 July 2024 (1 July 2021)	CCC	30 June 2027	Current Chair
Maureen McCloy	1 July 2024 (1 July 2017)	CCC	30 June 2026	Continuing but maximum term ends on 30 June 2026
Paul McNoe	1 July 2023 (1 July 2017)	CCC	30 June 2026	Continuing but intends to retire mid-April 2025
Tyrone Fields	7 Dec 2022 (7 Dec 2022)	CCC	End of Council term 2025	Continuing
Piper Pengelly	1 July 24	CCC	30 June 2027	Continuing
Anna Cameron	1 July 24	CCC	30 June 2027	Continuing
Duncan Bright	1 July 24	RDBPT	30 June 2027	Continuing
Francesca Brown	1 July 24	RDBPT	30 June 2027	Continuing
Kamala Hayman	1 January 25	CCC	31 December 2028	Continuing
Recently retired Trustees				
Richard Suggate	1 July 2023 (1 July 2017)	CCC	30 June 2026	Retired 31 Dec 2024

- 2.4 The following gives a summary of the resultant balance of representation and skill mix on the Board on the basis of this recommendation:

Trustee	Skills
Jenn Chowaniec Chair	<p>Jenn lives in Christchurch. She has a legal background having worked as a lawyer for a number of years. She currently works in the philanthropic sector as the General Manager of the Wayne Francis Charitable Trust. She is the Chair of Kilmarnock Enterprises Ltd and a Chartered Member of the Institute of Directors.</p> <p>Jenn is a keen ultra-distance runner, including on Banks Peninsula, and is strongly committed to her own bi-cultural development.</p>
Maureen McCloy	Maureen was Chair of the Trust from July 2019 to February 2022, and successfully led the Trust through the most intensive and demanding period of its existence, developing its Strategic Plan, securing funding to ensure its

RDBPT Trustee appointment recommendation to CCC 14 January 2025 2

	ongoing future and leading its largest project to date - the purchase, crowd-fund and setting up of the new Te Ahu Pātiki park. Maureen was formerly Corporate Services Manager of YHA New Zealand and was recently elected as a Board Member of that organisation. YHA New Zealand began with a network of hostels on Banks Peninsula and shares goals with the Trust to get more young people active in the outdoors. Maureen was the first woman president of the Canterbury Mountaineering Club and national co-ordinator for Women Climbing. She brings experience with tourism and financial skills to the Board, and is a member of the Institute of Directors.
Paul McNoe	Paul retired as the Chief Executive of Red Bus in 2020 having previously worked as National Facilities Services Manager for City Care. He brings to the Board his skills in corporate and financial management and a good understanding of tourism. Paul owns a holiday home in Akaroa and spends time in the community there.
Tyrone Fields	Tyrone's family has lived in Lyttelton, Banks Peninsula for generations. He was elected in 2018 to Te Pātaka o Rākahautū Banks Peninsula Community Board, and subsequently elected as the Christchurch City Councillor for the Banks Peninsula ward in October 2022. Tyrone has travelled extensively and worked in the UK as an analyst in the finance sector before retraining as a social worker. He brings these skills into local government, where he works towards the betterment of our environment and communities, and ensuring that public facilities and assets remain in public ownership.
Piper Pengelly	Piper lives in Redwood and is in her early twenties. She is a student studying law and economics. She is a Trustee for Styx Living Laboratory Trust and an ambassador for Takahe restoration with the Sir Peter Blake Trust. Piper has had strategic and leadership roles in several youth organisations such as Youth Voice Canterbury. Piper has worked in the climate change sector at the Ministry for the Environment on the Emissions Trading Scheme and is able to support the Trust with its carbon neutrality journey. Piper enjoys recreation on Banks Peninsula.
Anna Cameron	Anna lives in Mt Pleasant and has a property in Wairewa catchment that she is regenerating with her family. Anna has held several senior roles working in complex conservation projects and working with Treaty partners. She is experienced in governance and has worked alongside several voluntary recreational and conservation organisations. Anna enjoys spending time in nature on Banks Peninsula recreating with her young family.
Francesca Brown	Francesca lives in Halswell and works in veterinary governance roles and has experience in chairing. She has demonstrated a commitment to understanding tikanga Māori and Mātauranga Māori. Francesca has walked, hiked, biked and camped on Banks Peninsula throughout her life.
Duncan Bright	Duncan lives in Governors Bay and is an architect, involved in complex projects such as the Scott Base redevelopment in Antarctica. He has volunteered for a range of recreation and conservation groups on Banks Peninsula and enjoys tramping, mountain biking and sea kayaking.
Kamala Hayman	Kamala lives in Huntsbury and is the Editor at The Press, with 30 years experience as a journalist. Kamala has communication skills and the ability to understand and reach target audiences. She was involved in The Press's support for the campaign to buy Te Ahu Pātiki. Kamala is a keen trail runner, walker and cyclist.

- 2.5 Richard Suggate stood down from the Rod Donald Trust Board on 31 December 2024 after completing seven and a half years of service as a Trustee. The Trust wishes to thank Richard for his huge contribution and commitment to the Trust.
- 2.6 The Trust would like to thank all its Trustees for the exceptional amount of work and voluntary hours they contribute.

3 Recommendation

The Rod Donald Banks Peninsula Trust recommends that the Council:

1. Appoints Kamala Hayman as Trustee to the Trust Board from 1 January 2025 for an initial term of 3 years.

Finance and Performance Committee - Public Excluded
29 May 2024



14. Rod Donald Banks Peninsula Trust - Trustee Appointments

Reference Te Tohutoro: 24/827799

Responsible Officer(s) Te Linda Gibb, Performance Advisor, Finance Group

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

Accountable ELT Bede Carran, General Manager Finance, Risk & Performance / Chief

Member Pouwhakarae: Financial Officer

Confidentiality

Section under the Act:	The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Sub-clause and Reason:	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons.
Plain English Reason:	To protect the identities and reputations of the candidates.
Report can be reviewed for potential release:	Immediately after the Committee has made its decisions and the appointees notified.

1. Purpose and Origin of the Report Te Pūtake Pūrongo

- 1.1 This report seeks the Finance and Performance Committee's approval of the appointment of two new trustees and the re-appointment of two incumbent trustees to the Rod Donald Banks Peninsula Trust (the Trust) each for a term of three years commencing 1 July 2024.
- 1.2 The report is written following receiving a report and recommendations from the Trust on 14 May 2024. The Trust's report is at **Attachment A**.

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Approves the appointment of the following new trustees to the Rod Donald Banks Peninsula Trust, commencing 1 July 2024 for a term of three years:
 - a) Ms Piper Pengelly; and
 - b) Ms Anna Cameron;
2. Approves the re-appointment of the following trustees to the Rod Donald Banks Peninsula Trust, commencing 1 July 2024 for a term of three years:
 - a) Ms Jenn Cowaniec (co-Chair); and
 - b) Ms Maureen McCloy;
3. Notes that the Rod Donald Banks Peninsula Trust has followed the due process expected in terms of meeting the obligations and requirements of its Deed of Declaration of Trust and the Council's expectations of best practice governance in the local government setting; and
4. Notes that the decisions in this report are assessed as of low significance based on the Christchurch City Council's Significance and Engagement Policy.

Finance and Performance Committee - Public Excluded
29 May 2024



5. Agree that this report can be released immediately after the Committee has made its decisions and the appointees notified.

3. Executive Summary Te Whakarāpopoto Matua

- 3.1 The Council is the Settlor of the Trust, which was settled on 12 July 2010. The Deed of Declaration of Trust (Trust Deed¹) sets out obligations for appointing trustees, including that there can be up to nine trustees, seven of whom are appointed by the Council and two who can be co-opted by the Trust.
- 3.2 There are four Trustee vacancies to be filled. The Trust conducted a recruitment process and assessed the candidates against a core skills and expertise matrix, and took into account diversity considerations which it actively sought in its advertising.
- 3.3 The Trust had a significant response to its advertisements of the vacant Trustee positions. Of the 18 applicants, nine were interviewed and five considered to be an optimal fit for the Trust. It is proposed that the Council appoints two, the Trust co-opts two and one is engaged as a Trustee advisor from 1 July 2024 to the end of December 2024. At the end of December 2024 it is proposed the Trustee advisor is either co-opted or recommended to Council for appointment to the Trust to replace a retiring Trustee.
- 3.4 The Trust has met the requirements of its Trust Deed. The Council's Policy for the Appointment and Remuneration of Directors of CCOs (the Policy) is an expression of the Council's views of good practice governance in the local government Council-controlled organisations (CCOs). While the Trust are not specifically covered, consistency with the Policy has nevertheless been assessed.
- 3.5 Staff recommend that the Council approves the Trust's recommendations in its report (refer **Attachment A**).

4. Background/Context Te Horopaki

Rod Donald Banks Peninula Deed of Declaration of Trust

- 4.1 The process governing the appointment of Trustees is set out in Schedule 3 of the Trust Deed between the Council and the initial trustees. Of note:
- there shall be up to nine trustees (clause 2.1);
 - the Settlor (the Council) appoints up to seven (clause 2.2(a)) and the trustees may co-opt from time to time persons from the region to serve as additional trustees (clause 2.4);
 - the Settlor will be mindful of the need to provide balanced representation among the Trust, including appropriate representation for relevant interest groups and compliance with its (i.e. the Council's) policy on the appointment of trustees to a CCO (clause 2.3); and
 - the term of each trustee is up to three years with a maximum of nine consecutive years (clause 4.1).

¹ <https://register.charities.govt.nz/CharitiesRegister/ViewCharity?accountId=63114b0f-29a4-df11-871d-00155d741101&searchId=d377ffe2-5062-4dbc-a7f5-6018accd56cd>

Finance and Performance Committee - Public Excluded
29 May 2024

Council's Policy for the Appointment and Remuneration of Directors of Council-controlled Organisations

- 4.2 The Policy excludes the truss. Staff consider that whether a CCO is subject to the Policy or not, the Policy is an expression of the Council's views of what constitutes good governance and provides guidance of the Council's expectations. However, members of the Council's trusts are volunteers which may impact the extent to which the Policy settings can be fully met. For example, the Policy provides that appointments to the governing bodies of CCOs will generally be for no more than two terms of three years each, unless the Council decides otherwise (clause 3.7 of part 3). For trusts where there is no remuneration it can be more challenging getting a pool of candidates who have the required skills.

Skills, capabilities and diversity

- 4.3 The Trust has undertaken a comprehensive exercise to secure appropriately skilled candidates for the vacant positions on its board. It received 18 applications for its vacant trustee positions.
- 4.4 If the five recommended appointments are approved, the Trust will have skills and expertise encompassing conservation, commercial/business, relationship management, legal, governance, fundraising, not-for-profits' management and governance, tourism, climate change including the emissions trading scheme, working with Treaty partners and communications.
- 4.5 At staff request, the Trust provided its skills and expertise matrix, against which it assessed the merits of the candidates:
- Mātauranga Māori and a commitment to Te Tiriti o Waitangi;
 - Governance and chairing;
 - Carbon neutrality, biodiversity and restoration;
 - Public access negotiation for recreation management;
 - Legal, finance, health and safety, audit, risk; and
 - Partnership, engagement, communications, grants, fundraising and marketing.
- 4.6 The advertisement for applicants placed by the Trust encouraged applications from women, tangata whenua, Pasifika, other ethnicities, younger members of the community, individuals with a disability and the LGBTQ community. The Trust advises that the applicants did not reflect as much diversity as the board would have liked. If the appointments are all made, diversity will include gender, age, local Banks Peninsula residents and non-resident land and property owners and others who participate in activities there on a regular basis.
- 4.7 The Trust engaged with mana whenua to ascertain whether it would like to propose an appointee to the board. The Trust has been holding a vacancy for a mana whenua representative for several years. While the offer has not yet been taken up, the parties will continue to engage in the ordinary course.
- 4.8 Of the 18 applicants, the board considered there were five of equal standing for four vacant trustee positions. Given the suitability of 5 candidates the Trust proposes the following:
- the Council appoints two candidates – Ms Piper Pengelly and Ms Anna Cameron;
 - the Trust co-opts two candidates – Mr Duncan Bright and Ms Francesca Brown; and
 - the Trust appoints one candidate, Ms Kamala Hayman as an advisor to the board, pending a trustee position becoming available at the end of 2024 with the retirement of co-Chair Mr Richard Suggate. This position is not paid and does not carry voting

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rights. A key advantage of the appointment is to mitigate the risk that the candidate is no longer available to join the Trust in December.

- 4.9 In addition, it is proposed that the Council re-appoints the following trustees to the board:
- Ms Jenn Chowanec (co-Chair) for a second term of three years; and
 - Ms Maureen McCloy for a third term of three years. Staff support a third term as Ms McCloy's knowledge of the recent history of the Trust including having led the major Te Ahu Pātiki project is important for sharing with the incoming trustees.
- 4.10 Staff consider the process undertaken by the Trust meets the Council's good governance expectations. The Trust's proposal to issue a third term to Ms McCloy is acknowledged as being reasonable.

Options Considered Ngā Kōwhiringa Whaiwhakaaro

- 4.11 The only practicable alternative option is to not appoint new trustees or re-appoint incumbent trustees to the Trust. This would not be consistent with the Council exercising good governance over a CCOs and no further consideration has been given to this.

5. Financial Implications Ngā Hīraunga Rauemi

Capex/Opex Ngā Utu Whakahaere

- 5.1 There are no financial implications associated with this report.

6. Considerations Ngā Whai Whakaaro

Risks and Mitigations Ngā Mōrearea me ngā Whakamātautau

- 6.1 The recommended appointments minimise governance risks and risks of the Trust not achieving its strategic objectives.

Legal Considerations Ngā Hīraunga ā-Ture

- 6.2 Statutory and/or delegated authority to undertake proposals in the report:
- 6.2.1 The Local Government Act 2002.
- 6.3 Other Legal Implications:
- 6.3.1 The recommendations in this report are consistent with the requirements of the Trust Deed dated 12 July 2010.
- 6.3.2 Regarding the appointment of an advisor to the board, the Trust sought legal advice which confirmed it is able to make such an appointment.

Strategy and Policy Considerations Te Whai Kaupapa here

- 6.4 The required decisions:
- 6.4.1 align with the [Christchurch City Council's Strategic Framework](#) by ensuring appropriate governance structures are in place to allow the Trust to achieve its strategic objectives;
- 6.4.2 are assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy. The level of significance was determined by considering the extent to which the decisions may impact the community;
- 6.4.3 are consistent with Council's Plans and Policies insofar as the Council seeks good practice governance from its CCOs, as set out in its Policy for the Appointment and Remuneration of Directors of CCOs. Notwithstanding the Trust is excluded from the

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Policy, it remains an expression of the Council's views of good practice governance in the local government setting.

- 6.5 This report does not support the Council's Long Term Plan (2021 - 2031) to the extent good governance underpins performance and minimises risks of default in delivery.

Impact on Mana Whenua Ngā Whai Take Mana Whenua

- 6.6 The decisions are in respect of governance appointments and do not directly involve a significant decision in relation to ancestral land or a body of water or other elements of intrinsic value. However the Trust has engaged with Mana Whenua including the five Papatipu Rūnanga on Banks Peninsula. Mana whenua has not yet taken up a position on the board, due to lack of capacity and has sought and received the Trust's agreement to continue to engage in the ordinary course. Therefore, the decisions will not impact on our agreed partnership priorities with Ngā Papatipu Rūnanga.
- 6.15 The decisions are made to ensure that delivery of activities and services relating to the land as defined in the Trust Deed are maintained.

Climate Change Impact Considerations Ngā Whai Whakaaro mā te Āhuarangi

- 6.16 The proposals in this report are unlikely to contribute significantly to adaptation to the impacts of climate change or emissions reductions. This is because they are governance rather than operational decisions and are made to ensure there is appropriate governance of the Trust so delivery of its purposes can continue.

7. Next Steps Ngā Mahinga ā-muri

- 7.1 Not relevant.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A	Rod Donald Banks Peninsula Trust - Trustee Appointments	24/835584	

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

Document Name - Location / File Link
Not applicable

Signatories Ngā Kaiwaitohu

Author	Linda Gibb - Performance Monitoring Advisor CCO
Approved By	Russell Holden - Head of Finance Bede Carran - General Manager Finance, Risk & Performance / Chief Financial Officer



To: Christchurch City Council – Finance and Performance Committee
From: Rod Donald Banks Peninsula Trust
Re: Recommendation and update on Trustee Appointments
Date: 13 May 2024

Executive Summary

The Christchurch City Council is the settlor of the Rod Donald Banks Peninsula Trust (the Trust). The Trust is governed by a group of up to nine Trustees. The Council appoints seven of these and the Trust has the ability to co-opt the other two. Trustees are generally appointed for three-year terms, and a maximum of three times (nine years). We understand Council's Policy for the Appointment and Remuneration of Directors of CCO's was amended last year recommending a reduction in the maximum number of terms from three to two, but we request the status quo of three terms is continued within our organisation to provide for us with long term continuity for our project work and partnerships, taking into account the long term nature of many of the Trust's projects.

The Trust engaged in a recruitment process in 2024. The goals of this recruitment process were to find five trustees to support succession planning and increase diversity on the Rod Donald Banks Peninsula Trust Board. Prior to commencing the recruitment process, the Trust engaged with Mana Whenua, regarding how Mana Whenua can be involved in the governance of the Trust. After these engagements, the Trust agreed to pursue a public and competitive recruitment process.

The purpose of this paper is to:

- inform the Committee of the current board composition;
- recommend that the Committee appoint two trustees Piper Pengelly and Anna Cameron to the Trust Board from 1 July 2024;
- recommend that the Committee re-appoint Maureen McCloy and Jenn Chowanec for a further term from 1 July 2024;
- inform the Committee of two trustees Duncan Bright and Francesca Brown the Trust will co-opt from 1 July 2024; and
- inform the Committee of an additional person, Kamala Hayman, who the Trust will appoint as a Special Trust Advisor from 1 July 2024 to 31 December 2024 and will then co-opt or recommend for appointment as Trustee from 31 December 2024.

1 Background

- 1.1 The Rod Donald Banks Peninsula Trust was formed in July 2010. The Trust Deed provides for up to nine Trustees, of which the Council has the power to appoint up to seven and the Trust to co-opt up to two. The Council has the power to remove co-opted Trustees.
- 1.2 The Trust Deed provides that the Term of each Trustee is up to three years from the date of appointment. Trustees may serve more than one term but not more than nine consecutive years.

2 2024 Recruitment Process

- 2.1 The Trust currently has four vacancies, arising from recent trustee retirements (Bob Frame, Bryan Storey and Andrew Turner) and one historic vacancy.
- 2.2 A fifth vacancy is anticipated from 31 December 2024 when current Trustee Richard Suggate will retire. The Trust chose to recruit for that vacancy now and to appoint that person as a Special trust Advisor for the period between 1 July and 31 December.
- 2.3 Prior to commencing the recruitment process, the Trust engaged with Mana Whenua, regarding how Mana Whenua can be involved in the governance of the Trust. Specifically, the Trust wrote to the Chairs of the five Papatipu Rūnanga on Banks Peninsula in September 2023, along Te Kahui Kahukura and the Councils Te Hononga Committee requesting the item of trust governance vacancies is added to their agendas. The Trust also raised the matter in conversations with different key people within our network with Mana Whenua.
- 2.4 After these engagements, where the feedback received was that the Trust should continue to engage with Mana Whenua but a Ngai Tahu appointment was not a necessity, the Trust agreed to pursue a recruitment process to fill the vacancies.
- 2.5 The Trust initiated a public and competitive recruitment process in February 2024 by advertising in local and national networks.
- 2.6 The goals of the recruitment process were to find five trustees to support succession planning and increase diversity on the Rod Donald Banks Peninsula Trust Board. The Trust considers Boards operate at their best when they display a diversity of competent thought, experience and capability.
- 2.7 The Trust was pleased to have a significant response to this and shortlisted nine applicants to interview. From these 9 interviewees, 5 were selected after reference checking.

3 Board composition

- 3.1 The Trust wishes to provide information on the current composition of the Board, assuming the recommendations are accepted, for the Council's records.
- 3.2 Trustees Richard Suggate and Jenn Chowanec will continue in their role as Co-chairs until 31 December 2024.
- 3.3 The chart below provides an overview of the Board, consisting of five current Trustees with terms and future intentions, along with those recommended for Council appointment and re-appointment and co-option by Rod Donald Banks Peninsula Trust, and information about recently retired Trustees as follows:

Trustee	Date appointed most recent (and originally)	Appointed by	Term expires	Intentions
Richard Suggate	1 July 2023 (1 July 2017)	CCC	30 June 2026	Retiring 31 Dec 2024 Current Co-chair
Jenn Chowanec	1 July 2021	CCC	30 June 2024	Continuing and current Co-chair
Maureen McCloy	1 July 2021 (1 July 2017)	CCC	30 June 2024	Continuing but maximum term ends on 30 June 2026

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Paul McNoe	1 July 2023 (1 July 2017)	CCC	30 June 2026	Continuing but intends to retire during 2025
Tyrone Fields	7 Dec 2022 (7 Dec 2022)	CCC	End of Council term 2025	Continuing
Piper Pengelly	1 July 24	CCC	30 June 2027	
Anna Cameron	1 July 24	CCC	30 June 2027	
Duncan Bright	1 July 24	RDBPT	30 June 2027	
Francesca Brown	1 July 24	RDBPT	30 June 2027	
Kamala Hayman Special Trust Advisor	1 January 25	To be determined	31 December 2027	Special Trust Advisor from 1 July 2024 until vacancy created on 31 December 2024
Recently retired Trustees				
Robert Frame	1 July 2022 (1 July 2021)	CCC	30 June 2024	Retired 12 Dec 23

- 3.4 The following gives a summary of the resultant balance of representation and skill mix on the Board on the basis of this recommendation:

Trustee	Skills
Richard Suggate Co-Chair	Richard retired in 2017 after 29 years with Department of Conservation, including as Manager of the North Canterbury area (including Banks Peninsula) and as a National Business Development Manager, forging relationships with corporate partners such as Fonterra. He brings his skills in business development and a deep understanding of Department of Conservation, Banks Peninsula and iwi. Richard lives in Diamond Harbour and active in recreation on Banks Peninsula. Richard represents the Trust on the Pest Free Banks Peninsula Project Management Group.
Jenn Chowaniec Co-Chair	Jenn lives in Christchurch. She has a legal background having worked as a lawyer for a number of years. She currently works in the philanthropic sector as the General Manager of the Wayne Francis Charitable Trust. She is the Chair of Kilmarnock Enterprises Ltd and a Chartered Member of the Institute of Directors. Jenn is a keen ultra-distance runner, including on Banks Peninsula, and is strongly committed to her own bi-cultural development.
Maureen McCloy	Maureen was Chair of the Trust from July 2019 to February 2022, and successfully led the Trust through the most intensive and demanding period of its existence, developing its Strategic Plan, securing funding to ensure its ongoing future and leading its largest project to date - the purchase, crowd-fund and setting up of the new Te Ahu Pātiki park. Maureen was formerly Corporate Services Manager of YHA New Zealand and was recently elected as a Board Member of that organisation. YHA New Zealand began with a network of hostels on Banks Peninsula and shares goals with the Trust to get more young people active in the outdoors. Maureen was the first woman president of the Canterbury Mountaineering Club and national co-ordinator for Women

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	Climbing. She brings experience with tourism and financial skills to the Board, and is a member of the Institute of Directors.
Paul McNoe	Paul retired as the Chief Executive of Red Bus in 2020 having previously worked as National Facilities Services Manager for City Care. He brings to the Board his skills in corporate and financial management and a good understanding of tourism. Paul owns a holiday home in Akaroa and spends time in the community there.
Tyrone Fields	Tyrone's family has lived in Lyttelton, Banks Peninsula for generations. He was elected in 2018 to Te Pātaka o Rākahautū Banks Peninsula Community Board, and subsequently elected as the Christchurch City Councillor for the Banks Peninsula ward in October 2022. Tyrone has travelled extensively and worked in the UK as an analyst in the finance sector before retraining as a social worker. He brings these skills into local government, where he works towards the betterment of our environment and communities, and ensuring that public facilities and assets remain in public ownership.
Piper Pengelly	Piper lives in Redwood and is in her early twenties. She is a student studying law and economics. She is a Trustee for Styx Living Laboratory Trust and an ambassador for Takahe restoration with the Sir Peter Blake Trust. Piper has had strategic and leadership roles in several youth organisations such as Youth Voice Canterbury. Piper has worked in the climate change sector at the Ministry for the Environment on the Emissions Trading Scheme and is able to support the Trust with its carbon neutrality journey. Piper enjoys recreation on Banks Peninsula.
Anna Cameron	Anna lives in Mt Pleasant and has a property in Wairewa catchment that she is regenerating with her family. Anna has held several senior roles working in complex conservation projects and working with Treaty partners. She is experienced in governance and has worked alongside several voluntary recreational and conservation organisations. Anna enjoys spending time in nature on Banks Peninsula recreating with her young family.
Francesca Brown	Francesca lives in Halswell and works in veterinary governance roles and has experience in chairing. She has demonstrated a commitment to understanding tikanga Māori and Mātauranga Māori. Francesca has walked, hiked, biked and camped on Banks Peninsula throughout her life.
Duncan Bright	Duncan lives in Governors Bay and is an architect, involved in complex projects such as the Scott Base redevelopment in Antarctica. He has volunteered for a range of recreation and conservation groups on Banks Peninsula and enjoys tramping, mountain biking and sea kayaking.
Kamala Hayman	Kamala lives in Huntsbury and is the Editor at The Press, with 30 years experience as a journalist. Kamala has communication skills and the ability to understand and reach target audiences. She was involved in The Press's support for the campaign to buy Te Ahu Pātiki. Kamala is a keen trail runner, walker and cyclist.

3.5 Bob Frame stood down from the Rod Donald Trust Board on 12 December 2023 after completing two and a half years of service as a Trustee. The Trust wishes to thank Bob for his commitment to the Trust and for continuing to provide advice and support about how to improve the Little River Rail Trail, one of the Trust's key projects.

3.6 The Trust would like to thank all its Trustees for the exceptional amount of work and voluntary hours they contribute.

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4 Recommendation

The Trust recommends that the Council:

1. Reappoints Maureen McCloy and Jenn Chowanec as trustees to the Trust Board from 1 July 2024;
2. Appoints Piper Pengelly and Anna Cameron as trustees to the Trust Board from 1 July 2024 for an initial term of 3 years; and
3. Acknowledges the Trust's co-option of Duncan Bright and Francesca Brown as trustees of the Trust from 1 July 2024 for an initial term of 3 years; and
4. Acknowledges the Trust's appointment of Kamala Hayman as a Special Trust Advisor to the Trust from 1 July 2024 to 31 December 2024 and that the Trust will then either co-opt Kamala or recommend her for appointment as Trustee from 31 December 2024.

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13. Resolution to Exclude the Public

[Section 48, Local Government Official Information and Meetings Act 1987.](#)

Note: The grounds for exclusion are summarised in the following table. The full wording from the Act can be found in [section 6](#) or [section 7](#), depending on the context.

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

Reason for passing this resolution: a 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	PUBLIC INTEREST CONSIDERATION	POTENTIAL RELEASE REVIEW DATE AND CONDITIONS
14.	PUBLIC EXCLUDED FINANCE AND PERFORMANCE COMMITTEE MINUTES - 18 DECEMBER 2024			REFER TO THE PREVIOUS PUBLIC EXCLUDED REASON IN THE AGENDAS FOR THESE MEETINGS.	
15.	VISIBILITY OF CAPITAL PROJECT BUDGET CHANGES: DECEMBER 2024	S7(2)(H)	COMMERCIAL ACTIVITIES	THE REPORT CONTAINS INFORMATION ON SPECIFIC PROJECTS BEING TENDERED IN THE OPEN MARKET AND ACCORDINGLY IT MAY PUT COUNCIL IN A DISADVANTAGED POSITION.	THIS REPORT CAN BE RELEASED TO THE PUBLIC ONCE ALL COMMERCIAL NEGOTIATIONS AND CONTRACTS HAVE BEEN CONCLUDED, AND SUBJECT TO THE APPROVAL OF THE HEAD OF PROCUREMENT AND CONTRACTS
16.	THREE WATERS MAINTENANCE PROCUREMENT STRATEGY	S7(2)(H), S7(2)(I)	COMMERCIAL ACTIVITIES, CONDUCT NEGOTIATIONS	TO ALLOW FOR NEGOTIATIONS TO TAKE PLACE	30 SEPTEMBER 2026 ONCE ALL RELEVANT CONTRACTS ARE SIGNED
17.	APPLICATION TO THE CAPITAL ENDOWMENT FUND	S7(2)(B)(II)	PREJUDICE COMMERCIAL POSITION	THIS REPORT FORMS PART OF A COMPETITIVE BIDDING PROCESS.	1 MAY 2026 AFTER THE CONFIRMATION OF OUTCOME OF THE BIDDING PROCESS.

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