Finance and Performance Committee
AGENDA

Notice of Meeting Te Pānui o te Hui:

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

Date: **Wednesday 23 July 2025**
Time: **9.30 am**
Venue: **Boardroom, Fendalton Service Centre, Corner Jeffreys and Clyde Roads, Fendalton**

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

17 July 2025

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

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What is important to us?

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

Our focus this Council term
2022–2025

Strategic Priorities

- **Be an inclusive and equitable city which puts people at the centre** of developing our city and district, prioritising wellbeing, accessibility and connection.
- **Champion Ōtautahi-Christchurch** and collaborate to build our role as a leading New Zealand city.
- **Build trust and confidence** in the Council through meaningful partnerships and communication, listening to and working with residents.
- **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.

Adopted by the Council on 5 April 2023

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.

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.

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

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

Actions Register Ngā Mahinga Tuwhera

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, 25 June 2025 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.

To present to the Committee, refer to the Participating in decision-making webpage or contact the meeting advisor listed on the front of this agenda.

Christchurch City Council

Finance and Performance Committee
OPEN MINUTES

Date:	**Wednesday 25 June 2025**
Time:	**9.31 am**
Venue:	**Boardroom, Fendalton Service Centre, Corner Jeffreys and Clyde Roads, Fendalton**

Present

Chairperson	Councillor Sam MacDonald
Deputy Chairperson	Councillor Melanie Coker
Members	Deputy Mayor Pauline Cotter – part via audio/visual link
	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 – part via audio/visual link
	Councillor Mark Peters
	Councillor Tim Scandrett
	Councillor Sara Templeton – via audio/visual link

Principal Advisor
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Meeting Advisor
David Corlett
Democratic Services Advisor
Tel: 941 5421
david.corlett@ccc.govt.nz
Website: www.ccc.govt.nz

Unconfirmed

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Part A **Matters Requiring a Council Decision**

Part B **Reports for Information**

Part C **Decisions Under Delegation**

Karakia Tīmatanga

The agenda was dealt with in the following order.

1. Apologies Ngā Whakapāha

Part C

Committee Resolved FPCO/2025/00111

That the apologies from Deputy Mayor Cotter, Councillor Donovan, Councillor Harrison-Hunt and Councillor Templeton for lateness and the Mayor for absence be accepted.

Councillor MacDonald/Councillor Coker **Carried**

2. Declarations of Interest Ngā Whakapuaki Aronga

Part B

Councillors Barber and Scandrett declared an interest in Item 12 - *Venues Ōtautahi - Quarter 3 Performance Report.*

Councillors Coker and MacDonald declared an interest in relation to Item 13 - *Christchurch City Holdings Ltd - Quarter 3 Performance Report* and Public Excluded Item 16 - *Christchurch City Holdings Ltd - Strategic Update at 31 March 2025.*

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

Part C

Committee Resolved FPCO/2025/00112

That the minutes of the Finance and Performance Committee meeting held on Wednesday, 28 May 2025 be confirmed.

Councillor MacDonald/Councillor Scandrett **Carried**

4. Public Forum Te Huinga Whānui

Part B

There were no public forum presentations.

Unconfirmed

Item 3 - Minutes of Previous Meeting 25/06/2025

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 Harrison-Hunt joined the meeting via audio/visual link at 9.33 am during consideration of Item 7.
Councillor Donovan joined the meeting at 9.38 am during consideration of Item 7.

7. Key Organisational Performance Results - May 2025

Committee Resolved FPCO/2025/00113

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the information in the Key Organisational Performance Results - May 2025 Report.
2. Note that the Chair of the Finance & Performance Committee has requested a report from the Corporate Planning & Performance team on process matters relating to the Long-Term Plan 2027, to be considered at the 23 July meeting of the Committee.

Councillor MacDonald/Councillor Henstock **Carried**

8. Financial Performance Report - May 2025

Committee Resolved FPCO/2025/00114

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the information in the Financial Performance Report - May 2025 Report.

Councillor MacDonald/Councillor McLellan **Carried**

Councillor Gough left the meeting at 10.05 am during consideration of Item 9.

Unconfirmed

Councillor Harrison-Hunt joined the meeting in person at 10.06 am during consideration of Item 9.

9. Capital Programme Performance Report May 2025

Committee Resolved FPCO/2025/00115

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the information in the Capital Programme Performance Report May 2025.

Councillor MacDonald/Councillor Coker **Carried**

Councillor Gough returned to the meeting at 10.08 am during consideration of Item 10.

10. Procurement at Council

Committee Resolved FPCO/2025/00116

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the information in the Procurement at Council Report.

Councillor MacDonald/Councillor Johanson **Carried**

11. Te Kaha Project Development Ltd - Quarter 3 Performance Report

Committee Resolved FPCO/2025/00117

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives Te Kaha Project Delivery Ltd's Quarter 3 2024/25 Performance Report.

Councillor MacDonald/Councillor Harrison-Hunt **Carried**

Councillor Templeton joined the meeting at 10.23 am during consideration of Item 12.

Unconfirmed

Councillor Harrison-Hunt left the meeting at 10.26 am during consideration of Item 12.

12. Venues Ōtautahi - Quarter 3 Performance Report

Committee Resolved FPCO/2025/00118

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives Venues Ōtautahi's Quarter 3, 2024/25 Performance Report.

Councillor MacDonald/Councillor Henstock **Carried**

Councillors Barber and Scandrett did not participate in the discussion or vote on this Item.

Attachments

A Venues Ōtautahi - Quarter 3 Performance Report - Presentation to Finance and Performance Committee

Councillor Scandrett assumed the Chair for consideration of Items 13 and 14 and Public Excluded Items 15 and 16.

Councillor Moore left the meeting at 10.28 am during consideration of Item 13 and did not return.
Councillor Harrison-Hunt returned to the meeting at 10.29 am during consideration of Item 13.
Councillors Barber and Henstock left the meeting at 10.29 am and returned to the meeting at 10.31 am during consideration of Item 13.
Councillor Coker left the meeting at 10.38 am and returned at 10.40 am during consideration of Item 13.
Councillor Keown left the meeting at 10.40 am and returned at 10.42 am during consideration of Item 13.
Councillor Gough left the meeting at 10.46 am and returned at 10.49 am during consideration of Item 13.

13. Christchurch City Holdings Ltd - Quarter 3 Performance Report

Committee Resolved FPCO/2025/00119

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives Christchurch City Holdings Ltd's 'Traffic Lights' Performance Report for Quarter 3 2024/25.

Councillor Scandrett/Councillor Barber **Carried**

Councillors Coker and MacDonald sat back from the table and took no part in the discussion or vote on this Item.

Attachments

A Christchurch City Holdings Ltd - Quarter 3 Performance Report - Presentation to Finance and Performance Committee

Unconfirmed

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

Committee Resolved FPCO/2025/00120

Part C

That Bryan Pearson, Paula Davis and Allanah Kidd of Christchurch City Holdings Ltd remain after the public have been excluded for Item 16 of the public excluded agenda as they have knowledge that is relevant to that item and will assist the Council.

AND

That at 10.52 am the resolution to exclude the public set out on pages 165 to 166 of the agenda be adopted.

Councillor Scandrett/Councillor Henstock **Carried**

The public were re-admitted to the meeting at 11.29 am.

Karakia Whakamutunga

Meeting concluded at 11.30 am.

CONFIRMED THIS 23RD DAY OF JULY 2025

COUNCILLOR SAM MACDONALD
CHAIRPERSON

Unconfirmed

7. One New Zealand Stadium at Te Kaha - Elected Members' Update

Reference Te Tohutoro:	25/1257152
Responsible Officer(s) Te Pou Matua:	David Kennedy, Chief Executive Te Kaha Project Delivery Limited
Accountable ELT Member Pouwhakarae:	Andrew Rutledge, 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 Mark Noonan – Project Director
Approved By	Barry Bragg – Chairperson, Te Kaha Project Delivery Limited

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A	Attachment to report 25 1257152 (Title Te Kaha - 23 July 2025 Finance & Performance Committee update report)	25/1296373	16

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.

There is still a lot of work to be completed, including the completion of the metal roofing and façade cladding, ETFE clear roofing, seating, internal finishes, fit-out and the Field of Play turf, but work is on programme for the 20 April 2026 Contract Completion Date, on budget and there are no quality issues.

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

The roof structure is one of the most challenging aspects of the project, but it is nearing completion. The main structural elements of the roof are now all in place, and installation of the secondary steel has almost been completed. Work continues on the touch-ups and the final finish coating to the structural steel framework.

The laying of the solid roofing at the southern end of the stadium is almost completed, and the installation of cladding, including the Cultural Narrative, to the façades of the southern, western and eastern elevations are progressing well. Work has also started on the ETFE roof installation.

The current delivery programme, is as follows:

The seating plats (precast concrete units to which the seating will be fixed) have been completed to the upper bowl of all stands. Installation of the plats is well advanced on the lower bowls to the stands, along with the installation of stairs and handrails to the stands, and installation of the seating has commenced.

The installation of services to the stands (electrical/communications, mechanical, hydraulics and fire) are progressing well, along with wall framing, wall linings, ceilings, joinery, painting and floor coverings. The two escalators and the passenger lift at the main West Entry have been installed.

Fit-out work is progressing well to the internal spaces, including the toilet areas, main Lounge on Level 1, corporate suites, players' areas and kitchens, complete with the installation of kitchen joinery and fittings. The construction of the Food & Beverage and bar areas are also nearing completion. Defects inspections are underway to completed areas, together with any required remedial work. Testing and Commissioning of the services has also commenced.

The two replay screens and ribbon boards, which will be installed at both Field of Play and Level 1, have been delivered, and the steel framework support for the first replay screen in the south-west corner of the stadium is on site and will shortly be lifted into its final position.

The off-site growth of the Field of Play is progressing well, and the forming up of the landscaped/grassed areas has commenced on site.

The Project Team continue to liaise with stakeholders, including regular quarterly meetings with the local community (to inform them about progress and receive feedback on any issues). The last Community meeting took place on 9 June 2025.

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



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

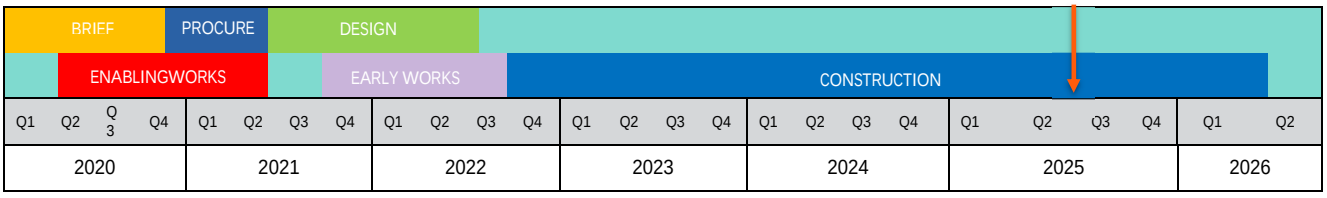
Current Phase:
Construction











Delivery timetable as of 30 June 2025. Disclaimer – All timeframes are accurate at the time of publication and are dependent on public sector delivery mechanisms.

Item 8

8. Council submission on updated resource management national direction

Reference Te Tohutoro:	25/1115119
Responsible Officer(s) Te Pou Matua:	Ruohan Zhao, Senior Policy Analyst; Helaina Gregg, Principal Policy Advisor
Accountable ELT Member Pouwhakarae:	John Higgins, General Manager Strategy, Planning & Regulatory Services

1. Purpose and Origin of the Report Te Pūtake Pūrongo

1.1 The purpose of this report is to seek approval of the draft Council submission on the proposed changes to update national direction under the resource management system.

1.2 The Government is calling for feedback on proposals to change and inform development of national direction under the resource management system. The first tranche of national direction changes that the Government is consulting on are:

1.2.1 Package 1: Infrastructure and Development

1.2.2 Package 2: Primary Sector

1.2.3 Package 3: Freshwater

1.3 Staff presented an initial draft Council submission to the Mayor and Councillors at the Council Information session on Tuesday 8 July 2025. Staff have now revised the Council submission following feedback from Councillors.

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the information in the Council submission on updated resource management national direction Report.
2. Approves lodging the Council submission on the Resource Management National Direction packages (Attachment A, Attachment B, Attachment C and Attachment D) to the Ministry for the Environment.
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. Delegate to the Head of Planning and Consents any correction, or amendments of a minor nature arising from the Council meeting.

3. Executive Summary Te Whakarāpopoto Matua

3.1 The Government is inviting submissions on proposals to change and inform development of national direction under the resource management system.

3.2 The draft Council submission on Packages 1, 2 and 3 was circulated to Councillors for feedback following the Council Information Session on Tuesday 8 July 2025. Staff have revised this submission based on feedback from Councillors.

3.3 The draft Council submission is attached for Councillors' consideration and approval (see Attachment A, Attachment B, Attachment C and Attachment D).

3.4 Subject to approval, the draft submission will be lodged with the Ministry for the Environment on or before Friday 25 July.

4. Background/Context Te Horopaki

4.1 The proposed draft submission comprises a cover letter and three detailed technical appendices for each package.

4.2 The overarching points across all three packages remain the same:

4.2.1 We recognise the intention of enabling development and growth, and the benefit of national direction. Some of the proposals will be enabling for Council and make it more efficient, such as having national standards for EV chargers.

4.2.2 However, we have concerns regarding the balance across the three packages. Firstly, the proposals enable growth at the expense of good environmental outcomes. Secondly, the proposals, in some cases, restrict local decision-making and the Council's ability to set rules for their own context.

4.2.3 We also note that our comments are based on the current resource management (RM) system, and we seek to understand how these proposals will fit into the new RM replacement legislation. The submission also highlights that our strong preference is to wait until Phase 3 reforms are confirmed before preparing any plan changes to implement new national direction.

Summary of Changes

4.3 Staff presented the draft submission to the Mayor and Councillors at an Information Session on Tuesday 8 July 2025. Councillors provided advice at this Information Session, as well as written feedback following circulation of the draft submission.

4.4 Following Councillor feedback, the following changes have been made:

4.4.1 **Minor Residential Units*:*** Concerns were raised about the payment of development contributions in the context of proposed amendments to the Building Act. We have reflected points made in our submission on the *Building Act 2004* amendments in this submission.

4.4.2 There were also concerns raised on the submission point that the principal unit needs to maintain compliance with the District Plan rules after the minor residential unit has been built. Staff recommend retaining this point for the reasons below.

4.4.3 The Christchurch District Plan has minimum outdoor living requirements for all residential dwellings. Having minimum requirements for outdoor living serve several purposes, including:

- Amenity: providing minimum outdoor requirements improves the amenity of both the principal and minor residential unit, including sunlight, access and privacy.
- Permeability: outdoor space (such as grass) can enable rainwater to be absorbed through permeable surfaces. This supports our aquifers and,

importantly, reduces the risk of flooding downstream, as rainwater passes through the ground instead of entering the stormwater system.

4.4.4 With increasing intensification, it is important that there are minimum standards in relation to outdoor living, to ensure that both principal and minor residential units provide adequate amenity for residents, and that the dwellings are well designed. In the 2023 Life in Christchurch Survey, we heard from residents the importance of private outdoor space and natural light when considering terraced housing.

4.4.5 As the NES-GF does not discuss the impact of the MRU on the principal unit, the ongoing requirement of the principal unit should be, at the very least, clarified by central government.

4.4.6 **On-street EV charging:** Councillors noted that the Council should be supportive of enabling on-street residential EV charging, particularly in the inner city/medium density areas, due to intensification and removal of minimum parking requirements under the National Policy Statement on Urban Development. The submission now supports EV charging adjacent to residential properties as a permitted activity subject to standards to manage the effects of the bulk and location. This recommendation balances the need to enable on-street residential charging infrastructure, whilst managing amenity impacts.

4.4.7 **Telecommunications facilities:** Councillors raised that operators should be encouraged to co-locate on poles, and that the Council is concerned in general with the effects on amenity due to larger poles in residential zones. Staff have strengthened the submission to emphasise Council's concerns regarding the impact of telecommunication facilities in residential areas while suggesting that central government should encourage providers to share poles. It is acknowledged that this requires taller poles.

4.4.8 **Commercial forestry:** staff received feedback that our submission should highlight the costs the Council has incurred responding to the fires in the Port Hills. The submission now has added this point.

4.4.9 **Highly productive land:** there are concerns around whether removing LUC 3 from the definition of highly productive land would impact primary production in other parts of the country. The submission now has caveats on our support for the removal of LUC 3 land from the definition of highly productive land, noting that we have not seen the criteria for Special Agricultural Areas. We also reiterate the need to balance growth while ensuring there is sufficient productive land.

4.4.10 **Mining and quarrying:** staff have made it clear in the submission that the Council is not opposed to mining and quarrying, but are opposed to the specific changes proposed to the gateway tests. Councillors also sought clarification around setbacks of quarries from residential and other activities. The submission now requests that the NPS-I provisions must ensure that quarrying activities have appropriate setbacks from residential and other activities.

4.4.11 **Freshwater:** staff received feedback about adding in consideration of invertebrates in the health of our freshwater, as well as the importance of maintaining the health of our aquifers. These points have now been included in the submission.

4.4.12 **Stock exclusion regulations:** we have expressed concern with the approach for managing non-intensively grazed stock in a wetland supporting a threatened species (i.e. we only support the status quo of a total ban).

4.4.13 **Benefits for Christchurch City Council:** we have further emphasised in the cover letter that the Council recognises that there are proposals which are positive and enabling for Councils.

4.5 The following related memos/information were circulated to the meeting members:

Date	Subject
15 July 2025	Responses to questions arising from the Information Sessions on Resource Management National Direction changes

4.6 The following related information session/workshops have taken place for the members of the meeting:

Date	Subject
17 June 2025	Information session to introduce the proposed changes to resource management national direction
8 July 2025	Information session on the draft Council submission on proposed changes to resource management national direction

Options Considered Ngā Kōwhiringa Whaiwhakaaro

4.7 The only reasonably practicable option considered and assessed in this report is that the Council prepares a submission on the proposed changes to the Ministry for the Environment.

4.8 The Council regularly makes submissions on proposals which may significantly impact Christchurch residents or Council business. Submissions are an important opportunity to influence thinking and decisions through external agencies' consultation processes.

4.9 The consultation on proposals to change and inform development of national direction under the resource management system is a shift in environmental legislation. It is therefore important that through a submission, the Council can seek to influence the direction of the proposals and provide suggestive amendments to ensure that any changes are fit for purpose for local authorities and the residents we serve.

4.10 The alternative option would be to not submit on the proposed changes. This course of action is not recommended in this case as making a submission is a valuable opportunity to influence the thinking of the proposals.

5. Financial Implications Ngā Hīraunga Rauemi

Capex/Opex Ngā Utu Whakahaere

	Recommended Option	Option 2 – Not to submit on proposed changes to RM national direction
Cost to Implement	Met from existing operational budgets.	No cost
Maintenance/Ongoing Costs	As above	No cost
Funding Source	Existing operational budgets	No cost
Funding Availability	Available	N/A
Impact on Rates	No impact on rates as met from existing operational budgets	N/A

6. Considerations Ngā Whai Whakaaro

Risks and Mitigations Ngā Mōrearea me ngā Whakamātautau

6.1 The decision to lodge a council submission is of low risk.

Legal Considerations Ngā Hīraunga ā-Ture

6.2 The required decision:

6.2.1 Aligns with the Christchurch City Council's Strategic Framework.

6.2.2 Is assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy. This recognises that while there may be community interest in the proposed direction, the specific decision (to approve the draft submission) is of a lower level of significance.

6.2.3 Is consistent with Council's Plans and Policies.

6.3 This report supports the Council's Long Term Plan (2024 - 2034):

6.4 Strategic Planning and Policy

6.4.1 Activity: Strategic Policy and Resilience

- Level of Service: 17.0.1.1 Advice meets emerging needs and statutory requirements, and is aligned with governance expectations in the Strategic Framework .

Community Impacts and Views Ngā Mariu ā-Hāpori

6.5 The decision to lodge a Council submission on the proposed changes to RM national direction does not significantly impact a specific ward or Community Board.

Impact on Mana Whenua Ngā Whai Take Mana Whenua

6.6 The decision to lodge a Council submission on the proposed changes to RM national direction is not a significant decision in relation to ancestral land or a body of water or other elements of intrinsic value, therefore this decision does not specifically impact Mana Whenua, their culture and traditions.

6.7 The decision involves a matter of interest to Mana Whenua, however the decision to submit on the Bill will not impact on our agreed partnership priorities with Ngā Papatipu Rūnanga.

6.8 We note that the Council submission does discuss regulatory changes that will impact Mana Whenua, especially the National Environmental Standard for Papakāinga. Package 3 on Freshwater is also of significant interest to Mana Whenua.

6.9 We have also shared a draft submission with Ngāi Tahu and will update them with the final Council submission.

Climate Change Impact Considerations Ngā Whai Whakaaro mā te Āhuarangi

6.10 The decision to lodge a council submission does not have any direct climate change impacts.

6.11 The Council submission discusses the proposed new National Policy Statement for Natural Hazards. The submission is seeking greater direction from central government to support local government adapting to the impacts of climate change.

7. Next Steps Ngā Mahinga ā-muri

7.1 Subject to approval, the draft submission (Attachment A, Attachment B, Attachment C and Attachment D) on the proposed changes to RM national direction will be lodged to the Ministry for the Environment on Friday 25 July 2025.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A	Draft CCC submission on updating RMA national direction	25/1411971	23
B	Draft Appendix 1 - CCC detailed submission on Package 1 Infrastructure and Development	25/1411972	29
C	Draft Appendix 2 - CCC detailed submission on Package 2 Primary Sector	25/1411974	56
D	Draft Appendix 3 - CCC detailed submission on Package 3 Freshwater	25/1411976	60

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

Document Name – Location / File Link
Not applicable

Signatories Ngā Kaiwaitohu

Authors	Ruohan Zhao - Senior Policy Analyst Helaina Gregg - Principal Advisor Policy
Approved By	Mark Stevenson - Head of Planning & Consents John Higgins - General Manager Strategy, Planning & Regulatory Services

DRAFT FOR COUNCIL CONSIDERATION

25 July 2025

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Christchurch City Council submission on *updating RMA national direction*

Introduction

1. Christchurch City Council (the Council) thanks the Ministry for the Environment for the opportunity to make a submission on the proposals to update resource management national direction.

2. The Council acknowledges the Government's intention to provide more clarity and guidance to regulators and users through the proposed changes to national direction. We recognise that, in many areas of the resource management system, clear and directive national guidance delivers benefits.

3. This cover letter provides our key submission points across all three packages, and summarises our general positions. Our detailed feedback and recommendations can be found in the attached appendices. Where possible, we have made suggestions which we think will help the new national policy instruments to be fit-for-purpose, and capable of being interpreted and implemented effectively by councils and users.

Submission

General

4. The changes to national direction support the Government's priorities of enabling growth and development - unlocking land capacity for housing and business, supporting primary sector expansion, and facilitating infrastructure delivery.

5. We appreciate the Government's proposals to integrate greater considerations of climate change and resilience to natural hazards into national direction. This is an area in which local government has requested greater central government direction. We also recognise that a more enabling resource management system can unlock significant benefits including economic growth. Our submission supports a number of the proposed changes to national direction, which we believe would benefit Christchurch City Council and its residents.

6. Notwithstanding this, we raise reservations around the balance in the proposed changes to national direction:
    a) The proposed changes to create more enabling pathways for specific activities comes at the expense of local councils' discretion to set rules in their localised context; and
    b) We are concerned the elevated focus on growth and expansion will come at the expense of achieving good environmental outcomes – particularly in relation to freshwater management and biodiversity.

Christchurch City Council

7. It is widely recognised that the current suite of national direction contains issues with conflict across instruments, which has been a source of frustration and litigation over the years. We agree that these reforms are an opportunity to address these issues and improve consistency between pieces of national direction – however we are not convinced that the proposed changes will resolve all these tensions.

8. Additionally, given the breadth of national direction to be amended or introduced—and the absence of drafting for some proposals— there also remains a significant risk of unintended conflicts arising from the proposed changes. The lack of drafting for certain proposals has also made it challenging for us to fully assess the practical implications, feasibility, and potential areas of conflict across all changes.

Package 1 – Infrastructure and development

9. We broadly support the proposals in Package 1, acknowledging the opportunities they present to enhance efficiency and deliver improved outcomes across the relevant policy areas. However, we have identified issues related to both the interpretation and implementation of these proposals. To ensure these instruments are fit-for-purpose, both for regulators and users, we request amendments are made. These are found in Appendix 1.

10. We support the intention of the new National Policy Statement for Infrastructure (NPS-I) but we have concerns over the current balance between growth and enablement, and managing adverse impacts. We also note that, due to the proposed inclusion of quarrying as an infrastructure supporting activity, further policy guidance is necessary, including distance separation, to manage the effects of quarrying on residential and other activities. We are proposing changes to the draft NPS-I provisions to better support environmental outcomes, as well as support clearer interpretation and implementation alongside the planning system.

11. We support the introduction of new National Environmental Standards for Papakāinga (NES-P), noting that the Christchurch District Plan rules for papakāinga/kāinga nohoanga Zones are already highly enabling of any form of residential activity, minor residential units and kaumātua units. While the new NES-P removes consenting barriers to developing papakāinga, we encourage the Government to take further action on addressing the other key barriers to papakāinga development, especially funding and financing barriers.

12. We support the introduction of the new National Environmental Standards for Minor Residential Units (NES-GF), but reiterate our concerns around the Council recovering development contributions. Our submission seeks several clarifications and amendments for consistency between the proposed changes to the *Building Act 2004* and the NES-GF.

13. We support, in-principle, the proposed changes to the National Environmental Standards for Electricity Network Activities to enable the installation of EV charging infrastructure. We agree that creating more enabling pathways for EV charging infrastructure will encourage uptake of low and zero-emissions vehicles and removes the need for each council to set standards. We support the installation of these chargers in the land transport corridor as a permitted activity – these changes will benefit EV owners living in the inner city/medium density areas, who do not have a car park associated with their dwelling and want to charge their EVs outside their property. With the removal of minimum car parking requirements under the National Policy Statement on Urban Development and increasing intensification, we anticipate that the demand for on-street EV charging will grow.

14. We support EV charging in the land transport corridor as a permitted activity, on the basis that the Council as road controlling authority will be able to control a number of the associated variables, but seek that compliance is required with noise limits as a permitted activity standard to manage effects on amenity.

    We are supportive, in-principle, of the proposed simplification to the National Environmental Standards for Telecommunication Facilities. However, the Council is concerned that the proposed provisions do not

appropriately manage adverse effects of poles in the road reserve adjacent to residential zones. To minimise the number of new poles installed, and reduce impact on residents, the promotion of centralised telecommunication facilities needs to be considered.

15. We support the introduction of a new National Policy Statement on Natural Hazards (NPS-NH). We agree with the intention of the instrument and are supportive of more central government direction in this space. However, Christchurch City Council is already taking a risk-based approach to our planning and asset management and our main concern is that the NPS-NH, as drafted, does not provide us with the direction to make difficult calls. Therefore, we reiterate the urgent need for greater central government direction and seek more directive guidance and further detail on definitions and concepts in the NPS-NH than what is currently provided.

Package 2 – Primary Sector

16. Our main submission in relation to Package 2 is that the balance between growth and good environmental management is not right. While we acknowledge that there are changes that can be made in the planning system to unlock innovation and economic activity, many of the proposed changes are removing the controls in place to enable sustainable growth and the management of our limited natural resources.

17. We are concerned about the impact of these proposals on biodiversity and our wetlands. In the Christchurch District, the percentage of remaining natural wetlands in the Plains is significantly less than 10% (the average across New Zealand). Any increased pressure or potential impact on these areas would be significant. The proposed changes to the Stock Exclusions Regulations and the mining and quarrying changes could lead to further degradation of our waterways and limited natural wetlands. We believe the current balance is more appropriate.

18. We are also concerned about the proposal to repeal Regulation 6(4A) in the National Environmental Standards for Commercial Forestry (NES-CF), which gives councils discretion to set more stringent rules in relation to afforestation than the existing NES-CF rules. In particular, we are concerned that the repeal of this Regulation would make it harder for us to manage the pressing issue of wildfire risk.

19. Managing wildfire risk is an important priority for Christchurch City Council. We have already incurred significant costs on fire recovery following successive fires in the Port Hills. The firefighting costs in relation to the 2017 and 2024 fires alone came to a combined total of $9.8 million. In relation to the 2017 Port Hills fires, insured losses were around $17.7 million. The cost to Council following the 2024 Port Hills fires was $1.15 million.

20. Following the Port Hills fire in February 2024, Christchurch City Council, alongside Environment Canterbury and Selwyn District Council wrote to the Minster of Forestry to express our concern that the NES-CF did not include the requirement for wildfire risk management plans to be provided in connection with afforestation and replanting proposals. We noted in this letter, that without a revision of the NES-CF, there remains no ability to review consents for existing forestry and the risk of wildfire occurring in areas such as the Port Hills in the future remains. The proposed changes now would have the impact of making it even harder to manage this risk.

21. We support, in-principle, the removal of LUC 3 from the definition of Highly Productive Land (HPL), but note that we have not seen the criteria for Special Agricultural Areas. We are supportive of enabling growth, but in a way that retains adequate productive land for Christchurch and New Zealand. We do not support the proposal to extend the timeframes for mapping of HPL or suspend requirements until further direction is provided on the upcoming replacement RMA legislation.

22. Instead, we request that the inclusion of the mapping into the Canterbury Regional Policy Statement progresses according to the original timeframes. Ongoing reliance on the transitional HPL classifications creates challenges and delays for applicants, especially where it fails to account for local context. While the removal of LUC 3 land may provide benefits in other areas, in the Christchurch context, there would be greater benefits in the mapping of HPL being advanced through a statutory process by Environment Canterbury.

Package 3 – Freshwater

23. We are opposed to the proposed options regarding rebalancing Te Mana o te Wai and the hierarchy of obligations. We reiterate our position from our submission to the Primary Production Committee on 26 June 2024 on the *Resource Management (Freshwater and Other Matters) Amendment Bill* – we support Te Mana o te Wai and its inclusion in all aspects of decision-making around freshwater.

24. Our preference is to keep the hierarchy with only one objective. Having multiple objectives that do not operate as a hierarchy will make it more difficult to balance objectives. We do not think it is possible to provide for these matters equally within our planning documents as some of these objectives may naturally conflict and will need to be traded off against one another. While removing this hierarchy may increase flexibility, this will increase the complexity of decision-making (which reduces efficiency), weakens national direction and would not improve water quality and waterway health.

25. We also do not support the three options provided on rebalancing Te Mana o te Wai, and our recommendation is to retain the current framework from 2020. We do acknowledge that the hierarchy does introduce some uncertainty, but think that this can be resolved through targeted amendments, which we set out in Appendix 3. Staying with the current framework would provide continuity and regulatory stability.

26. We also note that the preferred option in the Regulatory Impact Statement, which did not end up being an option in the final discussion document, proposed retaining all three components of the 2020 NPS-FM concept, with amendments to provide clarity about its meaning and how it operates. We would like the Government to reconsider this option.

27. While our strong preference is to keep the 2020 framework, our preferred option out of the three provided in the discussion document would be Option 1 (removing the hierarchy of obligations).

28. We note that the Te Mana o te Wai framework from 2020 was developed in partnership with mana whenua, and involved collaboration with local government, sector experts, and communities. This framework has a strong mandate and is the framework that best safeguards the long-term health of our vital waterbodies and the freshwater invertebrates that are part of this ecosystem. As Christchurch District's water supply comes from our aquifers, we are committed to protecting the health of our freshwater.

29. In relation to the proposals to simplify wetland provisions, we support a new permitted activity standard for activities related to wetland construction. This will provide a more enabling framework for stormwater management facilities in new growth areas and in doing so, facilitate development.

30. We were not able to provide detailed feedback in response to a number of the discussion document questions because these provisions have not yet been drafted. We understand that there will be a second phase of consultation with more detailed proposals, and we will make another submission at this stage.

Implementation

31. With broader reforms upcoming, the timing of national direction implementation must be a key consideration to avoid any unnecessary burden or costs for councils. While national direction will have immediate effect in

resource consenting decisions, we request that councils are provided flexibility in updating plans to give effect to the new national direction. We request that councils are not required to undertake any unnecessary additional work ahead of more substantive changes to the system (i.e. Phase 3 of the RMA reforms). We also anticipate that the proposed national direction changes will have resourcing implications, especially in training staff to understand and interpret the new rules, and ensuring we are able to gather required data to support decision-making.

32. In recent years, there has been repeated change to freshwater regulation. The NPS-FM was replaced in 2014, amended in 2017, replaced again in 2020, and further amended in 2022, and in 2024. This constant change results in reduced certainty and increases costs for all stakeholders and councils, while often delaying improved outcomes for the environment.

33. In considering the timing for any amendments to freshwater regulation, we would prefer to not have to manage changes both now, and again when the NPS and NES are changed to align with new legislation. To avoid this, we recommend that if any amendments are made to the NPS-FM and NES-F that these are made under the upcoming replacement RMA legislation. This avoids the potential for any misalignment with the new legislative purpose and framework.

Providing advice before seeing the replacement RMA legislation

34. Our submission is based on how the national direction fits within the existing legislative framework, as the proposed package is framed within the context of the current RMA purpose. Therefore, one of the significant uncertainties in writing this submission is understanding how the proposals will fit within the context of the new replacement legislation.

35. While the Government has indicated that the changes are expected to align with the forthcoming replacement of the RMA, we question the extent to which this is achievable. In particular, we are aware that the new replacement RMA legislation may not have an equivalent Treaty obligations section, which is a significant change that would impact the feedback we have provided.

36. Therefore, the sequencing of the national direction changes raises the risk of further changes after the RMA replacement legislation is passed and we seek further clarification as to how Phase 2 will be embedded within the new RM system.

Other matters

37. Consistent with our recent submissions to Government across a number of different legislative proposals, we are concerned at the growing erosion of local decision-making. We believe that there needs to be an appropriate balance between national direction and local decision-making and we believe that local authorities have valuable insights into how national direction is applied in practice.

38. We also note the engagement and participation in developing these proposals – this is most visible in the difference in approach between developing the 2020 NPS-FM and Te Mana o te Wai and the freshwater package. We would like to see greater involvement of local authorities and mana whenua in the next phase of the freshwater proposals.

Conclusion

39. The Council appreciates the opportunity to submit on the proposals to update resource management national direction. We look forward to further discussion with Government and its agencies on reforms to the resource management system.

Christchurch City Council

For any clarification on points within this submission please contact Mark Stevenson, Head of Planning and Consents (mark.stevenson@ccc.govt.nz)

Yours faithfully,

Phil Mauger
Mayor of Christchurch

Appendix 1 - Christchurch City Council detailed submission on Package 1: Infrastructure and development

	Policy or Clause	Topic	Submission	Relief sought	Reasons
	National Policy Statement – Infrastructure				
1	General comments	We are generally supportive of the intention of the proposed NPS-I, subject to the changes proposed below. We also support the NPS-I including the consideration of climate change, resilience to natural hazards, risk management and emissions reduction in planning decisions. While we recognise the enabling purpose of the NPS-I, we believe there needs to be a balance struck between enabling infrastructure and being proactive, whilst managing adverse impacts. Our concerns with the current proposal are that infrastructure will be built in cases where the social and environmental cost is too high. We are concerned that the current wording weighs the balance in favour of infrastructure. We would like the NPS-I to be clearer on when environmental adverse effects are too high, i.e. an environmental bottom line. We would also welcome a greater focus in the NPS-I on management planning, renewal planning or lifecycle planning. We see this as a gap that needs to be addressed nationally, and the NPS-I could be an opportunity to encourage consistent asset management activities. We note that the definition of 'infrastructure' differs from the definition proposed in the NPS-NH, and this may cause inconsistencies and conflicts in applying both instruments – clarification is sought on how to use these instruments together and how to manage conflicts.			
2	D1	Definition of 'additional infrastructure'	Amend and clarify	(1) Include and define 'green infrastructure' in the definition (2) Clarify in the definition whether parks and reserves, and libraries and recreation areas, and other community facilities	(1) 'Green infrastructure,' such as parks, sand dunes, wetlands and street trees should be included in the definition of 'additional infrastructure.' Green infrastructure improves resilience and advances social, economic, and environmental outcomes. 'Green infrastructure' is mentioned in the definition of 'stormwater network' in D20, but we suggest that it is also explicitly stated in D1 so that the importance of green infrastructure is recognised up front. This

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				(museums, galleries etc) are included in the definition of 'additional infrastructure' (3) Include coastal protection works within definition	approach aligns with the outcomes sought in the Christchurch Biodiversity Strategy. There is a definition of 'Green infrastructure' in the National Planning Standards that could be used. (2) The discussion document notes that the scope of the NPS-I also intends to cover parks (as a type of social infrastructure), but parks and reserves are not explicitly mentioned in D1 (or any other definition). We note that 'parks' could be covered under the definition of 'green infrastructure.' Social infrastructure can also be interpreted as being wider than the 7 categories of infrastructure proposed in D1 – so we are seeking a more exhaustive list of what is within the scope of the NPS-I. (3) We suggest this to support the Council's role in delivering infrastructure as part of adaptation to sea level rise.
3	D9	Definition of 'infrastructure supporting activities'	Clarify	Clarify what is considered an 'infrastructure supporting activity'	The current definition is broad and vague (except for quarrying). Many commercial and industrial activities could be argued as being 'infrastructure supporting.'
4	D10	Definition of 'maintenance and minor upgrade'	Clarify and amend	(1) Reconsider the scope of minor and major upgrade	(1) The definition of minor upgrade is very broad; it might have the effect that very few projects would be caught by the 'major upgrades' definition. The scope of minor upgrade should be reconsidered to address this.

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				(2) Is the definition of minor upgrade measured at a network or project scale? (3) Suggest including adverse effects during construction in D10(d)	(2) We seek this clarification because some works, like a new bridge, could be significant on a site-specific level, but minor within the wider network. (3) Many of the effects of infrastructure are during the construction phases, but the current provision only refers to adverse impacts on the environment after the upgrade is complete.
5	D11	Definition of 'major upgrade'	Clarify	Provide further detail on what is considered a major upgrade	The current definition of major upgrade (anything that is not a minor upgrade) may lead to difficulty in interpretation and implementation. Please also clarify in the definition if a major upgrade includes repairs to increase resilience.
6	D17	Definition of 'resilience'	Clarify	Reconsider whether the definition should also allow for capacity to increase	We acknowledge that the definition in D17 is based on the DPMC definition of 'critical infrastructure resilience'. However, resilience can in many cases increase capacity – for example, stormwater infrastructure will need increased capacity to more resilient against shocks. This would be consistent with the reasons supporting the definition, which state "*that this might not mean maintaining the status quo in terms of asset or process*."
7	D20	Definition of 'stormwater network'	Amend	Define 'green infrastructure' in the definition of stormwater network	The term 'green infrastructure' is not currently defined in D20 or elsewhere in the NPS-I. Per comment 2 above, there is a definition of 'green infrastructure' in the National Planning Standards which could be used.

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8	D21	Definition of 'strategic planning document'	Amend	Include sector-specific infrastructure development plans or master plans	This provides consistency with P3, which specifically references master plans.
9	OB1	Objectives	Amend	OB1(a) '- Wellbeing' should be expanded to social, cultural, economic and environmental wellbeing OB1(b) – change 'provides' to 'optimises' national, regional or local benefits. OB1(d) – amend to 'well-functioning, sustainable and resilient' OB1(f) – change 'managing' to 'minimising' adverse impacts on the environment Suggest adding a new clause that infrastructure "supports development of integrated and interconnected networks between different infrastructure types" Consider benefits of infrastructure improving	OB1(a) – currently the objectives do not adequately reflect the importance of infrastructure on the different dimensions of wellbeing. OB1(b) – this wording recognises the need to balance competing benefits. OB1(d) and OB1(f) – the objectives should promote the sustainability of long-term infrastructure decisions. Adding integrated and interconnected networks – this would achieve greater alignment with P1(3)(c) which discusses the independent or interconnected nature of infrastructure networks. Blue/green infrastructure – this recognises that certain types of infrastructure can support environmental outcomes.

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				environmental outcomes, e.g. blue/green infrastructure by adding "provides benefits by improving environmental outcomes"	
10	P1	Providing for the benefits of infrastructure	Amend	P1(1)(a) – Wellbeing' should be expanded to social, cultural, economic and environmental wellbeing P1(2) – add that benefits of infrastructure should be 'weighed up' against local adverse impacts	P1(1)(a) – refer to reasons for same changes in OB1 in comment 9. We have concerns that P1(2) could lead to local adverse effects on the environment being ignored in infrastructure planning decisions. In the 'Reasons' section, we note the intention is to 'adequately weigh' the benefits of infrastructure relative to local adverse effects. We would suggest amending P1(2) to similarly reflect that the benefits of infrastructure should be weighed up against local adverse impacts.
11	P2	Operational need or functional need of infrastructure to be in particular environments	Amend	(1) Include additional considerations in the policy to manage adverse environmental effects (2) Amend P2(1)(e) to *"locate where the services are required and there is a specific operational need"* (3) Clarify interaction between P2 and the NZCPS	(1) We support the intention of P2 but would like to see a greater balance in the provision in relation to managing adverse environmental effects. (2) We would like this amendment as the current wording of this subclause appears to override any spatial planning mechanism or lack thereof. (3) For the case of coastal defences, P2 could be viewed as contrary to the NZCPS outcomes, which seek to discourage hard infrastructure in the coastal environment (policy 25(e) of the NZCPS). Some direction on the interaction between the two policies

					would be appropriate, especially due to the proposed changes to the NZCPS.
12	P3	Considering spatial planning	Support	N/A	We support the requirement for decision-makers to have regard to spatial and strategic plans for infrastructure.
13	P4	Enabling the efficient and timely operation and delivery of infrastructure activities	Amend	P4(2)(b) – clarify how to manage conflicting standards and include local or infrastructure provider specific standards. P4(2) – new subclause "take into account environmental effects"	P4(2)(b) – national or regional standards do not necessarily provide guidance for all infrastructure types equally – we would also welcome clarification on how to manage conflicts between different standards and which standards should prevail in case of conflict. P4(2) – to manage potential adverse environmental impacts when making planning decisions.
14	P5	Recognising and providing for Māori rights and interests	Amend and clarify	P5(1)(a) – amend provision to make it clear that account is to be had of the outcome of engagement with tangata whenua in strategic planning documents: "*taking into account the outcome of any engagement with tangata whenua on a resource consent, notice of requirement, or request for a private plan change or strategic planning document*"	We support the intention of P5, but the wording itself does not seem to reflect the reasons for the policy. P5(1)(a) does not require consideration of the outcomes of engagement with tangata whenua, associated with the development of a plan for the specific infrastructure or infrastructure programme, or other strategic planning documents. It is important that tangata whenua are engaged in the development of these strategic plans and their interests are considered early in the planning cycle and in doing so, that potential effects are not deferred until the consenting phase (i.e. it is too late to be engaging at the consenting/decision-making phase).

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				We also query whether P5(1)(d) will need to be amended given after the RMA replacement legislation	We also note that P5(1)(a) only requires the views of Māori to be "taken into account", which is a lower threshold than "recognise and provide for". P5(1)(d) references s58L of the RMA, but we have not seen the replacement legislation and we do not know whether a similar provision will be included.
15	P6	Assessing and managing effects of proposed infrastructure activities on the environment	Clarify	P6(1)(e) – clarify 'proportionate and cost effective'	We are seeking clarity on the interpretation of this provision – we seek to understand whether 'proportionate' includes high costs that are proportionate to a significant environmental impact. For example, higher cost mitigations are required for managing the impact on an endangered species and/or lakes and rivers, or if there's a long-term impact on the community or natural heritage. We do not support an interpretation where the cost of mitigation can be used as a reason for not requiring it because it is not considered proportionate or cost effective.
16	P7	Operation, maintenance and minor upgrade of existing infrastructure	Amend	Remove 'where practicable'	We are concerned with the use of 'where practicable'. This lowers the bar for asset owners to manage their impacts on people and the environment. Deciding what is and is not practicable is likely to lead to different assessments and may result in inconsistent application. It may also result in a point of conflict/litigation needing to be resolved at the local level.
17	P8	Managing the effect of new infrastructure and	Clarify and amend	(1) Remove 'where practicable'	(1) Per comment 16 above, we have concerns with the use of 'where practicable' and would like this wording in the provision to be removed.

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		major upgrades on environmental values		(2) Use RMA definition of 'environment' instead of 'environmental values'	(2) We seek clarity on whether the drafters are intentionally using the term 'environmental values', which is different to the RMA definition of 'environment', which includes people and communities. If so, we would want the RMA definition of 'environment' to be used instead.
18	P9	Planning for and managing the interface and compatibility of infrastructure with other activities	Amend	(1) Expand P9(2)(1) so that there can be appropriate separation between proposed infrastructure and sensitive activities (2) Amend P9(1) to "…*existing, consented and planning infrastructure <u>(noting that not all infrastructure can be spatially identified in advance)</u> …*"	(1) Under the policy as written, quarrying, as an infrastructure supporting activity, that has either a functional or operational need to be located in an area, may be allowed closer to sensitive areas than desired. The Council has concerns about quarrying activities being located near existing residential and other sensitive activities, and the impact of dust, noise and vibrations. To avoid conflict, we would like P9 to explicitly provide for the consideration of distance separation between proposed infrastructure and sensitive activities. (2) As not all infrastructure can be spatially identified in advance, it would be helpful for the policy to recognise this when managing the interface between current and planned infrastructure.
	National Policy Statement – Renewable Energy Generation				
19	General comments	We generally support the objective of the NPS-REG. However, we note that there is no consideration of environmental well-being in the amended objectives and would like to see this included.			

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		We support the changes to clarify the importance and benefits of renewable energy (Policy A) and support the emphasis on renewable energy generation near to locations of demand and existing electricity networks – this promotes optimisation of the energy generated and efficient use of existing infrastructure. We support enabling small scale and community energy (Policy F) and the inclusion of upgrading and repowering of existing renewable energy infrastructure (P4). Improving the output and efficiency of facilities within the same footprint will have benefits for communities.			
20	P2	Enabling REG activities	Amend	Remove 'where practicable'	Per comment 17, we are concerned with the use of 'where practicable' and this should be removed from the provision.
21	Policy B	Considering cumulative gains and losses of renewable energy generation	Support with amendments and clarifications	Suggest amending clause 1(a) to reflect that there are locations where it is not appropriate to have renewable energy: *"…enabling cumulative increases of REG output at any scale and ~~any~~ locations outside areas identified for significant values under s6 of the RMA and areas of high natural character, including small-scale and community-scale REG activities"*	We are supportive of most of this provision, but we have concerns about enabling renewable energy at 'any location', as not every location will be suitable or acceptable. We suggest some qualifications – for example, avoiding areas of high natural character and high cultural and recreational values.
	National Policy Statement – Electricity Transmission				
22	General comments	We support the inclusion of electricity distribution within the scope of the NPS-ET. This would provide national consistency for an important network. We support references to resilience to natural hazards and climate impacts, and emissions reduction.			

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23	P3	Policies relating to Māori rights and interests	Amend	Remove 'where practicable'	Per comment 17, we are concerned with the use of 'where practicable' and would this to be removed from the provision.
24	P6	Enabling routine EN activities	Amend	Remove 'where practicable'	Per comment 17, we are concerned with the use of 'where practicable' and would this to be removed from the provision.
25	P9(2)(b)	EN activities within urban environments and servicing new development	Support	N/A	We agree that developers should be required to consult with electricity distribution providers before a resource consent for land development is granted – this would be beneficial and would help identify issues early on.
26	P12	Electric and magnetic fields	Support	N/A	We support updating references to modern guides and standards around protecting people from electro-magnetic fields.
	National Environmental Standard – Electricity Network Activities				
27	General comments	We generally support provisions that enable undergrounding of the electricity network, provided they do not interfere with other underground facilities, such as water supply, wastewater, stormwater, fibre and telecommunications networks. We agree that the proposed National Grid Yard and Subdivision Corridor rules would be effective in restricting inappropriate development and subdivision underneath transmission lines. We also agree with the introduction of provisions for the electricity distribution network (i.e., protection and routine works for the existing network, and construction of new distribution network assets) <u>Enabling installation of EV charging infrastructure</u> We support in-principle the proposed changes to enable more EV charging infrastructure by making EV charging a permitted activity. A national approach would provide consistency and individual territorial authorities would not need to introduce their own rules. The Council is supportive of people being able to use on-street EV chargers to charge their vehicles outside their			

		properties, particularly due to the removal of carparking requirements under the National Policy Statement on Urban Development. These changes will benefit people living in the inner city and areas of medium to high density. In general, we support EV charging in the transport corridor as a permitted activity on the basis that a number of the variables associated with a permitted activity are within the control of the Road Controlling Authority. We support EV chargers adjacent to residential properties subject to standards to manage bulk and location of charging units. This control is required to manage adverse effects on the surrounding environment. We seek clarification that the permitted activity standards apply to EV chargers only, and any EV chargers that contain advertising, whether static or digital, would be subject to existing District Plan rules for signage. In relation to the land transport network, we support charging for large trucks, on the basis that permitted activity standards need to ensure the safe functioning of the transport network. More comprehensive standards than those that have been proposed are necessary for heavy vehicles, for example access and noise. We also note that the NES does not provide direction on the management of EV chargers through its whole life cycle – e.g. replacement, maintenance, and renewal.			
28	Regulation 25	Permitted activities	Support	Support cost-recovery if management plans are used	If management plans are used, the RMA and legislation replacing the RMA would need to continue to provide for cost-recovery associated with receipt and monitoring of compliance with the plans.
29	R9	Alteration, relocation and replacement of existing EDN assets	Amend	Include considerations of climate change adaptation when relocating EDN assets. For example, an additional matter of control where resource consent is required to consider effects arising	There is currently no reference to climate change and the potential need to relocate lifelines away from risks.

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				from climate change including the appropriate location for any relocated asset	
30	New R16(1)	Installing new EV charging infrastructure is a permitted activity – Private use	Support	Support provisions for private EV charging	We support the proposed provisions to make private EV charging and associated infrastructure a permitted activity at home or work, on the basis that the infrastructure must comply with relevant zone rules.
31	New R16(2)	Installing new EV charging infrastructure is a permitted activity – Land transport corridor	Support with amendments	Support the intention but request the following amendments: - Include standards regarding the size and location of chargers. - The NES needs to make clear that all variables associated with the permitted activity are within the control of the RCA.	While we support installing new EV chargers in the land transport corridor a permitted activity, we would like to see standards for bulk and location for EV chargers, particularly where adjacent to residential properties, i.e. we support EV chargers adjacent to residential properties as a permitted activity subject to these standards. We also support this provision on the basis that all variables associated with the permitted activity are within the control of the RCA – i.e. whether the EV charger can be accommodated within the corridor is a separate matter within the control of the RCA. We note that for telecommunications facilities in the road reserve, facilities are only permitted if their effects can be reasonably managed by the RCA.
32	New R16(3)	Installing new EV charging infrastructure is a permitted activity –	Support with amendments	Support but request that the installation outside residential properties still require consent	We do not think it is appropriate for public EV chargers to be located outside residential properties as a permitted activity due to potential effects, i.e. should require a consent. These effects include visual clutter, blocking pedestrian access, impact on other road

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		ancillary to primary activity			infrastructure. Please see our feedback above in comment 31.
	National Environmental Standard – Telecommunication Facilities				
33	General comments	We support in-principle the simplification of the permitted activity standards, particularly the provision for facilities of specified maximum height and width within the road reserve, and consistency between rules for existing and new poles. The current regulations, which permit differing dimensions based on height and width of existing poles, are complex to administer. The proposed changes will also assist with managing public expectations around the nature and size of facilities allowed. Notwithstanding, we submit that the proposed provisions do not appropriately manage adverse effects of telecommunication facilities in the road reserve adjacent to residential zones (see comment 38). While we are concerned by additional height of poles in residential and other sensitive areas, the Council urges central government to encourage providers to co-locate poles and to explore options like centralising telecommunication facilities where possible to reduce the demands on public space and to minimise impacts on residents. The proposed NES also does not appear to regulate new, or replacement poles located within the residential zone itself. This means that such poles will fall to District Plans to control. It would be preferable for the NES to cover all telecommunications facilities, including those in residential zones, for consistency and ease of administration.			
34	Regulations 27(5) and 29(4)	Pole height rules for new or existing poles in the road reserve	Support and clarify	Support Option 1 and clarify criteria for the additional 5m pole height	Option 2 would have greater visual impacts. Proposed changes to regulations 27 and 29 would allow an additional 5m pole height over and above the permitted height where two or more operators are co-located on the same pole. It is unclear for the additional 5 m pole height to be permitted of whether both operators must co-locate on the pole from the outset or can a pole suitable for co-location be installed with only one operator initially.

35	Regulations 27(7) and 29(2)(b)	Headframe rules for new or existing poles in the road reserve	Support	Support Option 1	We prefer option 1 as we do not support headframes being permitted on the road reserve adjacent to residential zones, having regard to the potential effects on residential environment
36	Regulations 32 and 33	New or existing poles outside of the road reserve and not in a residential zone	Support and amend	Support the inclusion of height-in-relation-to-boundary standards for poles in local centre, mixed-use and neighbourhood centre zones, and suggest extending this to other zones (e.g. open space, special purpose, industrial, and other commercial zones not specifically mentioned) where poles may be permitted adjacent to sensitive activities	We propose this amendment to ensure effects are managed appropriately in all potential scenarios. If the reference to baseline pole height is to be retained in Regulation 33, the definition of baseline pole in Regulation 6 of the NES-TF will need to be amended.
37	Regulations 44 to 52	Temporary facilities in an emergency	Support	N/A	We support the new provision for temporary facilities in emergencies and for events.
38	Discussion question 53	Do the proposed provisions appropriately manage any adverse effects (such as environmental, visual or cultural effects)?	The proposed provisions do not appropriately manage adverse effects of telecommunication activities in the road reserve adjacent to residential zones. The 20m permitted height and 0.9m permitted pole width, plus flange, will enable bulky, visually dominant structures outside residential properties. It is generally not effective to mitigate visual effects through conditions, so a controlled activity status is not practicable or effective in controlling the effects of such facilities.		

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			There is also a lack of provision for protecting the coastal environment – existing Regulation 51 only protects the coastal marine area itself. Landscape values associated with the coast should also be protected, for example by permitting facilities only on the landward side of a road adjacent to the coast.
39	Discussion question 54	Do the proposed provisions place adequate limits on the size of telecommunication facilities in different zones?	The proposed permitted pole width of 0.9m (plus flange) in the road reserve adjacent to residential zones will result in bulkier structures and increased visual effects on residential properties than currently permitted under the existing regulations. We do not support the total exclusion of the flange from measurement of pole width as proposed under regulation 7, or the statement that there is no discernible visual effect from the flange. The width at pedestrian/street level is a key factor in the quality of streetscape amenity for pedestrians and the immediate outlook of neighbouring properties. The width of the flange should be included in the measurement or at least limited. There appears to be inconsistency between rules regarding the more sensitive zones in which smaller dimensions are required. Some rules (e.g. pole height) require smaller dimensions for facilities on road reserve adjoining residential, local centre and neighbourhood centre zones. Other rules also include open space (e.g. regulations 33 and 35) and mixed-use (regulations 27 and 29) zones.
40	Discussion question 55	Should a more permissive approach be taken to enabling telecommunication facilities to be inside rather than outside the road reserve?	We suggest only allowing a more permissible approach in suitable locations, for example in industrial zones which are well separated from sensitive zones such as residential zones and open spaces.
41	Discussion question 56	Do you support the installation and operation of fewer	Similar to our response in comment 40, we suggest that this occur only in suitable locations that are well separated from sensitive zones. The visual effects of such facilities are generally inappropriate in residential environments. Outside of residential and other sensitive environments, we support co-

		larger telecommunication facilities to support co-location of multiple facility operators?	location by multiple operators, which we recognise may give rise to taller facilities to accommodate them.		
	National Environmental Standard – Granny Flats				
42	General comments	We generally support the proposed NES-GF, as it would achieve national consistency without requiring costly plan changes. We have proposed some changes to make the interpretation and implementation of the NES-GF clearer for users and applicants. We would also like to reiterate our concerns about development contributions from our submission on the *Building and Construction (Small Stand-alone Dwellings) Amendment Bill.* Territorial authorities need to be able to levy development contributions for all developments that put increased demand on their infrastructure. The Council is concerned these proposals for minor residential units may hinder the ability to receive payment of the development contribution requirement. Under the current Building Act, a territorial authority can withhold the issue of a code compliance certificate or certificate of acceptance until the development contribution has been paid. The Council foresees the risk that many would be able to avoid paying development contributions for this non-consented dwelling type under the proposed Bill. If not paid, the burden of funding infrastructure required to service demand associated with these developments will be picked up by ratepayers. We also reiterate our position that, for record keeping, the responsibility should not be on the territorial authority to monitor the completion of the work and the owner must notify the territorial authority within 2 years of the issue of the Project Information Memorandum if the building work is not going to proceed.			
43	Title	Using granny flats in the title	Amend	Change the name of the NES from “Granny Flats” to just “Minor Residential Units”	The term “granny flats” does not reflect the wide range of people who can be housed in these small residential units.
44	PAS 1	Maximum internal floor area	Clarify or amend	Clarify if the 70m^2 floor area includes: - An attached garage	We are seeking clarifications on the permitted activity standards to make implementation and interpretation clearer for users and applicants. We assume decks attached to units are excluded, but

				- An accessory building (non-attached) - Decks (we assume excluded) Alternatively, use the National Planning Standards definition of "net floor area" in the NES-GF	stating this in the standards upfront will avoid confusion in implementation. Alternatively, the NES references 'internal floor area', which is different from the term 'net floor area' being used in the proposed amendment to the *Building Act*. For consistency between these legislative instruments, we suggest using the term "net floor area" per the National Planning Standards.
45	PAS 2	Number of minor residential units per site and relationship to principal residential unit	Clarify	Clarify whether the MRU can be built at the same time as the principal unit, or does the principal unit have to be there first	We are seeking clarification on the permitted activity standards to make implementation and interpretation clearer for users and applicants.
46	PAS 3	Maximum building coverage per site	Amend	It is suggested that the standards align the maximum building coverage in rural zones with existing District Plan standards for rural zones i.e. the zone standard applies	The proposal of no maximum building coverage limit could affect the use of sites for primary production while also impacting on the anticipated character of rural zones.
47	PAS 4	Minimum building setbacks from boundaries	Amend	Suggest including setbacks from waterways	The proposed provisions do not require consideration of waterway setbacks i.e. how far MRUs should be set back from waterways – reference back to the District Plan could appropriately address this.
48	R1	Leniency of rules	Support	N/A	We support District Plans being able to have more lenient standards than the NES for minor residential units.

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49	R2	Matters council cannot apply to MRUs	Amend	Review the lack of considerations of onsite amenity Suggest removing access as being a matter Council cannot apply to MRUs	Lack of consideration of onsite amenity, such as outdoor living provision, may lead to substandard conditions for occupants. We recommend a review of this position, even if only a small outdoor area is required (similar to the balcony/terrace provisions in the MDRS). Access can have safety and operational issues for the transport network that require appropriate standards to manage any such issues. One way to manage this could be requiring the MRU and principal unit to share the same access.
50	R3	Where a development does not meet one or more of the permitted activity standards	Support	N/A	We support the provision that District Plan rules apply if there is a non-compliance with one or more of the standards as it would be easier to administer, noting NES standards would be a permitted baseline.
51	Discussion question 58	Do you support the proposed permitted activity standards for minor residential units?	Additional to the feedback already provided on the permitted activity standards, we would suggest standards related to the location of the MRU on the site and that the principal unit needs to maintain compliance with District Plan rules for outdoor living, landscaping, windows to street etc. It is unclear whether compliance of the principal unit with District Plan rules must be maintained with the addition of the new unit. We suggest the MRU should not adversely affect the principal unit, but it should still comply with MDRS standards at a minimum.		
52	Discussion question 60	Should the proposed NES-GF align, where appropriate, with the complementary building consent exemption proposal?	Aligning standards would be clearer for members of the public but please refer to our submission on the *Building and Construction (Small Stand-alone Dwellings) Amendment Bill* for our submission on whether these exemptions should be provided. In the case of Christchurch City Council, new connections to the reticulated networks are triggered through the building consent process. If this was no longer the case, we would want to see the introduction and implementation of alternative regulatory processes to manage new connections.		

			We also note that new connections to the public stormwater network may require onsite mitigation for water quality and quantity. The proposed NES is also unclear as to how works within contaminated land will be managed i.e. relationship with the NES on contaminated land, as well as how the avoidance of building over/near public infrastructure within private property will be managed.		
	National Environmental Standard - Papakāinga				
53	General comments	We support this new proposed NES-Papakāinga (NES-P) and more enabling pathways for developing papakāinga. One of the key moves in the Greater Christchurch Spatial Plan is the prosperous development of kāinga nohoanga. The Christchurch District Plan is enabling of many different types of development on Māori land and does not have any limitations on the scale or number of units, provided they meet standards including internal boundary setbacks, road boundary setbacks, building heights, recession planes, building coverage and water supply for firefighting. We are aware that some sites identified within the scope of Māori ancestral land may be in areas not suitable for long-term residential use due to the risk of impacts from natural hazards. Guidance in the NES on how to balance any tension between enabling papakāinga where District Plan provisions seek to prevent development on hazard prone land would be useful. Christchurch City Council will continue to partner with mana whenua on these issues. We note that the NES-P should be complemented by changes outside the planning and resource management system, particularly in relation to lending. Lending and financing for papakāinga continues to be a significant barrier for mana whenua when developing papakāinga.				
54	PAS1	Maximum building coverage	Amend	Consider more nuanced coverage related to size of rural land in zones for rural purposes	We query whether there should be a more nuanced to the maximum levels of coverage, as 50% of land coverage for rural properties could be quite large, given the size of some land parcels. On the other hand, we are aware that rural parcels of land may not always be large, and more restrictive coverage may not be consistent with the purpose of the NES-P.

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55	PAS2	Minimum setbacks from site boundaries	Amend	Suggest setbacks that recognise the rural context in zones for rural purposes	We suggest setbacks to account for rural properties (noting rural roads generally have higher speed limits). We query whether the NES-Papakāinga should align with the MRU setbacks for same reason.
56	Discussion question 66	What additional permitted activity standards for papakāinga should be included?	We are seeking clarification of what is meant by "ancillary" for all the listed activities, as this is important for managing effects.		
57	Discussion question 67	Which, if any, rules from the underlying zone should apply to papakāinga developments?	We support the list of rules under PAS3. Additionally, we would suggest rules controlling height in relation to boundary, transport and access and outstanding natural landscapes are included - although we suggest these not to prevent papakāinga development, but to mitigate any impacts.		
58	Discussion question 68	Should local authorities have restricted discretion over papakāinga on Treaty settlement land?	Yes, we agree that local authorities should have restricted discretion over papakāinga on Treaty settlement land. One area that should still be an area of discretion is water supply and wastewater servicing, due to the potential environmental and network impact. We would also like to see more matters of discretion that relate to papakāinga which are not a permitted activity, e.g. oversized commercial activities, or listed activities that are not directly associated with the residential activities of the papakāinga. The current suggested matters of discretion are not tied to effects that could be of concern, such as climate and natural hazard risk (as discussed in comment 53).		
59	Discussion question 69	What alternative approaches might help ensure that rules to enable papakāinga on general land are not misused (for	We do not believe that 'misuse' is the right term. We are supportive of mana whenua being able to develop papakāinga for their needs and purpose, reflecting their own internal structures and guidance Additionally, the proposed provisions do enable the development of ancillary activities, such as commercial ventures, so it is not "misuse" if the papakāinga is being used for commercial activities.		

		private/commercial use or sale)?	Our suggestion would be to better define ancillary activities, through a definition or guidance around the necessary relationship between the activity and the housing element. This would help understanding of when an activity stops becoming "ancillary", for example, would a commercial lease be allowed? Or private-hapu partnerships? Matters of discretion where there is a non-compliance should maintain some flexibility given the purpose of the zone.
60	Discussion question 70	Should the NES-P specify that the land containing papakāinga on general land cannot be subdivided in future?	We recommend that this question should be addressed through engagement with mana whenua as we cannot speak to the potential ramifications of subdivision (or not) on mana whenua and the aspirations they have for developing their land. We note that there could potentially be ramifications from a lending perspective, as lending is often one of the biggest barriers to developing papakāinga. From a water and wastewater perspective, future subdivision could impact the servicing standards that are applied, and this would need to be known upfront.
	National Policy Statement – Natural Hazards		
61	General comments	We are generally supportive of the new NPS-NH and see it as a positive step in having greater national consistency around natural hazard management. Christchurch City Council, as well as many other Councils, already consider and manage risks associated with natural hazards. While we welcome the new NPS-NH, we would like to see greater central government direction for risk management and support for local government taking a precautionary stance. This has been reflected in our detailed comments below. Overall, there should be further consideration of scale – for example, it may be acceptable to enable development in an at-risk area if only a couple of houses need to be raised e.g. rural environment, but it would be a very different scenario if hundreds or thousands of properties were involved e.g. a residential environment. Not only is there the risk of residing in a hazardous location, but there would also implications from servicing these communities. We also note that many of the proposals here will have resourcing implications for Council. If councils were required to model, process, publish and store a large amount of scenarios this would impose a significant financial and resourcing cost to our Council.	

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62	D1	Definition of 'Significant risk from natural hazards'	Support with amendments and clarifications	(1) Clarification on how risk levels are mapped to 'significant risk' (2) Clarification on protracted repair and restriction of use (3) Suggest considering aligning terminology between new S106A RMA and the NPS (4) Clarify 'damage to land'	We support having a definition and consistent language and thresholds for very high, high, medium and low risk. (1) We question whether medium risk should be included as "significant" and would prefer a clearer differentiation between high and very high risk. This would allow more stringent management of these higher risks, whereas medium risk is more about the management of hazards. For example, a minor consequence that is possible is treated as "medium" – this makes it a "significant" risk using the matrix, but we are not sure this reflects the degree of risk. (2) In reference to consequence levels, we seek clarification on protracted repair/restriction of use. This was the criteria used for the Christchurch Residential Red Zone, but we may wish to avoid this in the future, e.g. if a section of land has only one access which is at catastrophic risk, but the land itself is not. (3) Section 106 and the new proposed section 106A of the RMA require assessment of the 'material damage to land' that would result from natural hazards, whereas the NPS-NH definition of 'Significant risk from natural hazards' refers to damage to land being severe, major, moderate etc. We would suggest aligning terminology, if possible, between national direction, so it is clear where 'material damage' sits. Otherwise, we would suggest providing guidance on how the NPS-NH levels relate to the RMA terminology.

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					(4) We also seek clarity on what constitutes 'damage to land,' to help Councils make assessments using the risk matrix.
63	Application	Definition of Infrastructure and primary production	Clarify	Clarify definition of ancillary activities	We would like further clarification on what ancillary to infrastructure and primary production means – for example, could a residential unit be considered ancillary?
64	D2	Definition of 'new development'	Clarify	Clarify if 'rebuilding' is included in the reference to 'Replacement', and if so, would this enable natural hazards to be considered for a replacement building, as opposed to existing use rights prevailing? Would the definition extend to new buildings that are on land with other existing buildings? (i.e. not extension of existing building but additional)	We would like to clarify whether the intent is that 'rebuilding' comes within the definition of 'replacement.' 'Rebuilding' is mentioned in the 'Reasons' section but not in the actual wording of the provision. If rebuilding is included within the definition of 'replacement', would this allow natural hazards to be considered, as opposed to existing use rights prevailing – the ability to consider natural hazard risks and associated management for new builds would be beneficial in at risk areas, but would require a change to s10 of the RMA, as otherwise existing use rights can prevail. We would like to clarify whether additional buildings are considered as a new development, as these buildings will also have the same natural hazard risks.
65	P4	Best available information	Support	N/A	We support the intention of P4. However, Council notes that the ability to consider 'best available information' would only be possible when a resource

					consent is required as a discretionary or non-complying activity. The construct of both MDRS and the NPS-UD is that any non-compliance is limited to a restricted discretionary activity status. Considering that almost all metropolitan urban areas have now applied MDRS and Policy 3 of the NPS-UD, it is questionable how effective such a direction will be as there will be limited circumstances where the activity status is discretionary or non-complying in order to require the information otherwise sought.
66	IMP1	Implementation timeframes	Support	N/A	We support not prescribing a required timeframe to 'give effect' to the NPS in plan changes (although they will apply to plan changes, including private changes after gazettal).
67	Discussion question 71	Should the proposed NPS-NH apply to the seven hazards identified and allow local authorities to manage other natural hazard risks?	We are supportive of this approach, on the basis that the provision retains the ability of the Council to manage other natural hazard risks. We recommend adding groundwater rise, wildfire and drought and heat.		
68	Discussion question 72	Should the NPS-NH apply to all new subdivision, land use and development, and not to infrastructure and primary production?	We suggest it should apply to all the activities, not just new subdivision, land use and development. Infrastructure required to service development is important for enabling development, so consideration of risks to service provision is important when assessing risks to the use of the land. If it only applies to new subdivision, land use and development, we recommend that new infrastructure is assessed against climate risks and does not enable vulnerable growth or development in locations at risk or future risk of climate impacts.		

			It would be helpful to have clarity on when it is appropriate for more stringent management to apply for different classes of activities. We note that the NPS-NH uses the RMA definition of infrastructure, which is different to the NPS-I that expands on the RMA definition. The NPS-I includes stormwater infrastructure in the definition. Clarification is sought if the NPS-NH uses the RMA definition of whether stormwater infrastructure is excluded or included? We are seeking this clarification as it is important that stormwater and flood management infrastructure be excluded, as stormwater infrastructure often has a functional need to be in areas of flooding.
69	Discussion question 73	Would the proposed NPS-NH improve natural hazard risk management in New Zealand?	The proposed NPS-NH is a good start at standardising risk. For councils, this would improve natural hazard risk management, but for others it only reinforces what we are already doing. The Council already taking a risk-based approach and the District Plan manages land use, subdivision and development proportionate to the level of risk. Therefore, for our purposes, the current proposal is not directive enough, and it is unclear how the proposed provisions will help us to make difficult calls, such as restricting development in highest risk areas. This would assist Council in its work on a change to the District Plan (Proposed Plan Change 12) to manage risks associated with coastal hazards. The requirement of 'no exacerbation' is positive, but the meaning of 'proportionately manage' is unclear.
70	Discussion question 74	Do you support the proposed policy to direct minimum components that a risk assessment must consider but allow local authorities to take a more comprehensive risk	Yes, we support P1. There might be lot of data to process to undertake risk assessments, so we suggest some nuance in application to various hazards. Risk assessment considerations should also include current risks and review potential of future risks

		assessment process if they so wish?	
71	Discussion question 75	How would the proposed provisions impact decision-making?	The various metrics set across the proposed NPS will require additional reporting to make a determination on the risk profile of a proposed activity or change in land use controls. There will be additional costs, but this work will likely to lead to a more appropriate, sustainable, growth pattern.
72	Discussion question 78	Should the risks of natural hazards to new subdivision, land use and development be managed proportionately to the level of natural hazard risk?	Yes, we support this approach but note that the current draft does not provide much direction. In particular, 'managed proportionately' needs greater clarity and direction. It would be helpful if there was national direction on the level of risk that is unacceptable for development i.e. what was considered too significant a risk that it is unacceptable. National direction on the types of activities that are appropriate as non-complying or prohibited, having regard to risk levels, nationally would be helpful too. We also suggest the consideration of both present and future risks (especially if lower risks areas become higher risk), as well as timeframes for assessment.
73	Discussion question 79	How will the proposed proportionate management approach make a difference in terms of existing practice?	In many cases, the proportionate management approach is already being taken by councils. In cases where it is not being done already, it would allow for more nuanced and locally appropriate rules and restrictions to be applied. In its current drafting, P3 does not provide enough direction on what proportionate management is, so there is a risk that it becomes complex in practice and will lead to different assessments of what is considered proportionate. This may make implementation difficult for councils as each decision could potentially trigger debate and litigation. We note also section 106 of the Resource Management Act already provides the means to address natural hazard risk for subdivision. The NPS-NH could help to support and validate what councils are currently doing and reduce conflict with owners and developers.

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74	Discussion question 82	What additional support or guidance is needed to implement the proposed NPS-NH?	Without seeing the non-statutory guidance: • We would like to see more directive guidance in relation to the issues we've raised previously in this section. • Of most benefit would be legislative direction and powers for local government to assist in avoiding post-natural hazard situations where services are being provided to residents remaining in hazardous locations. • P2 (climate change timeframes) is helpful for national consistency, but we need further direction on climate scenarios due to multiple projection pathways. Assessing 100 years into the future would require multiple projections to be assessed and debated. • We would also welcome guidance on how the NPS-NH interacts with sections 71-74 of the *Building Act*, and what it means for building consents processing and conditions of hazard notices on building consents. Different instruments could result in confusion and frustration at the building consents stage. • More direction from central government around the use of Existing Use Rights when a severe threshold of natural hazard risk is met.

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Appendix 2 - Christchurch City Council detailed submission on Package 2: Primary Sector

	Policy or Clause	Topic	Submission	Relief sought	Reasons
	National Environmental Standard – Marine Aquaculture				
1	General comments	We note that there should be consideration of climate change and resilience to natural hazards in the NES-MA, particularly as sea levels rise and the incidence of storms and marine heatwaves increase.			
	National Environmental Standards – Commercial Forestry				
2	General comments	We recognise that the proposals to amend the NES-CF could improve clarity and reduce duplication. From a consenting perspective, the changes related to when councils can impose more stringent rules than the NES could provide greater clarity when processing applications. Despite the benefits of these proposals, we think that, on balance, the proposed changes will limit Council's ability to adequately manage the risks associated with commercial forestry, in particular wildfire risk in the Christchurch District. As noted in our cover letter, Christchurch City Council has incurred significant costs in relation to firefighting following successive fires in the Port Hills in 2017 and 2024. For this reason, we do not support the proposal to repeal Regulation 6(4A).			
3	Regulation 6(1)	Amendments to Regulation 6(1) National Instruments	Clarify	Clarify 'severe erosion' and its application	In relation to 6(1)(a), 'severe erosion', should be defined to reduce uncertainty for both authorities and applicants. The NES also already defines zones in relation to erosion risk, and it is unclear how mapped erosion risk areas under the proposed amendment would interact with existing zones under the NES (i.e. could severe risk only be identified in higher risk category zones).
This is in relation to Cllr Cotter's feedback -	Regulation 6(4A)	Proposal to remove Regulation 6(4A)	Reject	Reject proposal and keep Regulation 6(4A)	Council opposes the proposed removal of Regulation 6(4A) because it will limit Council's ability to consider afforestation effects which are not managed by the NES-CF (for example Christchurch District Plan Policy

"Could we note the huge investment CCC is making towards erosion and sediment control." We think this relates to instability following the Port Hills fire and the impact of the run off into the waterway. If you think this is confusing, we can delete it. 4					17.2.2.9.a. on fire risk or cultural landscapes). Removing Regulation 6(4A) will limit the Council's ability to consider fire risk to nearby residential activities and urban areas. Managing wildfire risk is a pressing issue for the Council. The 2022 Climate Change Risk Screening for Ōtautahi Christchurch and Te Pātaka-o-Rākaihautū Banks Peninsula states that the risk of wildfire will increase, especially in high winds and drought, when water is scarce for firefighting. While we acknowledge that removing Regulation 6(4A) has the potential to provide greater clarity for Council and applicants, we do not think this benefit outweighs the potential risks associated with reducing Council's discretion to set more stringent rules for our local context and environment.
	Coastal Policy Statement				
5	Policy 6	Activities in the coastal environment	Clarify	Provide further explanation on the proposed changes to policy 6(1)	Allowing infrastructure that only 'may be required' rather than 'important to' the social, economic and cultural well-being of people and communities seems

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					very broad and could have a significant softening effect on outcomes.
	National Policy Statement – Highly Productive Land				
6	General comments	Council is supportive, in-principle, of the intention to remove LUC3 from the definition of Highly Productive Land. However, as we have not seen the criteria for what constitutes a 'Special Agricultural Area', we are not able to fully assess the impact of the proposals on the Christchurch District. We also reiterate the importance of finding the right balance between enabling growth whilst ensuring that there is sufficient productive land both in Christchurch and New Zealand. We do not support the proposal to extend the timeframes for mapping of Highly Productive Land (HPL) or suspend requirements until further direction is provided on the upcoming replacement RMA legislation. We note that there is the option of mapping HPL through more detailed mapping including more detailed analysis of LUC units, having regard to limitations of different land Use Capabilities under the classification system.			
7	Clause 3.4 implementation timeframes	Implementation	Reject and retain status quo	Do not extend timeframes or suspend mapping requirements until further direction is provided in the upcoming replacement RMA legislation.	We request that the inclusion of the mapping into the Canterbury Regional Policy Statement progresses as per the original timeframes. Ongoing reliance on the transitional HPL classifications creates challenges, especially where it fails to account for local anomalies. While the removal of LUC 3 land may provide benefits in other areas, in the Christchurch context, there would be greater benefits in the mapping requirements being advanced through a statutory process by Environment Canterbury.
	Stock Exclusion Regulations				

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8	General comments	We do not support this change. In the Christchurch District, the percentage of remaining natural wetlands in the Plains is significantly less than 10% (average across New Zealand). Any increased pressure or potential impact on these areas would be significant. Even light grazing from stock may cause long term hydrology, weed infestation and sedimentation issues in a vulnerable wetland and will impact the long-term viability of these sites. The problem that this proposal is addressing is primarily found in the South Island High Country. We consider that the proposed changes, which are meant to apply generally across the country, are unnecessary and will potentially create more environmental impact on wetlands on a national scale than it solves within the target area. We note that Environment Canterbury has criteria for when non-intensively farmed stock can access a lake, river or wetland. If this amendment progresses, a definition of 'low intensity grazing' is needed to provide certainty and clarity to both grazers and regulators.
	Quarrying and Mining (NPS-IB, NPS-HPL, NPS-FM and NES-F)	
9	General comments	While we are not opposed to mining and quarrying activities, we are concerned about the proposed amendments, as it will lead to worse ecological impacts. The introduction of the operational requirement test would give significant leeway for these activities, given that they must be located where the relevant minerals are. While the more stringent tests in clause 3.11 of the NPS-IB would be removed, we note that we would still have the effects management hierarchy under the NPS-IB and the Christchurch District Plan. However, this would lead to greater adverse ecological impacts as the effects management hierarchy is a lesser test than the current test in clause 3.10(2).

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Appendix 3 - Christchurch City Council detailed submission on Package 3: Freshwater

	Discussion question	Topic	Feedback and Reasons
		Rebalancing freshwater management through multiple objectives	
1	Discussion question 2	Would a rebalanced objective on freshwater management give councils more flexibility to provide for various outcomes hat are important to the community? How can the NPS-FM ensure freshwater management objectives match community aspirations?	As Christchurch District's water supply comes from our aquifers, we are committed to protecting the health of our freshwater. Our preference is to keep the current hierarchy with only one objective – we consider that the current objective is adequate, clear and already provides for communities' social, cultural and economic well-being. We question why 'economic productive opportunities' is specifically called out, given that it is already covered under "social, cultural and economic wellbeing" of communities. We do not agree with the stated problem in the discussion document that the current objective is being interpreted as requiring "pristine water". There is no evidence that has been provided for this. The priority of health and wellbeing of freshwater is fundamental to a community being able to use water safely for drinking and community uses such as swimming, and economic and cultural activities. The health and safety of freshwater must be the priority, and flexibility should instead be achieved through relevant policies and plans. <u>Adding a new objective to maintain or improve</u> We have concerns regarding the proposed addition of a new objective to maintain or improve freshwater quality where it is below a national bottom line. We do not think that a bottom line should be a target that once met, is only maintained. There should be continued improvement over time to safeguard and protect resources. <u>Adding a new objective to consider the pace and cost of change</u> It is unlikely that a new objective to consider 'pace and cost of change' will improve freshwater quality, and raises questions about what 'costs' will be considered. There is no information

			provided in the proposal to indicate that societal costs will be factored into councils' considerations.
2	Discussion question 3	Clarifying timeframes for achieving freshwater outcomes	Without some national direction on the need to prepare programmes to improve water quality over time, there is the risk that these issues will be delayed and deferred. We recommend having targeted increases over time i.e., annual percentage increase and step increases if the desired increase is not achieved. However, we also acknowledge that it may be difficult to set and meet timeframes, especially if there is significant information needed. Overall, we believe timeframes are useful because they provide a goal to aim for.
3	Discussion question 4	Should there be more emphasis on considering the costs involved when determining what freshwater outcomes councils and communities want to set? Do you have any examples of costs associated with achieving community aspirations for freshwater?	We agree that there should be more emphasis on considering the costs of achieving freshwater outcomes – this would increase the community's awareness of what is required and the costs involved. However, we would propose balancing the costs of achieving freshwater outcomes with the future costs of further degradation and decline.
4	N/A	Misalignment between NPS-FM and water service legislation	We see it as being crucial that government clarifies what is meant by "the health needs of people" as it implies drinking water. This concept contradicts obligations and concepts under the Water Service Act (WSA) and Local Government Water Services (LGWS) Bill (in particular, the repeal of section 14 and section 138), which makes the Te Mana o Te Wai framework challenging to achieve.
		Rebalancing Te Mana o te Wai	
5	Discussion questions 6, 7	Do you think that Te Mana o te Wai should sit within the NPS-FM/s objectives, separate from the NPS-FM's objectives,	We acknowledge that the hierarchy does introduce uncertainty about whether the attributes of freshwater need to be addressed before other matters.

		or outside the NPS-FM altogether – and why? How will the proposed rebalancing of Te Mana o te Wai affect the variability with which it has been interpreted to date? Will it ensure consistent implementation?	However, we do not support any of the three options provided, as our preference would be to keep the current Te Mana o te Wai framework from 2020 with its hierarchy and recommend that government clarifies any reference to drinking water in the second obligation OR removes the obligation to exclude drinking water (e.g. refer to contact or recreational water). Any rebalancing will result in confusion and reduce the effective application of the NPS-FM. Removing the hierarchy and process direction from the NPS-FM will reduce the strength of national direction, which would likely lead to more differences in interpretation and implementation (not less). Te Mana o te Wai is a framework which communities can work through when developing plans to improve freshwater quality. 'Involving tangata whenua' as suggested cannot be conflated with, or replace, Te Mana o te Wai - Te Mana o te Wai is a framework that guides and engages the whole community. We also support Te Mana o te Wai sitting within the NPS-FM's objectives, to provide a strong statement about objectives and expectations. Our second preference is to reconsider the recommended option in the RIS (Option 2), which was not included as an option for public consultation. If we had to choose one of the options in the discussion document, it would be Option 1.
6	N/A	Misalignment between NPS-FM and water service legislation	We note that the current hierarchy does not align with responsibilities set out in the Water Service Act and Water Services Delivery Bill for the short term in drinking water systems that are under pressure.
		Providing flexibility in the National Objectives Framework (NOF)	
7	N/A	General comments	We believe that the current NOF is adequate. The discussion document states that some flexibility is needed and that some national bottom lines are unsuitable for some catchments – there has not been evidence provided on why flexibility is needed. While it is proposed that councils can pick which value to provide for in

			their plans, the current discussion document does not indicate how this would be done or how this could lead to better water quality outcomes than the current NPS-FM. Action plans should provide specific detail on how to achieve targets and improvements, and should be used to inform other site specific or project level plans. The action plans should bring in regional context/catchment specific information.
8	Discussion questions 8, 9	Which values, if any, should be compulsory? Why? What would be the practical effect of removing compulsory national values? Do you think this will make regional processes easier or harder?	We recommend that the current four values should be compulsory, and an additional compulsory value should be natural form and character. We do not support removing compulsory values – this would result in confusion over what the priorities are. While regional context is important, the optional values (other than natural form and character, Wahi Tapu and drinking water) focus on economic priorities rather than waterway health priorities.
9	Discussion questions 10, 11	Which attributes, if any, should be compulsory to manage? Which should be optional to manage? Which attribute, if any, should have national bottom lines? Why?	The current NPS-FM has 10 attributes that are mandatory for councils to respond to, with an additional 11 attributes that are optional. Permitting some or all of the current 10 compulsory attributes to be changed to optional would mean that councils could end up having few attributes for which they had to monitor, which is unlikely to improve water quality. We acknowledge the need for flexibility – one option we would suggest is to consider developing a core list with more attributes than what is currently present, and Councils could choose a minimum number of core number of attributes from the list. This would allow for regional context but also set a minimum number of attributes. Adding other ecosystem health measures to the attributes would allow for a more holistic approach to waterway management, for example additional attributes could be heavy metals, Rapid Habitat Assessment etc.

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10	Discussion question 13	Should councils have flexibility to deviate from the default national thresholds (including bottom lines) and methods? Are there any other purposes which should be included?	No, councils should not have flexibility to deviate from the default national thresholds (including bottom lines) and methods. The current national bottom lines for the 10 compulsory attributes represent a 'passing grade' and should be retained. While deviating from national bottom lines permits councils to have greater flexibility, this would mean that they are no longer considered to be 'national' bottom lines and could lead to councils avoiding taking difficult steps to improve water quality outcomes. One suggestion for improving the current system is to introduce regional bottom lines, which may be better to allow for local context, but within specified national ranges. There is some benefit of councils being able to choose their bottom lines, although we note this would again no longer be considered 'national' bottom lines.
		Enabling commercial vegetable growing	
11	Discussion question 14	What are the pros and cons of making commercial vegetable production a permitted activity?	At the moment, there is very little information provided so it is difficult for us to make specific comments. We note that an adverse impact of making commercial vegetable production a permitted activity would be the further degradation of freshwater bodies. If nationally set standards were to be developed, there would need to be appropriate buffers. It is critical that commercial vegetable growing activities are regulated appropriately to avoid excessive water takes or discharges of sediment, nutrients and/or agrichemicals from those activities that would adversely affect freshwater.
		Addressing water security and water storage	
12	Discussion question 18	Are there any other options we should consider? What are they, and why should we consider them?	There are safety and environmental issues associated with water storage, such as structural integrity and impacts on groundwater. The options provided do not address structural integrity matters.
		Simplifying wetlands provisions	
13	N/A	General comment on wetlands	In the Christchurch District, the percentage of remaining natural wetlands in the Plains is significantly less than 10% (average across New Zealand). Any increased pressure or potential

			impact on these areas would be significant. Therefore, our primary concern is to ensure that these natural wetlands are protected and to ensure that the regulatory system appropriately manages and controls adverse impacts.
14	N/A	New permitted activity standard for farming activities unlikely to have an adverse effect on a wetland	It is difficult for us to assess the impact of this proposal without the details – there could be adverse impacts depending on what the intended definition is of farming activities "unlikely to have an adverse effect on a wetland". We do not consider fencing necessarily as "unlikely to have an adverse effect on a wetland". For example, a risk would be that if fencing is permitted, a wetland could be fenced off but not at its true extent.
15	N/A	New permitted activity standard for activities related to wetland construction	We support this proposal as it would provide regulatory relief to councils that construct wetlands for ecological and/or stormwater management. Enabling a simpler path to constructed wetlands (where appropriate) would benefit landowners, councils and water quality. The Council needs, however, the flexibility to build constructed wetlands over natural wetlands (although this is usually managed through offsetting) and would like to see this reflected in the activity standard. We would like to see further detail on the activity standards – we assume that not all constructed wetlands would be permitted, dependent on the reasons for constructing a wetland, where the wetlands are located and how it may impact existing natural wetlands.
16	Discussion question 23	What will be the impact of removing the requirement to map wetlands by 2030?	We do not support removing this requirement. While we note that Environment Canterbury has already done much of this wetland mapping, we would support mapping in the future system. Mapping will also help with managing issues around the definition of wetlands. Mapping provides a consistent information source, and provides clarity for landowners, regulatory and other users about the specific areas that provisions apply to. Without this requirement, the mapping will not be done. Without this mapping, there could be major risks to the protection of wetlands. Mapping can also help with assessing whether fencing is complete around the true extent of the wetland.

			We do recognise, however, that defining natural inland wetlands has been costly and complex. A provision of a national framework for carrying out this mapping work, along with national support, would address the issues noted in the RIS and remove the definition debate. There should also be further clarification on defining wetlands, as stormwater basins have been included previously by Environment Canterbury as wetlands.
		Simplifying fish passage regulations	
17	Discussion question 25	What information requirements are necessary for fish passage? What would the difference in cost be, relative to current information requirements?	We do not support reducing the information requirements for fish passage. The information currently required is necessary to ensure fish passage is appropriately designed for. Information such as velocity is vital for ensuring fish passage is protected. Use of the NZ Freshwater Fish Passage Guidelines and Fish Passage Assessment Tool should lead and inform information provision requirements and regulatory management levels based on values and potential impact.
18	Discussion question 26	Temporary culverts are currently treated the same as permanent ones. If temporary culverts were to be treated differently, would it be better to do so through a permitted activity in the NES-F. pt by allowing councils to be less stringent than the permitted activity conditions for culverts and weirs?	We believe the status quo is adequate. While we have not seen any detail around the provisions, our general position is that if temporary structures were treated differently to permanent ones, temporary culverts would be in place for as long as needed to provide fish passage given the length of the activity, e.g. gravel extraction could take many years. If temporary culverts become a permitted activity, we have concerns that it would make monitoring culverts more difficult, so would want to see some sort of monitoring or reporting requirement.
		Addressing remaining issues with the farmer-facing regulations (i.e., synthetic nitrogen fertiliser)	
19	N/A	General Comments	We do not support the repeal of the NES-F Part 2, subpart 4, 190 kilogram per hectare nitrogen limit. Removing the nitrogen cap may result in the additional use of synthetic nitrogen fertiliser which will negatively impact the environment and will not provide the expected economic returns to farmers. Nitrogen from farming has been acknowledged as a major source of nitrogen contamination in waterbodies. The Council is concerned about the amount of nitrate that is being absorbed through our soils, which puts our aquifers and freshwater

			invertebrates at risk. We support the intent of options 1 and 2, which is to amend the regulation to reduce administrative burden through alignment of reporting under the NES-F with other dairy reporting. However, any changes should retain the cap and enable effective monitoring and enforcement by regional councils. The RIS provided for these changes relate only to RMA options. However, we note there may be more effective and complementary means outside the RMA to limit nitrogen use to appropriate levels. We support the government requiring manufacturers and importers of synthetic nitrogen fertiliser to pay for emissions via the New Zealand Emissions Trading Scheme. This would internalise some of the cost of these emissions (noting that the carbon price remains supressed) and incentivise more efficient and economic farming practices to optimise fertiliser use. Price signals are likely to be more effective than relying only on regulatory tools alone.
		Including mapping requirements for drinking water sources	
20	Discussion questions 31, 32	Do you think that requiring regional councils to map SWRMAs for applicable drinking water supplies in their regions will improve drinking water safety? Should councils be required to publish SWRMAs? Do you think that three zones should be required for each SWRMA, or is one zone sufficient?	We support regional councils publishing Source Water Risk Management Areas (SWRMA) and believe that it will improve drinking water safety. We support the requirement of three zones for each SWRMA. At the time of the 2022 consultation on the NES for Drinking Water, the Council noted the challenges for regional councils to identify drinking water sources when not all water suppliers were registered at the time. Under the *Water Services Act* 2021, those not previously registered would have until at least November 2025 to register. We note this as a consideration as it may be difficult to identify all drinking water sources (other than self-supplies) within the region and within the five-year period proposed in the discussion document.
21	Discussion question 33	What do you think the population threshold should be to require regional councils to map SWRMAs	We suggest the population threshold should be 26-person, so that it is consistent with the drinking water supply categories set in the Drinking Water Quality Assurance Rules by Taumata Arowai.

		(e.g., 100-person, 500-person, or some other threshold)?	

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Item 9

9. Internal Audit Charter

Reference Te Tohutoro:	25/1360800
Responsible Officer(s) Te Pou Matua:	Min Jang, Manager Risk and Audit
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 to present the draft Internal Audit Charter (Charter) to the Committee for adoption, in line with the recommendation of the Audit and Risk Management Committee (ARMC).

1.2 The report is generated by the Council's Risk and Assurance Unit and originated following the ARMC's recommendation that it be presented to the Committee for adoption.

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the information in the Internal Audit Charter 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 Audit and Risk Management Committee's recommendation that the draft Internal Audit Charter be adopted.
4. Adopts the draft Internal Audit Charter as presented.

3. Executive Summary Te Whakarāpopoto Matua

3.1 The Risk and Audit Team supports Council with its responsibilities in risk management, internal audit assurance, and where required investigations into potential financial irregularities or other integrity-related concerns. The Risk and Audit Team reports to the ARMC.

3.2 The Charter (refer **Attachment A**) is a fundamental document establishing the objectives, responsibilities, authority and method of operation for an organisation's internal audit team. The Charter assists Council accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of its risk management framework and the effectiveness of its control environment and governance processes.

3.3 The ARMC has considered and recommends that the draft Charter be adopted by the Committee.

4. Background/Context Te Horopaki

4.1 An Internal Audit Charter is a fundamental document that supports an organisation's internal risk and assurance team deliver independent risk assessments and assurance engagements which are aligned with the organisation's objectives and risk framework.

4.2 The Charter was first adopted in November 2014 and is based on The Institute of Internal Auditors (IIA)'s Audit Charter. The IIA's Audit Charter is part of the International Professional

Practices Framework (IPPF) which is regularly updated to reflect international best practice. Council's draft Charter reflects the latest IPPF updates. Changes to the draft Charter have been reviewed for alignment with ISO19011 (Guidelines for auditing management systems) to ensure internal processes are consistent with best practice.

4.3 It is relevant to note that while the IPPF is recommended as best practice, it does not have a legislative or other regulatory basis. The updated Charter has been reviewed by the Council's internal audit partner, KPMG, for quality assurance and alignment with relevant professional standards.

4.4 The draft Charter has been reviewed by the Council's Executive Leadership Team (ELT) and was presented to the ARMC at its meeting on 13 June 2025. The ARMC reviewed the Charter and recommends its adoption.

4.5 While acknowledging the Charter is not a formal policy, to ensure alignment with the Council's internal policies, it is proposed that the Charter is reviewed at least every three years and preferably at the end of each financial year. This ensures the Charter is kept current with best practice and endorsed by the ELT and governance. Additionally, once formalised, the Charter will be published on the Council's wider policy hub page to ensure transparency and awareness.

Options Considered Ngā Kōwhiringa Whaiwhakaaro

4.6 The only reasonably practicable option considered and assessed in this report is for the Committee to adopt the draft Internal Audit Charter, as recommended by the Audit and Risk Committee.

4.7 The option of not adopting the Charter was considered but ruled out. Broadly, this option was ruled out as the ARMC consists of members with specialised knowledge in risk and financial oversight. Their recommendation is based on a thorough analysis, professional standards, and best practice in managing risk and internal audit functions. In addition, the ARMC's recommendation is aligned with Council's risk framework.

Options Descriptions Ngā Kōwhiringa

4.8 **Recommended Option:** Finance and Performance Committee adopt the Internal Audit Charter.

4.8.1 **Option Description:** The Committee agrees to adopt the Internal Audit Charter, and the Internal Audit Team operates under the revised Charter that has been reviewed against best practice.

4.8.2 **Option Advantages**

- The Internal Audit Charter is updated to reflect best practice.
- The Internal Audit Team operates under revised practice that is in line with best practice.
- Increased quality of assurance provided to Council in line with the risk framework.

4.8.3 **Option Disadvantages**

- There are no identified disadvantages.

4.9 **Alternative Option:** The Finance and Performance Committee does not adopt the Internal Audit Charter.

4.10 **Option Description:** The Internal Audit Team continues to operate under an outdated Internal Audit Charter that is not reflective of best practice. As noted above this option was considered and ruled out, as there are no identified advantages from this option.

Analysis Criteria Ngā Paearu Wetekina

4.11 The criteria used to assess the options are for staff to operate under a best practice regime to evaluate and improve the effectiveness of Council's risk management framework and the effectiveness of its control environment.

5. Financial Implications Ngā Hīraunga Rauemi

5.1 There are no financial implications to the Council as the Internal Audit Charter focuses on the key operational function of the Council's Internal Audit Team. The work undertaken by the Internal Audit Team (in line with the Audit Charter) will either be done in-house or through contractors with specialised skills – both of which are budgeted costs.

6. Considerations Ngā Whai Whakaaro

Risks and Mitigations Ngā Mōrearea me ngā Whakamātautau

6.1 There are no significant risks associated with adopting the Internal Audit Charter.

6.2 If the Internal Audit Charter is not adopted the Council's Internal Audit Team continues to operate under an outdated Audit Charter, which does not reflect the current internal process or best practice. This has a potential impact on the quality of the assurance that the Internal Audit Team can provide to Council. To mitigate this risk, it is recommended that the Committee adopts the draft Internal Audit Charter (**Attachment A**).

Legal Considerations Ngā Hīraunga ā-Ture

6.3 There is no legal context, issue, or implication relevant to this decision. The Audit Charter is recommended as best practice and there are no legislative or other regulatory considerations.

Strategy and Policy Considerations Te Whai Kaupapa here

6.4 The required decision:

6.4.1 Align with the Christchurch City Council's Strategic Framework.

6.4.2 Is assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy, as it is an internal document to strengthen Council's risk framework and control environment.

6.4.3 Is consistent with Council's Plans and Policies.

6.5 This report supports the Council's Long Term Plan (2024 - 2034):

6.6 Internal Activities

6.6.1 Activity: Risk and Assurance

- Level of Service: 13.6.10.3 Ensure Council has a documented, functional, and effective risk and audit management system - Develop documented risk and audit management system aligned with GERMAF, ISO31000 and ISO9001

Community Impacts and Views Ngā Mariu ā-Hāpori

6.7 There are no specific community impacts.

Impact on Mana Whenua Ngā Whai Take Mana Whenua

6.8 This decision does not specifically impact Mana Whenua, their culture, and traditions.

Climate Change Impact Considerations Ngā Whai Whakaaro mā te Āhuarangi

6.15 The proposals in this report are unlikely to contribute significantly to adaptation to the impacts of climate change or emissions reductions.

7. Next Steps Ngā Mahinga ā-muri

7.1 Once the Internal Audit Charter has been adopted by the Committee, it will be finalised as a version-controlled document for publication on Council's policy hub page for transparency and awareness. Having this document available for the wider Council to access will allow internal audits to be undertaken in a more effective manner to a higher standard, as it sets the tone on the objectives of the activities.

7.2 The Internal Audit Charter will be reviewed annually (or every three years at the latest) and be presented to the Executive Leadership Team, Audit and Risk Management Committee and the Finance and Performance Committee for review and endorsement.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A	DRAFT - Internal Audit Charter	25/1019801	73

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

Document Name – Location / File Link
Not applicable

Signatories Ngā Kaiwaitohu

Author	Min Jang - Manager Internal Audit
Approved By	Bede Carran - General Manager Finance, Risk & Performance / Chief Financial Officer

Internal Audit Charter

Purpose

The purpose of the Internal Audit Charter (Charter) is to set out the purpose, authority and responsibilities of the Internal Audit Function at Christchurch City Council (Council).

The Charter also provides the framework for the conduct of internal audits at Council, and has been approved by Council's Finance and Performance Committee on the recommendation of the Audit and Risk Management Committee.

Internal Audit is an independent and objective assurance activity. It is guided by Council's policies and procedures including the Charter and the guidance of the International Professional Framework (IPPF), published by the Institute of Internal Auditors, including the Core Principles for the Professional Practice of Internal Auditing, Definition of Internal Auditing, Code of Ethics, and International Standards for the Professional Practice if Internal Auditing (the IIA Standards).

The Charter assists Council to accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of its risk management framework, and the effectiveness of its control environment and governance processes.

The existence of an adequate and effective system of internal controls to manage risk is an essential feature of a successful organisation. It is management's responsibility to establish and maintain this system of controls; and it is the ARMC's responsibility to ensure management's approach to maintaining an effective internal control framework is sound and effective.

Internal Audit assists and enables the ARMC and management, through assessment of Christchurch City Council's governance, risk management process, systems and structures of internal controls.

Guiding Principles

The guiding principles for Council's Internal Audit function are based on the IIA's core principles of:

- Being objective and free from undue influence (independent), including avoiding internal conflicts of interest – see below for further explanation of this in an internal audit function.
- Demonstrating integrity, by having high standards of conduct and adhering to the IIA Code of Ethics.
- Demonstrating competence and due care.
- Aligning with Council's strategies priorities and risks.
- Being appropriately positioned and adequately resourced.
- Demonstrating quality and continuous improvement.

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- Communicating effectively by engaging respectfully with staff, sharing insights clearly, and supporting continuous improvement.
- Providing risk-based assurance by prioritising work based on what matters most to Council's success and risk exposure.
- Being insightful, proactive, and future-focused.

Internal Audit Framework

Adherence to Professional Standards

As part of the IIA's International Professional Practices Framework (IPPF) it produces global internal audit standards. The standards guide the professional practice of internal audit and provide a basis for evaluating the quality of the internal audit function. It is the responsibility of the Council's Internal Audit Team to be informed of and adhere to the standards as they apply in Council's environment.

Independence and Objectivity

Internal Audit must be independent, and Internal Auditors should be objective in performing their work. This is essential to the effectiveness of Internal Audit as a function.

Independence is achieved through Internal Audit having open and unfettered access to the Executive Leadership Team, and to the Chair of the ARMC (to discuss significant issues of concern) as well as through an organisational structure that ensures Internal Audit's reporting lines are separate from management influence. Further, a function of the ARMC, as defined in their Terms of Reference, is to ensure the independence of Internal Audit functions.

Internal Audit should be free from interference in determining the scope of internal audit activity, performing work and communicating results.

Objectivity is achieved through Internal Audit having an impartial, unbiased attitude and avoiding conflicts of interest. Internal Audit will have no responsibility or authority over any of the activities reviewed, nor will they:

- Perform operational duties for Council or subsidiaries; and
- Initiate or approve accounting transactions outside of Internal Audit.

As a consequence, the Internal Audit function and activity does not relieve management or staff of the responsibilities delegated and assigned to them. Internal Audit provides independent assurance and advice, but accountability for decision-making and operational outcomes remains with management.

Identifying and Managing Conflicts of Interest:

Conflicts within the Internal Audit Engagement Team

- Internal Audit staff must identify and manage any actual or perceived conflicts of interest that could compromise, or be seen to compromise, the objectivity of the audit process. This includes personal relationships, prior employment or involvement in the area being audited, self-review threats, or any circumstance that may impair impartial

judgement. Any such matters must be disclosed to the Head of Risk and Assurance, and managed appropriately such as through reassignment of work, additional oversight or withdrawal from the engagement.

Conflicts of Interest Identified Within Audited Areas

- Where Internal Audit identifies indicators of actual or potential conflicts of interest within the audited area (such as signs of collusion, deception, or inappropriate relationships that may compromise decision-making) these must be documented and escalated appropriately. Depending on the nature of the concern, escalation may involve notifying senior management, referring to integrity or fraud protocols, or briefing the Chair of the Audit and Risk Management Committee.

Operating Model

Authority and Access

In carrying out assigned duties and responsibilities, Internal Audit shall have unrestricted access to all Council activities, records, properties, premises, personnel and assets. These access rights can only be restricted by the Chief Executive, the ARMC or the Council.

Information obtained as part of Internal Audit activity will be treated in strictest confidence and will be handled in the same prudent and confidential manner as those employees normally accountable for the information.

Audit Scope

The scope of Internal Audit encompasses the examination, evaluation and testing of the adequacy and effectiveness of Council's governance, risk management process, systems and structures of internal controls; and the quality of performance in carrying out assigned responsibilities to achieve their goals and objectives. It includes:

The reliability and integrity of financial and operating information and the means used to identify, measure, classify, and report such information.

The extent of compliance with relevance of, and financial effect of, policies, standards, plans, procedures and delegations established by the Council and Management, and the extent of compliance with external laws and regulations.

The extent to which the assets and interests are acquired economically, used with probity and efficiently, accounted for and safeguarded from losses of all kinds arising from waste, extravagance, inefficient administration, poor value for money, fraud or other cause and ensuring that adequate business continuity plans exist.

The integrity of the control environment, the processes and systems, including those under development, to ensure that controls offer adequate protection against error, fraud and loss of all kinds and that the process aligns with Council's objectives.

Operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operations or programs are being carried out as planned.

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Specific engagements at the request of the Chief Executive, ARMC as appropriate.

The effectiveness of the organisation's risk management frameworks and practices.

Audit Planning

The Internal Audit Plan will be maintained as a three-year rolling programme, with the upcoming year's engagements confirmed annually in response to Council's evolving risk profile, priorities, and assurance needs. This approach ensures coverage is both forward-looking and risk-responsive, while providing a structured view of planned areas of focus over time. The rolling nature of the plan enables flexibility to adapt to emerging issues, while maintaining a clear and coordinated programme of work aligned with strategic risks.

The Internal Audit Plan for any financial year will be co-developed with Management and the ARMC prior to the commencement of period(s) to which the internal activity will be undertaken, using appropriate risk-based methodologies. The Internal Audit Plan should be submitted for approval, where possible, to the last ARMC meeting of the prior period.

The Internal Audit Plan will outline for each internal audit review the preliminary objectives, scope of the review and the reporting process.

Further detailed information regarding Planning, Execution, Reporting, Communications and External Audit Liaison is provided in Appendix A: Internal Audit Protocols.

Reporting

Internal Audit is functionally responsible to the ARMC and Chief Executive but organisationally reports to the General Manager Finance, Risk and Performance/Chief Financial Officer. The ARMC has an oversight of Internal Audit activities and will review and approve the Internal Audit annual plan in line with their responsibilities for monitoring internal control as set out in the ARMC Terms of Reference.

Following the conclusion of each internal audit review, a written audit report will be prepared and issued by the Head of Risk and Assurance or designee in accordance with the Internal Audit Protocols (refer Appendix A). The report will include the auditee's response and corrective action in regard to the specific findings and recommendations, a timetable for anticipated completion of corrective action, and an explanation for any recommendations not addressed. Where management does not agree with a finding or recommendation, this will be noted in the report with a brief explanation, and the Head of Risk and Assurance will determine whether further escalation is required.

Internal Audit reports are prepared primarily for the purpose of the ARMC and the Chief Executive, and a summary report on Internal Audit activity will be submitted to the ARMC at each meeting.

Internal Audit will maintain close relationships with the Chief Executive, the Executive Leadership Team, management, staff and external auditors on the planning and performance of internal audits.

Internal Audit shall be responsible for appropriate follow-up on audit findings and recommendations. All significant findings will remain in an open issues file until cleared by the Head of Risk and Assurance.

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Periodic Assessment

The Head of Risk and Assurance is responsible for assessing, at least every three years, whether the purpose, authority, and responsibility as defined in this Charter continue to be adequate to enable the Internal Audit to accomplish its objectives. The result of this periodic assessment should be communicated to the Chief Executive, General Manager Finance, Risk and Performance/Chief Financial Officer and the ARMC.

Approval

This Charter and any subsequent changes are to be endorsed by the Chief Executive, and/or General Manager Finance, Risk and Performance/Chief Financial Officer, and approved by the ARMC.

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Appendix A – Internal Audit Protocols

Communication

The following communication protocols will be adopted by Internal Audit:

Type	Frequency/Timing	Participants	Purpose
Pre ARMC meeting (agenda setting meeting)	As required (prior to scheduled Committee meetings)	GM Finance, Risk and Performance/CFO Head of Risk and Assurance Chief Executive and Executive Leadership Team Members (as appropriate) ARMC Chair ARMC Deputy Chair ARMC Principal Advisor	Review and agree Internal Audit items for the ARMC meeting.
ARMC meeting	As required (anticipate 4 to 6 per year)	Chief Executive GM Finance, Risk and Performance/CFO Head of Risk and Assurance ARMC members Internal Audit Co-source Partner (if applicable)	Review and discussion of Internal Audit agenda items, outcomes and resolutions.
External Auditors	In the development of the Internal Audit Plan and then as agreed	Head of Risk and Assurance Internal Audit Co-source Partner (if applicable) External Audit	Review the proposed internal audit plan. Review the internal audit plan progress, reports and findings.

Internal Audit Execution

In the carrying out each review, the following protocols will be adhered to:

Prior to commencement of any review, the Internal Audit Team will engage with the respective unit to ensure timing and intended scope of the review aligns with the unit's business needs and capacity. The Internal Auditor will inform them of the review, seek preliminary understanding of the process, invite feedback on potential scope/objective, and ensure key staff are identified and

available. (For most internal audit reviews this will involve confirmation with the unit at least two weeks prior to the commencement of work).

For each internal audit review, Terms of Reference will be confirmed with the respective Head of Service and their General Manager (as review sponsor) before being finalised and distributed to relevant management. Terms of Reference for each review should provide:

- Background to the internal audit review
- Review Objectives
- Review Scope
- Approach to be taken in completing the review
- Preliminary assessment of key risk and controls
- Indicative timing
- Reporting protocols
- The Internal Audit team members (including co-sourced staff assigned to the internal audit) and any external resource that may be required.

Once the Terms of Reference have been finalised, an opening meeting with the relevant Head of Service and associated management will be organised to discuss the scope and approach of the review; meet the Internal Audit Team and discuss any other issues or matters related to the review.

The general approach for each Internal Audit review will include the following procedures:

1. Confirmation of key business processes and stakeholders.
2. Review and consideration of current and proposed structures, business processes, information systems, policies, procedures and documentation, including previous Internal or External Audit findings.
3. Appraisal of current business systems functionality and capability.
4. Identification of risks and controls applicable to the area under review.
5. Performance of compliance and testing procedures, as relevant and appropriate, to assess and validate business process controls and activities.
6. Preparation of a draft internal audit report, including review and discussion of issues with relevant stakeholders. Feedback will be sought from management to confirm the factual accuracy of findings and ensure the context and content of the report are complete and appropriate.
7. Finalisation of the agreed report, incorporating validated management comments, and distribution to relevant leadership. The final report will include prioritised findings, agreed management actions with assigned responsibilities and timeframes, and will be presented to the Executive Leadership Team and Audit and Risk Management Committee as appropriate.

At the conclusion of the review, a closing meeting will be held with management, the Head of Service, and/or General Manager (as review sponsor), as appropriate. The objective of the meeting is to communicate the results of the review, confirm the factual accuracy of findings, and seek formal management comment on the issues identified. An appropriate action plan will be co-developed to address the findings, and timeframes and responsibilities for action ownership will be confirmed by the management being audited. Management responses will be reflected in the final agreed report.

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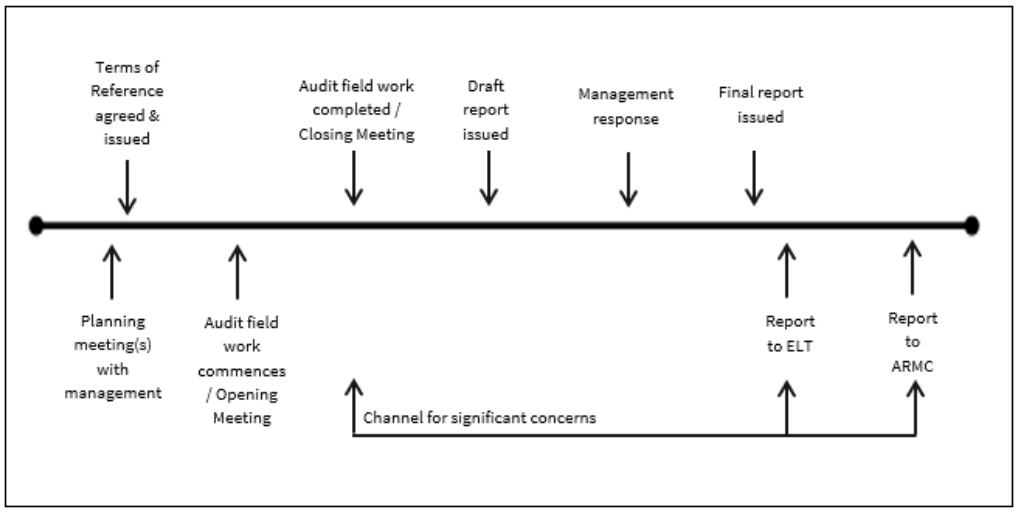
The final agreed report will then be distributed to management, Head of Service and/or General Manager of the unit being audited.

The final agreed report is presented to the Executive Leadership Team to ensure organisation-wide awareness. The report is then included within the next Internal Audit report to the ARMC.

Once the report has been presented to the ARMC, it is considered complete. Resulting audit actions will be assigned to the Internal Audit Tracking Process to ensure ongoing oversight. Further details are included in '*Internal Audit Findings Follow-Up Process*' further below.

Assignment Timeline

The following timeline will be adhered to for the execution and reporting for each Internal Audit review:



Internal Audit Report

An internal audit report will comprise the following elements:

- Executive Summary, including Engagement Context and Overall Report Classification (rating profile).
- Objectives and scope of the internal audit.
- Detailed Findings and Recommendations.
- Comments from management.
- Observations and Cost Saving Opportunities (as applicable).

For each internal audit finding, we apply the following rating structure:

Rating	Definition
High Priority	No control exists to manage and/or mitigate a risk or treat the root cause of the risk (control gap). The existing control is not adequately designed in relation to the associated risk. Accountability for the control execution is not defined. The control design does not reflect adequate segregation of duties, completeness, accuracy and validity.
Medium Priority	The control exists but requires significant improvement. Certain significant aspects of the control is not adequately designed, e.g. while there is segregation of duties, authorisation limits are not considered. The control is detective without a compensating preventative control. Accountability for the control execution is inadequately defined.
Low Priority	The control exists but requires minor improvements. Certain minor aspects of the control is not adequately designed. Accountability for the control execution is defined to some extent but can be improved.

Internal Audit Findings Follow-Up Process

The activity of internal audit follow up is an integral part of the Internal Audit process.

Generally, unless otherwise requested, follow-up will occur quarterly as part of the Internal Audit Tracking Process. The basic principle is to allow sufficient (but not excessive) time for management to design and implement solutions for issues raised. The results of this monitoring will be reported to the Executive Leadership Team and the ARMC, setting out the following:

- Summary of open audit findings as at quarter end separated into each Council Group.
- Progress commentary on agreed action by management.
- Due date and any revised dates for completion.

Audit and Risk Management Committee Meeting

For each Committee meeting attended by Internal Audit, the key activities will be prepared and discussed with the Executive Leadership Team in advance (subject to confidentiality of the activity) of the Committee meeting. This will provide a summary of Internal Audit activity, progress and performance and internal audit reports completed in the quarter.

The status of reported issues will also be monitored and reported to the ARMC, as discussed in '*Internal Audit Findings Follow-Up Process*' section above.

External Audit Liaison

Liaison with the External Auditors is encouraged. In developing the Internal Audit Plan, the Head of Risk and Assurance will liaise with External Audit regarding the coordination of Internal and External Audit coverage and potential areas where External Audit could place reliance on the work of Internal Audit.

Internal Audit will, wherever possible, share with External Audit the results of the Internal Audit work. It is the responsibility of the external auditors to determine the extent of reliance they will place on the work of Internal Audit.

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Appendix A – Administration

Document owner:	Head of Risk and Assurance
Approved by:	Finance and Performance Committee
Date approved:	TBC
Date or parameters for next review:	3 years from last review at the latest or as necessary

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10. Shovel Ready Funded MCR Route Descope

Reference Te Tohutoro:	25/316593
Responsible Officer(s) Te Pou Matua:	Jacob Bradbury, Manager Planning & Delivery Transport
Accountable ELT Member Pouwhakarae:	Brent Smith, General Manager City Infrastructure

1. Purpose and Origin of the Report Te Pūtake Pūrongo

1.1 The purpose of this report is for the Council to authorise staff to negotiate with Crown Infrastructure Delivery the removal of sections of the Major Cycle Routes (MCR) from the Shovel Ready Funded MCR programme and give guidance and direction on elements of the negotiation.

1.1.1 Noting that this decision is limited to the scope within the Shovel Ready funding agreement and will not affect the planned delivery of these projects. The full scope of the impacted projects remains on Council's Long Term Plan, with funding and resources allocated to complete the works.

1.2 The report is initiated by staff following ongoing discussions with Crown Infrastructure Delivery (CID) (previously known as Ōtākaro / Rau Paenga).

1.3 Given the original route selection and funding agreements were approved through Council, any subsequent change needs to return to Council (or delegated committee) for formal approval.

1.4 This request is due to these sections continuing to forecast significant practical completion delays and increasing costs, particularly around the interface between the Council and KiwiRail corridors.

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the information in the Shovel Ready Funded MCR Route Descope 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. Delegates authority to the Chief Executive to complete negotiations regarding the descoping of the following sections of Major Cycle Route from the "Shovel Ready" funding agreement:
    a. Heathcote Expressway MCR - Scruttons Road Level Crossing
    b. Northern Line MCR - Alongside railway (Old Blenheim Road to Matai Street West)
    c. Nor'West Arc MCR - Annex Road (Birmingham Drive to Blenheim Road)
    d. South Express MCR - Waterloo Road (Kyle Park to Finsbury Street)
4. Notes that this does not remove the projects from the Council's capital programme.
5. Requests staff to report back on the financial impacts of the descoping to inform future Long Term or Annual Plans.

3. Executive Summary Te Whakarāpopoto Matua

3.1 Shovel Ready-funded Major Cycleway Routes (MCRs) continue to experience delays and increased delivery costs, particularly due to interactions with the KiwiRail network.

3.1.1 The following MCR routes all have financial and time challenges:

- Heathcote Expressway;
- Northern Line;
- Nor'West Arc; and
- South Express.

3.2 Crown Infrastructure Delivery (CID), the managing agency for Shovel Ready projects has maintained delivery oversight and funding ownership on behalf of Treasury since inception. Part of this oversight requires significant staff time – both Council and Crown – to create monthly and quarterly reporting which is submitted to Treasury.

3.3 When the funding agreement was signed, practical completion for the projects was estimated at FY22/23. Latest estimates for some sections of this are now into FY28, and with a high likelihood of further slippage - based on ongoing KiwiRail discussions.

3.4 Crown funding, as part of their commitment to Shovel Ready projects will likely be exhausted in this financial year, with all remaining delivery costs being funded by Council.

3.5 CID's oversight has further expanded beyond Shovel Ready projects to include all of Government Infrastructure Projects. With the expanded portfolio they are keen to gain clarity and confidence in Council's ability to accelerate the project delivery timelines or reduce the immediate scope / interactions with KiwiRail track and crossings. Under the current agreement, both parties are required to monitor and report on the projects until practical completion is obtained. Crown have an obligation to ensure the final asset delivers the benefits identified in the original business case.

3.6 Transport have identified alternative routes that can be utilised on an interim basis. While not offering the full MCR experience, they would provide a suitable alternative to connecting the various cycleways until more pragmatic solutions for KiwiRail issues can be worked through.

3.7 Given Council approved the original route selection, it was agreed at that time any further amendments would be ratified through Council.

4. Background/Context Te Horopaki

Shovel-Ready Funding: Project Selection

4.1 Covid 19 was officially detected in New Zealand in February 2020 resulting in a nationwide shutdown. As well as the immediate health response the government considered how it would provide financial assistance to businesses to mitigate the economic effects of the pandemic.

4.1.1 The Minister for Infrastructure considered the impact that the Covid-19 pandemic would have on the construction industry. Subsequently an Infrastructure Investment Group was established, their purpose being to prepare a list of 'Shovel Ready' projects around the country that could be started as soon as construction activity was able to resume.

4.1.2 On 1st April 2020, the Ministers of Infrastructure and Transport announced publicly that the Government was seeking suitable infrastructure projects. At the same time, the Crown Infrastructure Partners website was setup to receive suitable projects.

4.1.3 Information about potential projects was sought by April 14th, 2020. This meant there were 14 days to prepare and submit applications for funding, at the same time that staff were transitioning to working from home.

4.2 Christchurch City Council PMO prepared a substantive list of projects that could be progressed if funding was made available.

4.2.1 These included a number of projects across multiple units within Council, with the original proposal from Council including just 2 MCRs: South Express and Nor'West Arc. There were also other Transport projects submitted, such as Halswell Junction Road link road, and Marshland Road Bridge.

4.2.2 A separate submission was made by the Christchurch Coastal Pathway Group for the Moncks Bay section of the Coastal Pathway.

4.2.3 The decision-making bodies expressed interest in the MCR projects, so Council put in later submissions for a number of other MCRs. These had much less than the original 14 days for data collection and validation ahead of submission.

4.3 All projects had completed early planning, detailed route selection and had high level cost estimates prepared.

4.3.1 Discussions with interested parties such as KiwiRail had also taken place prior to submission to attempt to provide confidence in the accuracy of external costs and timelines that were outside of Council's direct control.

4.4 The following projects were subsequently approved for full or partial Crown funding:

- Rapanui Shag Rock MCR,
- South Express MCR,
- Heathcote Express MCR,
- Northern Line MCR,
- Nor'West Arc MCR, and
- Coastal Pathway.

Progress on Shovel Ready Projects

4.5 Progress to date:

4.5.1 Rapanui Shag Rock MCR and the Coastal Pathway have been completed – noting the absence of KiwiRail crossings.

4.5.2 The cycleway element of Heathcote Express MCR is complete. The existing level crossing at Scruttons Road has been affected by the larger numbers of users, so requires improvements. The scope of this remains in discussion between Council and KiwiRail.

4.5.3 Northern Line MCR is split into a number of sections:

- The new sections of cycleway at the northern end are complete. These included a number of low-volume level crossing upgrades.
- The physical elements of the level crossing upgrades at Harewood, Langdons and Sawyers Arms Roads are complete. Staff are working with KiwiRail to get the final signalling commissioning complete. This is expected in mid-2025.

- The new cycleway between the South Express at Old Blenheim Road and the Northern Line at Matai Street remains in design. This requires three level crossing upgrades at Old Blenheim Road, Riccarton Road and Kilmarnock Street, as well as cycleway construction within the KiwiRail corridor, and some property purchase. Due to other priorities with KiwiRail this has not been prioritised, so there has been little progress to report for several months.

4.5.4 Nor'West Arc MCR is also split into a number of sections:

- The cycleway is complete from Princess Margaret to Birmingham Drive, and from Blenheim Road to the Ilam/Aorangi Road intersection (by Jellie Park).
- The missing section along Annex Road requires the upgrade of a level crossing, and discussions remain ongoing between Council and KiwiRail staff about what an acceptable solution could be. This is extremely complex due to the railway/roading configuration, the proximity of KiwiRail operations yard, and the requirements from the surrounding land uses.
- The section along Aorangi and Matsons Avenues (Ilam-Harewood) has been split into three sections for construction. The first of these is in construction, with the other two sections expected to be tendered later in 2025.

4.5.5 South Express MCR is also split into a number of sections:

- The cycleway is complete from Old Blenheim Road to Kyle Park.
- Along Waterloo Road - from Kyle Park to Finsbury Street - is driven by the upgrade of the level crossing at Parker Street. Council and KiwiRail are in discussions around the appropriate scope and timing for this work.
- Along Waterloo Road (from Finsbury Street to Waterloo Business Park) has been delivered in conjunction with the Halswell Junction Road level crossing switchover. This section is expected to be complete in mid-2025.
- The link from Waterloo Business Park to Templeton required an approval from Council for a change to the trees to be removed. This was received in May 2025, and this section is expected to go to tender in July 2025.

4.6 It has become evident that the original estimates were mostly highly inaccurate for cost, time and ability to design/deliver.

4.6.1 However, the wording of the Funding Agreement is clear that Council must deliver the scope in full, and that any additional funding over-and-above that agreed will need to come from Council

Requirements for Cost Recovery

4.7 As part of the funding agreement Council are required to meet specific reporting requirements

4.7.1 Monthly project reports demonstrating progress are submitted to Crown Infrastructure Delivery for review and oversight.

4.7.2 Quarterly funding applications are also submitted. These are reviewed by the project delivery team at Crown Infrastructure Delivery, before the agreed financial contribution from the Crown can be recovered.

4.7.3 These documents are prepared by Transport Project Managers and are reviewed and approved by relevant Council managers. All Council staff time is costed against the relevant projects.

4.7.4 These are onerous and require a level of specialist information and presentation which is significantly above that required under Council's standard Project Management processes. The Project Management team has brought in specialist staff to support with the production of some of this information.

4.8 The original agreement forecasted all projects would be completed within the 2022 to 2023 financial years. Current forecasts indicate practical completion on some projects as far out as FY 2029, but this is not guaranteed given the interface required with other entities such as KiwiRail. This would mean ongoing additional reporting for Council and Crown for a number of years.

4.9 Crown funding for the Shovel Ready programme will be exhausted well before the projects are completed with the remaining balance being funded by Council. Under the current agreement, Council staff will still be required to deliver monthly reports on each project until the agreed scope is delivered irrespective of the funding source.

Discussions with Crown Infrastructure Delivery

4.10 Crown Infrastructure Delivery's mandate has significantly expanded beyond Shovel Ready oversight, and they now lead the delivery on infrastructure projects for Crown organisations throughout New Zealand. Given this wider remit and the ongoing delays to practical completion on the Shovel Ready projects discussions around the following took place.

4.10.1 Council to accelerate the delivery of the remaining Shovel Ready projects and finalise practical completion sooner than currently forecast.

4.10.2 Council to examine options to descope current route selection, proposing interim route alternatives that minimise KiwiRail interactions with the cycle routes while still delivering the majority of safety and user benefits. In addition, Council would programme the undelivered sections of routes into future Long Term Plan programmes of work, ensuring the full cycle network was completed as per design resolutions.

4.11 Council's delivery teams are reviewing approaches to:

4.11.1 Reduce the administration requirements and associated costs for both Council and Crown involvement in the delivery of the routes, particularly given their funding involvement will soon be exhausted.

4.11.2 Recognise that the current route selection may not be deliverable for now given the ongoing conflicts around crossing requirements and KiwiRail infrastructure.

4.11.3 Recognise that forecasted completion dates may well extend past current estimates given the conflicts around crossing requirements and KiwiRail infrastructure.

4.12 The following related memos/information were circulated to the meeting members:

Date	Subject
30 May 2023	Shovel Projects Budget Shortfall - Council Meeting Update

4.13 The following related information session/workshops have taken place for the members of the meeting:

Date	Subject
05 Nov 2024	Shovel Ready Agreement Update

Options Considered Ngā Kōwhiringa Whaiwhakaaro

4.14 The following reasonably practicable options were considered and are assessed in this report:

4.14.1 Descope current routes

4.14.2 Do nothing

4.15 The following options were considered but ruled out:

4.15.1 Accelerate delivery and close out projects – Much of the reason for delay is due to third party interfaces which Council does not have direct control over

Options Descriptions Ngā Kōwhiringa

4.16 **Preferred Option:** Descope current routes

4.16.1 **Option Description:** Descope current route selection from Shovel Ready agreement. To do this would require Council and CID to agree to interim route alternatives that minimise KiwiRail interactions with the cycle routes while still delivering the majority of benefits.

The undelivered sections of routes would need to remain in Council's programme of work, to ensure the full cycle network was completed as per the agreement.

4.16.2 **Option Advantages**

- Would reduce administrative burden for both Council and CID
- Reflects that Crown funding has been mostly exhausted
- Provides Council with options to work with KiwiRail on staged improvements that offer better value for ratepayers

4.16.3 **Option Disadvantages**

- Does not deliver safety benefits as quickly
- May impact on cycleway take-up

4.17 **Alternative Option:** Do nothing

4.17.1 **Option Description:** Continue with funding agreement and reporting requirements

4.17.2 **Option Advantages**

- Ensures that there is an incentive for Council to deliver the MCR projects expeditiously
- Earlier delivery of full scope should ensure safety benefits are delivered earlier, and would be expected to support an increase in cycle numbers

4.17.3 **Option Disadvantages**

- Does not reduce administrative burden for both Council and CID
- Does not provide Council with time to work on alternative designs or timescales that may reduce ratepayer burden
- Changes to the agreement may be decided by Crown/CID and forced on Council, without opportunity to negotiate terms

Analysis Criteria Ngā Paearu Wetekina

4.18 Staff recommend negotiating descoping the scope within the Shovel Ready agreement.

4.18.1 This would reduce the administrative burden associated with Shovel Ready funding; ensure that some improvements to the missing sections are installed quickly; and provide staff with opportunities to work with KiwiRail for alternative scopes or delivery timeframes that could present better value to ratepayers

4.18.2 Noting that this would likely prolong the time until the full MCR-standard treatment is installed

5. Financial Implications Ngā Hīraunga Rauemi

Capex/Opex Ngā Utu Whakahaere

	Recommended Option: Descope current routes	Alternative Option: Do nothing
Cost to Implement	$0	$0
Maintenance/Ongoing Costs	$0	$0
Funding Source	N/A	N/A
Funding Availability	N/A	N/A
Impact on Rates	N/A	N/A

5.1 The Cost to Implement for both options is shown as $0 due to the scope of the decision, which is about whether to negotiate a closure to the funding agreement or not.

5.2 The negotiations would likely be conducted by Transport management staff, supported by Council legal staff, and then ratified by the Executive Leadership Team. These are all booked to overheads, so there would be no specific additional capital cost.

5.3 However, the selection of the recommended option would be expected to have knock on implications for the remaining cost of the affected projects, namely:

5.3.1 Reduced Project Management costs: this is around $10,000 per month, spread across the 4 remaining projects.

5.3.2 Opportunity to reduce overall project costs through alternative delivery of KiwiRail works. This is difficult to quantify, and it dependent on agreements with KiwiRail, and Council approval of designs/methodologies.

5.3.3 Higher short-term costs to install interim measures. Again, this is difficult to quantify at this stage and remains subject to Council approvals. However, staff would assume this would be in the region of a few hundred thousand dollars.

5.4 However, these are second-order costs, and without knowing the conditions that will be negotiated as part of the descoping exercise, the KiwiRail agreements, and the scope that Council will approval it is difficult to estimate the size of these effects.

5.5 It should also be noted that removal of scope from the Shovel Ready agreement may give Council the opportunity to revisit the scope or standards of the overall cycleway, which has the potential to both reduce and increase project costs, depending on what scope is altered.

6. Considerations Ngā Whai Whakaaro

Risks and Mitigations Ngā Mōrearea me ngā Whakamātautau

6.1 There is a risk that an agreement cannot be negotiated: in this event it is likely that Crown/CID would impose conditions on the agreement and/or hold Council to the original terms, which could have significant financial impacts on Council. Staff will continue to work constructively with CID to find a solution that works for all parties.

6.2 There is a risk that the public may perceive this as a lack of commitment to completing the cycleways. This will be managed by negotiating terms in private, then communicating the outcomes and reasons clearly and jointly with CID

6.3 There is a risk that the public may perceive this as being caused by KiwiRail recalcitrance rather than the complexity of the road/rail interface. This will be managed by maintaining public communications around progress on level crossings through capital reports and event-driven celebrations of works

6.4 There is a risk that Council may be blamed, in the event of an accident, on the interim measures. This will be managed by conducting safety audits on all interim works, to ensure they are as safe as they can be, given the constraints on design.

Legal Considerations Ngā Hīraunga ā-Ture

6.5 In October 2020, Council and CID entered into a Funding Agreement (Agreement). The Agreement has terms around suspension and/or termination of the funding in certain circumstances. One of those circumstances would be a failure to meet milestones.

6.6 Council has not met all the set milestones; CID is aware of this and has not suggested that funding be suspended but until the parties enter into a new agreement as to the milestones/funding, there is a breach of the Agreement and an ability for CID to suspend funding or request a refund.

6.7 Negotiated amendments to the terms of the scope etc will remove the risk of suspension/refunding of the funding.

Strategy and Policy Considerations Te Whai Kaupapa here

6.8 The required decisions:

6.8.1 Align with the Christchurch City Council's Strategic Framework. Specifically, this aligns with the desire to "manage ratepayers' money wisely".

6.8.2 Is assessed as medium significance based on the Christchurch City Council's Significance and Engagement Policy. The level of significance was determined by noting the high interest in cycleway projects and likely high numbers of users affected but noting the low overall impact on Council.

6.8.3 Is consistent with Council's Plans and Policies.

6.9 This report supports the Council's Long Term Plan (2024 - 2034):

6.10 Transport

6.10.1 Activity: Transport

- Level of Service: 10.5.42 Increase the infrastructure provision for active and public modes - >= 625 kilometres (total combined length)

Community Impacts and Views Ngā Mariu ā-Hāpori

6.11 The decision affects the following wards/Community Board areas:

6.11.1 Waimāero Fendalton-Waimairi-Harewood Community Board

6.11.2 Waipuna Halswell-Hornby-Riccarton Community Board

6.11.3 Waihoro Spreydon-Cashmere-Heathcote Community Board

6.11.4 While not directly affected by the proposals, one of the potential interim measures may cross into the boundaries of the Waipapa Papanui-Innes-Central Community Board

6.12 The Community Boards have not been informed of this specifically, but all affected Community Boards have shown a high level of interest in the cycleways in their areas.

Impact on Mana Whenua Ngā Whai Take Mana Whenua

6.13 The decision does not involve a significant decision in relation to ancestral land, a body of water or other elements of intrinsic value, therefore this decision does not specifically impact Mana Whenua, their culture, and traditions.

6.14 The decision does not involve a matter of interest to Mana Whenua and will not impact on our agreed partnership priorities with Ngā Papatipu Rūnanga.

Climate Change Impact Considerations Ngā Whai Whakaaro mā te Āhuarangi

6.15 The decisions in this report are likely to:

6.15.1 Contribute neutrally to adaptation to the impacts of climate change.

6.15.2 Contribute negatively to emissions reductions.

6.16 This report is limited to the negotiation of a change to the Shovel Ready funding agreement. However, it is likely that, if approved, there will be further delays to the delivery of the cycleway-related level crossing works, which may delay user uptake of the cycleways.

7. Next Steps Ngā Mahinga ā-muri

7.1 If approved, staff will negotiate the terms of the changes to the Shovel Ready funding agreement.

7.2 This will be signed by the Chief Executive

7.3 Any resultant actions will be put in place by staff.

Attachments Ngā Tāpirihanga

There are no attachments to this report.

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

Document Name – Location / File Link
Not applicable

Signatories Ngā Kaiwaitohu

Authors	Jacob Bradbury - Manager Planning & Delivery Transport Elizabeth Neazor - Manager Legal Service Delivery Ged Clink - Manager Streets Maintenance
Approved By	Tony Richardson - Finance Business Partner Lynette Ellis - Head of Transport & Waste Management Brent Smith - General Manager City Infrastructure

Christchurch City Council

11. Council-controlled organisations - Final Statements of Intent 2025/26

Reference Te Tohutoro: 24/2330030

Responsible Officer(s) Te Pou Matua: Linda Gibb, Performance Advisor, 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 to provide the final Statements of Intent (SOIs) for 2025/26 for Council-controlled Organisations (CCOs) excluding Christchurch City Holdings Ltd (its final SOI is presented under a separate report on the meeting agenda).

1.2 This report has been prepared following receipt of all but one of the CCOs' final SOIs by 30 June 2025, as required by Clause 3, Part 1 of Schedule 8 of the Local Government Act 2002 (LGA). Transwaste Canterbury Ltd's final SOI was received on 3 July 2025, noting it was adopted before the commencement of the financial year to which it relates (1 July 2025).

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the Statement of Intents for 2025/26 for the following Council-controlled Organisations:
   - ChristchurchNZ Holdings Ltd;
   - Venues Ōtautahi Ltd;
   - Transwaste Canterbury Ltd;
   - Local Government Funding Agency;
   - Civic Building Ltd;
   - Te Kaha Project Delivery Ltd;
   - Riccarton Bush Trust;
   - Rod Donald Banks Peninsula Trust; and
   - Central Plains Water Trust.

3. Background/Context Te Horopaki

3.1 The purpose of an SOI is to state publicly the activities and intentions of a CCO for the year, the objectives to which those activities will contribute and to provide an opportunity for shareholders to influence the direction of the organisation. It provides a basis for the accountability of the directors/trustees to their respective shareholders and beneficiaries for the performance of the organisation.

3.2 The way in which the Council influences the direction of a CCO is through its annual Letter of Expectations (LOE), triennial Enduring Statement of Expectations (SOE) and commenting on the CCO's draft SOI. The Finance and Performance Committee considered the CCOs' draft SOIs at its meetings on 26 March (FPCO/2025/00001 refers) and 30 April 2025 (FPCO/2025/00002 (VŌ) and FPCO/2025/00003 (CNZHL) refer. This included the extent to which the LOE

and SOE expectations relevant to a particular CCO were reflected in the SOIs. The Canterbury Regional Landfill Joint Committee reviewed Transwaste's draft SOI at its meeting on 7 April 2025 (CRLC/2025/00004). The Central Plains Water Joint Committee reviewed the Central Plains Water Trust's draft SOI at on 28 February 2025.

3.3 Accountability is underpinned by setting key performance targets in a CCO's SOI, against which the CCO reports quarterly. As the shareholder, Council's role is at a governance level with the SOI performance targets presented to reflect this strategic focus. The performance targets evidence whether the CCO has completed or is on track to complete the activities its SOI identified towards delivering against its strategic objectives. The strategic focus of the SOI performance targets supports the distinction between governance and management. It also aligns with good governance practices that there are clear boundaries between governance and management to preserve the integrity of board accountability, which is a requirement of section 64(2)(c) of the LGA.

3.4 Shareholder comments were made on the draft SOIs for CNZHL, Transwaste and Central Plains Water Trust. They are discussed in the individual CCO sections of this report.

4. Considerations Ngā Whai Whakaaro

4.1 The following analysis sets out the key differences between each CCO's draft and final SOI. It notes the shareholder comments that were made on the draft SOIs and the way in which the CCOs have addressed the comments.

ChristchurchNZ Holdings Ltd (Attachment A)

4.2 The section 17A review of the Council's economic development activity has not yet been formally considered by Council, and as such, no decisions have been made at this stage. Given this, CNZHL prepared its SOI on an assumption of a 'business as usual approach' with any impact on its SOI to be assessed once decisions have been made, and it has had an opportunity to consider the report and its contents.

4.3 At the time the draft SOI was due (1 March 2025) CNZHL had not completed its detailed business planning and duly advised that the outcomes of that would be included in the final SOI. Staff note all its larger CCOs encounter this issue.

4.4 The following tables show the financial forecast changes between the draft and final SOIs:

CNZ funding	**2025/26 $m**	**2026/27 $m**	**2027/28 $m**
Council funding – draft and final SOIs and Annual Plan 2025/26	16.3	16.7	16.7
CPG screen funding[1]	0.3	TBD	TBD

Third party funding – draft SOI	0.8	0.6	0.6
Third party funding – final SOI	3.1	3.7	4.2
Change	**+2.3**	**+3.1**	**+3.6**

Total Assets - draft SOI	5.8	5.8	5.8
Total Assets - final SOI	7.0	7.0	7.1
Change	**+1.2**	**+1.2**	**+1.3**

Shareholders' Funds - draft SOI	3,907	3,908	3,907
Shareholders' Funds - final SOI	5,067	5,067	5,067

[1] Funding is allocated on an annual basis and therefore it is not possible to forecast what that might be beyond 2025/26.

Change	**1,160**	**1,161**	**1,160**

4.5 Council funding levels in CNZHL's final SOI are consistent with the Annual Plan 2025/26. In addition to core funding, CNZHL has included funding of $0.3 million for screen grants in its SOI. This is a contractual arrangement between the parties which is included in the 2025/26 Annual Plan.

4.6 The major change is to third party revenue targets following the completion of business planning. The targets in the draft SOI were based on what was contracted for at the time only. The targets in the final SOI have been set as a percentage of Council revenue at 16% in 2025/26. This compares with a target of 15% in previous years, and with an actual achievement of $3 million (20% for the year ending 2023/24, noting that this included some residual one-off post COVID-19 recovery funding).

4.7 Total Assets have increased by $1.2 million in each year reflecting funding received and held on the Balance Sheet pending its expenditure.

Non-financial performance targets

4.8 Key performance indicators (KPIs) for CNZHL's expected contribution to city outcomes (GDP, jobs, visitor spend and investment into Christchurch) have been informed by CNZHL's collection of three years of data. This has contributed to it having the confidence to significantly increase both its expected and stretch targets over the SOI period. The KPIs are on page 17 of CNZHL's final SOI.

4.9 CNZHL's KPIs assume events activity occurs despite the funding not having been allocated by the CPG (it is held by the Council until allocation decisions are made). The KPIs also incorporate expected returns from the current urban development programme of work.

4.10 The methodology used by CNZHL to forecast and evaluate its contributions to city outcomes is reviewed by its auditor annually. It is also representative of that which other economic development agencies around the country use.

4.11 The Council's comments on CNZHL's draft SOI (FPCO/2025/00092 refers) have been addressed in the final SOI, as follows:

Council comment for CNZHL's consideration	CNZHL final SOI content and page reference
Provide clarity of CNZHL's emission reduction targets and milestones/pathways for achieving them.	Page 29 – footnote relating to emission reduction targets on page 20.
Identify interventions supporting local businesses to decarbonise and to build sustainability practices.	Page 12 – identifies providing energy advisory services. CNZHL has advised that as part of its focus on sustainability and emissions reductions it is working with EECA (Energy Efficiency and Conservation Authority) which has provided majority funding for a two year contract for a fixed term Energy Advisor.
Note a more inclusive expression of CNZHL's partnership with Papatipu Rūnanga and Ngāi Tahu.	Page 13 –CNZHL has revised its undertaking as advised by the Ngāi Tahu Representative for Te Ngai Tūāhuriri. The Representative was provided with the Council's comment on the content of the draft SOI.
Council and CNZHL staff work together to provide greater clarity on how they will define a programme of urban development activity (including housing) that is complementary to and aligned with the Council's wider urban planning and regeneration	Council and CNZHL staff have agreed to engage on finalising an urban development pipeline as soon as clarity is provided by the Council's Section 17A [LGA] review of its delivery of economic functions.

initiatives and reports back with an update when the SOI is presented to Council.	

Venues Ōtautahi (Attachment B)

4.12 Venues Ōtautahi's (VŌ's) SOI adds the One New Zealand Stadium at Te Kaha to its portfolio of venues (page 10 of the SOI). It incorporates One New Zealand Stadium at Te Kaha forecast operational impacts from April 2026. It assumes that VŌ will manage but not own the venue and therefore its financial forecasts do not include ownership costs of rates and insurance. Neither do they include turf management costs and maintenance costs for the wider precinct which are accounted for in the Parks Unit budget. Capital works and grants are not required over the SOI period for One New Zealand Stadium at Te Kaha.

4.13 As the commercial operator of One New Zealand Stadium at Te Kaha, VŌ is responsible for the management and maintenance of the stadium building. On this basis, any running repairs and maintenance will be funded from VŌ's operational revenues.

4.14 As with CNZHL, VŌ's final SOI assumes no changes as a result of the Section 17A [LGA] review of Council's economic development activity. Given this, VŌ prepared its SOI on an assumption of a 'business as usual approach' with any impact on its SOI to be assessed once decisions have been made, and it has had an opportunity to consider the report and its contents.

4.15 The following table sets out the Council's operating and capital funding grants to VŌ as represented in both the Annual Plan 2025/26 and final SOI:

Council funding – final Annual Plan and SOI	**2025/26 $m**	**2026/27 $m**	**2027/28 $m**
Operating grant – draft SOI	3.3	0	0
Final SOI and Annual Plan 2025/26	2.5	0	0
Change	**-0.8**	**0**	**0**

Capital grant – draft SOI	4.0	4.5	3.7
Final SOI and Annual Plan 2025/26	4.0	4.6	3.8
Change	**0**	**+0.1**	**+0.1**

Reimbursement of One New Zealand Stadium at Te Kaha pre-opening costs			
Draft and Final SOIs and Annual Plan 2025/26	2.4	1.6	0

4.16 One New Zealand Stadium at Te Kaha is expected to be operational from April 2026, with the operating cost and revenue flows being managed within VŌ's core business. VŌ has further reduced its funding request to $2.5 million for 2025/26, down from $3.3 million in the draft SOI. This adjustment offsets the rates, and insurance costs which will be paid by Council.

4.17 The following table shows the difference in forecast operating performance (Earnings before Interest, Tax, Depreciation and Amortisation (EBITDA)) between the final and draft SOIs (EBITDA removes the impact of uncontrollable fixed costs to isolate profitability from variable operating costs and revenues):

VŌ EBITDA (incl. One New Zealand Stadium at Te Kaha)	**2025/26 $m**	**2026/27 $m**	**2027/28 $m**
Draft SOI	-0.3	+1.5	0
Final SOI	-0.8	+1.6	0.1
Change	**-0.5**	**+0.1**	**+0.1**

4.18 When submitting its draft Statement of Intent (SOI), VŌ advised that its financial modelling for One New Zealand Stadium at Te Kaha reflects a conservative and realistic approach. VŌ expressed confidence that only minor adjustments would be required in finalising its SOI.

4.19 The final EBITDA forecasts reflect minor changes in costs and revenues. The 2025/26 reduction of $0.5 million is largely due to the reduction in the Council's operating subsidy by $0.8 million to offset the rates and insurance payable by the Council for One New Zealand Stadium at Te Kaha. This impact does not occur in the two outyears as it was forecast at zero for those years in the draft SOI.

4.20 Council staff will continue to engage with VŌ on the One New Zealand Stadium at Te Kaha financial forecasts to understand the sustainability of no Council financial support beyond the period of this SOI.

4.21 The Council did not make any comments on VŌ's draft SOI. Staff advised that greater visibility of the purpose and undertakings of the CPG and VŌ's commitment to its purpose of taking a collective approach to major event opportunities and their funding would be desirable. VŌ has confirmed its commitment to ongoing collaboration with the Council's events eco-system, including the CPG to attract mega, major and business events to the city (refer page 24).

Transwaste Canterbury Ltd (Attachment C)

4.22 The Canterbury Regional Landfill Joint Committee (JC) has been delegated decision-making rights for Transwaste governance matters. It considered Transwaste's draft SOI at its meeting on 7 April 2025 and noted Transwaste's advice that the financial forecasts were not updated as it had not yet completed its business planning for 2025/26.

4.23 The JC commented on the draft SOI that Transwaste considers recording its emission reduction targets in its final SOI and that it reinstates its performance target for reducing carbon emissions from operations (CRLC/2025/00005 refers).

4.24 The tables below show changes in Transwaste's Earnings before Interest and Tax (EBIT) and dividend forecasts between the draft and final SOIs:

EBIT	**2025/26 $m**	**2026/27 $m**	**2027/28 $m**
Draft SOI	21.9	22.6	23.3
Final SOI	20.8	22.1	22.6
Change	**-1.1**	**-0.5**	**-0.7**

Dividends	**2025/26 $m**	**2026/27 $m**	**2027/28 $m**
Draft SOI	14.5	14.8	15.1
Final SOI	13.6	14.1	14.1
Change	**-0.9**	**-0.7**	**-1.0**

4.25 The EBIT forecasts have been reduced to reflect expectations of a 15,000 tonnes per annum reduction in waste to the landfill, based on the recent few years trend in tonnage. This has a consequential reduction in next year's dividend.

4.26 The EBIT and dividend forecast reductions are more pronounced in the first year of the SOI reflecting Treasury forecasts issued in May 2025 that has reduced its expectations of growth in GDP. In years 2 and 3, the Treasury forecasts GDP to be higher than its prior year's forecast.

Non-financial performance targets

4.27 When it considered the draft SOI at its April meeting, the JC requested the following:

- Reinstatement of the following target that was in past Transwaste SOIs but deleted from the 2025/26 draft SOI - *reduction of the carbon intensity from transport operations progressively as new trucks and lighter bins are brought in*. This was measured by the extent to which Transwaste had increased the average Eurostar certification of its fleet. Transwaste advises that EV trucks do not have Eurostar ratings and therefore measurement on this basis cannot be undertaken. Instead Transwaste has added a new target to "eliminate 140 tonnes of CO^2 from the transport emissions by runs undertaken by EV vehicles". Transwaste has advised that its first electric line haul truck will be introduced this year.
- In response to the JC's comments that Transwaste records its emission reduction targets in its final SOI, it has included a target to "reduce CO^2 emissions per tonne". As Transwaste notes in its cover letter, the amount of waste and therefore the CO^2 that it carries with it is not controllable by Transwaste. For this reason, Transwaste considers it is not appropriate for it to set a timeline or annual targets for reductions.

Local Government Funding Agency (Attachment D)

4.28 The Council has an 8.3% ownership stake in the Local Government Funding Agency (LGFA). It is also a borrower and a guarantor of losses incurred by LGFA in the event of defaults by other council-borrowers. The strategic approach agreed by all shareholder-councils is for the LGFA's focus to be on lowering lending margins for council borrowers rather than maximise dividends for equity holders.

4.29 The LGFA is governed by a Shareholders' Council comprising representatives of its largest local authority shareholders plus the Crown. The Shareholders' Council provided the board with an LOE to inform the SOI.

4.30 The LGFA's financial forecasts compared with those projected in the draft SOI are shown in the tables below.

NPAT	**2025/26 $m**	**2026/27 $m**	**2027/28 $m**
Draft SOI	23.5	19.7	23.4
Final SOI	24.5	16.3	19.1
Change	**+1.0**	**-3.4**	**-4.3**

Lending	**2025/26 $m**	**2026/27 $m**	**2027/28 $m**
Draft SOI	24,791	26,771	26,997
Final SOI	24,751	26,498	26,861
Change	**-40**	**-273**	**-136**

4.31 The change in NPAT reflects assumed lower interest rates and issuance spreads as well as operating cost savings from anticipated lower use of the New Zealand Debt Management Office's liquidity facility.

Civic Building Ltd (Attachment E)

4.32 The Council did not make any comments on Civic Building Ltd's draft SOI.

NPAT	**2025/26 $m**	**2026/27 $m**	**2027/28 $m**
NPAT - draft and final SOI	452	425	219
Total Assets – draft and final SOI	45,271	42,762	42,225

4.33 An issue has arisen relating to the risk of failure in the annex connections to the main Civic Building in the event of an earthquake. The Council is keeping the annex vacant while seismic

strengthening work is carried out. The financial implications are not yet known and cannot be incorporated into the final SOI.

Te Kaha Project Development Ltd (Attachment F)

4.34 The Council did not make any comments on Te Kaha Project Delivery Ltd's draft SOI. The content in the final SOI has not changed over that received in the draft SOI.

Revenue/Expenses	2025/26 $000	2026/27 $000	2027/28 $000
Draft and Final SOI	270	300	73

Riccarton Bush Trust (Attachment G)

4.35 The Council did not make any comments on the Trust's draft SOI.

Operating surplus/(deficit)	2025/26 $000	2026/27 $000	2027/28 $000
Draft	(269)	(272)	(270)
Final SOI	(272)	(273)	(274)
Change	**(3)**	**(1)**	**(4)**

Council funding – draft and final SOI:			
Opex grant	510	529	531
Capital grant	28	29	27
Total Council funding and Annual Plan 2025/26	539	558	558
Total assets – draft and final SOI	16,659	16,383	16,108

Rod Donald Banks Peninsula Trust (Attachment H)

4.36 The Council did not make any comments on the Trust's draft SOI. There has been minor change in the financial forecasts following further review and investigation by the Trust into project requirements.

Surplus/(deficit)	2025/26 $000	2026/27 $000	2027/28 $000
Draft SOI	(568)	877	(437)
Final SOI	(507)	857	(377)
Change	**+61**	**-20**	**+60**

4.37 The financial forecasts include the following Council funding grants, consistent with the Annual Plan 2025/26:

Council funding	2025/26 $000	2026/27 $000	2027/28 $000
Draft and final SOI and Annual Plan 2025/26	100	1,450	100

4.38 The staff report accompanying the draft SOI (FPCO/2025/00006 refers) advised that the Trust had refined its performance targets and that Council staff were engaging with Trust staff to encourage greater specificity in them (including commitments for reducing greenhouse gas emissions). The Trust has addressed these issues in its final SOI.

Central Plains Water Trust (Attachment I)

4.39 The Central Plains Water Trust was settled jointly by Christchurch City Council and Selwyn District Council. To manage the governance requirements of the Trust, the councils set up the

Central Plains Water Joint Settlor Committee (the Committee). The Committee does not have decision rights; it makes recommendations to both councils for joint decisions.

4.40 The Committee reviewed the Trust's draft SOI for 2024/25 at its meeting on 28 February 2025. It made the following comments to the Trust board for it to consider:

- including a 'No Surprises' policy;
- ensuring there is clarity that the Trust is independent of the company (Central Plains Water Ltd), notwithstanding the need to work together to ensure no duplication of effort; and
- considering seeking an independent review of the Annual Sustainability Report.

4.41 Clause 10(b), Part 3 of Schedule 8 of the LGA requires the SOI for a non-trading CCO to include its forecast financial statements for the financial year to which the SOI relates, and each of the two following financial years. The Trust's SOI does not provide these statements. The Trust's auditors are likely to raise this omission with Selwyn District Council (which manages the administration matters for the Trust on behalf of the two councils).

4.42 The following is the funding provision that the Trust has agreed with the company (as funder). It has not included future year forecasts as it negotiates this fee annually.

Net profit	2025/26 $000	2026/27 $000	2027/28 $m
Final SOI	130	-	-

4.43 There are no material changes to the Trust's SOI over the previous year.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A	ChristchurchNZ Holdings Ltd - Final SOI 2025/26	25/1378370	104
B	Venues Otautahi - Final SOI 2025/26	25/1378339	134
C	Transwaste Canterbury Ltd - Final SOI 2025/26	25/1378188	177
D	Local Government Funding Agency - Final SOI 2025/26	25/1378123	194
E	Civic Building Ltd - Final SOI 2025/26	25/1377833	211
F	Te Kaha Project Delivery Ltd - Final SOI 2025/26	25/1377724	223
G	Riccarton Bush Trust - Final SOI 2025/26	25/1377569	253
H	Rod Donald Banks Peninsula Trust - Final SOI 2025/26	25/1377543	269
I	Central Plains Water Trust - Final SOI 2025/26	25/1377410	284

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



Statement of Intent

ChristchurchNZ Holdings Limited

1 July 2025 – 30 June 2028

ChristchurchNZ

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29 References

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CNZ Holdings Ltd Board
Lauren Quaintance (Chair)
Stephen Barclay
Jen Crawford
Jake McLellan
Victoria Henstock
(Common ChristchurchNZ Ltd Board)

Auditors
Grant Thornton Audit Partnership (NZ) Limited

DOCUMENT PURPOSE AND DEFINITIONS

ChristchurchNZ Holdings Ltd (CNZHL) is a council-controlled public-benefit entity, wholly owned by the Christchurch City Council, with an independent board.

The operational entity is ChristchurchNZ Ltd (ChristchurchNZ).

CNZHL is wholly owned by the Christchurch City Council (the Council) and, as such, we are a Council Controlled Organisation (CCO).

This Statement of Intent (SOI) is approved by the Board of CNZHL and then approved by the shareholder, Christchurch City Council, in accordance with Section 64(1) of the Local Government Act 2002.

This SOI defines the objectives, nature and scope of activity, the performance targets and other measures by which CNZHL and ChristchurchNZ may be judged in relation to their objectives over the next three years. The SOI provides an opportunity for the Council to ensure the focus of CNZHL and its subsidiary is consistent with the objectives of the Council's Long Term Plan (LTP).

Within this SOI any references to Christchurch refer to the Christchurch City Council's administrative area.



INTRODUCTION BY THE CHAIR AND CHIEF EXECUTIVE

ChristchurchNZ Holdings Ltd (CNZHL) governs the operation of ChristchurchNZ as the city's economic development agency. The agency is responsible for delivering sustainable economic growth for Ōtautahi Christchurch on behalf of Christchurch City Council (the Council).

ChristchurchNZ's activities play a role in helping the Council deliver on its community outcomes of a thriving prosperous city and a green, liveable city. These are clearly reflected in our strategic outcomes, to drive an increase in:

Productivity | Liveability | Attractiveness

We achieve this by identifying and leveraging opportunities of scale for the city. We operate as an intervention agency in areas of market failure or opportunity where our interaction can catalyse significant and sustainable economic growth for Ōtautahi Christchurch.

Our work programme will continue to be driven by our Strategic Plan, which is in turn shaped by three broader city strategies.

The ChristchurchNZ Strategic Plan identifies interventions that lead and support delivery towards:

- The Christchurch Economic Ambition
- Ōtautahi Christchurch Place Brand
- Destination Management Plans for Ōtautahi Christchurch Waitaha Canterbury and Te Pātaka o Rākaihautū Banks Peninsula.

This year, across the organisation, we want to reap the best outcomes for the city arising from the opening of One New Zealand Stadium at Te Kaha, Parakiore and the new Court Theatre. A strong Major Events portfolio combined with targeted destination activation will drive this activity.

We will continue to work closely with future-focussed businesses and industry intent on innovation, helping solve global problems and shifting towards a regenerative economy — the heart of the city's Economic Ambition.

Our Board and management seeks to deliver on Council expectations of us.

We maintain a continued commitment to work collaboratively with the shareholder (including the identification and allocation of urban development pipeline work programme).

We will continue to work collaboratively across the Events ecosystem to meet the objectives of the Major Events Strategy and deliver the best outcomes for the city.

We will continue our commitment to build meaningful and productive relationships with mana whenua.

We will show fiscal restraint and actively look for ways to attract increased external revenue and share costs.

We will provide regular, meaningful shareholder reporting on delivery of services and returns on investment.

We will endeavour to show leadership in the reduction of our emissions and support others to reduce their emissions.

We provide regular updates to the Council on our progress in achieving our Levels of Service and organizational KPIs. This Statement of Intent outlines KPI targets which are predicated on anticipated investments in event attraction through the City Partners Group (CPG) and the completion of transferring Development Christchurch Ltd's capital to CNZHL.

In this Statement of Intent, we are adopting a more aggressive and ambitious approach to setting KPI targets compared to previous years. This strategy is supported by several years of historical KPI data, which aids in benchmarking and forecasting future performance. Additionally, the opportunity to leverage new infrastructure for event attraction in 2025/26 supports a one-year uplift in expectations regarding event impact. However, this uplift is expected to diminish over the subsequent three years, particularly in the realm of business event attraction, which will face increased competition from new facilities in other cities.

We are committed to working with Council Staff to define a programme of urban development activity that is complementary to and aligned with Council's wider urban planning and regeneration activities. Given the extended timelines associated with urban development projects, KPI targets for the later years are slightly less ambitious than those for the first year, when the completion of current projects is anticipated. This will also affect our ability to achieve Level of Service targets in the out years.

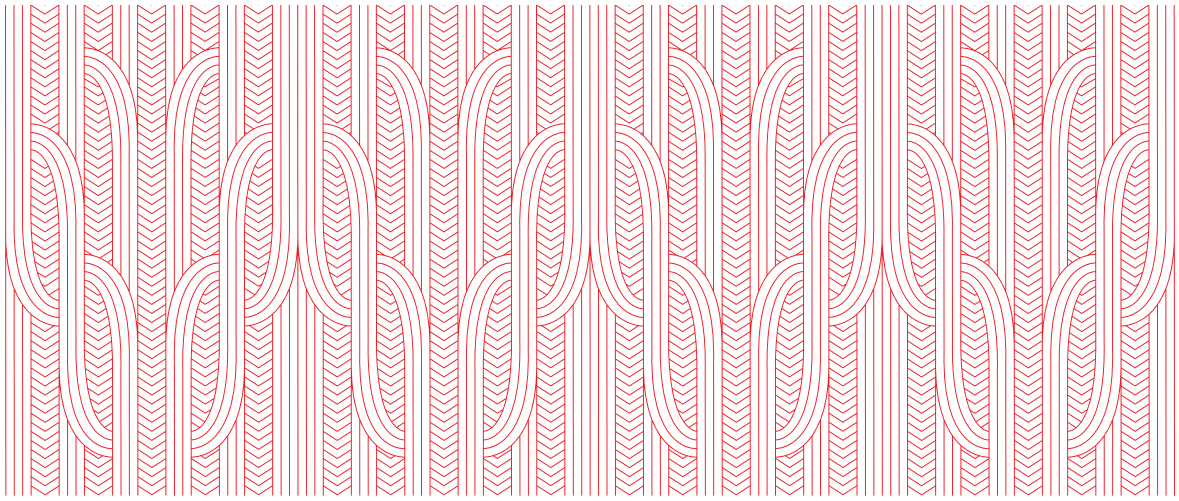
We remain confident in the prospects for Christchurch as a city and ChristchurchNZ as an organization in the coming year. The city is thriving, and the momentum of economic development is strong, but it is crucial to maintain this momentum to stay ahead of other cities.

With our robust strategic plan, committed Board and staff, and constructive relationships with our shareholders, partners, and stakeholders, we are confident in our ability to continue making significant contributions to sustainable economic development and delivering a high return on shareholder investment.

Lauren Quaintance
Chair, ChristchurchNZ Holdings Ltd

Alison Adams
Chief Executive, ChristchurchNZ

Part 1
Purpose and Goals



ChristchurchNZ delivers sustainable economic development services on behalf of its shareholder, Christchurch City Council. Services range across:

- Targeted support for businesses and industries.
- Activating infrastructure and major city assets, and coordinated development and activation of the Central City and other strategic locations.
- City positioning, to consistently promote Ōtautahi Christchurch to national and international markets.

ChristchurchNZ is committed to supporting Council to deliver on its strategic priorities and community outcomes.

OUR PURPOSE

Together we're shaping an economy where people and places thrive.

Mā te mahi tahi, ka hanga he taiōhanga kia ora ai ngā tāngata me ngā wāhi hoki.

OUR ECONOMIC OUTCOMES FOR THE CITY

Improved Productivity, Liveability, and Attractiveness for Ōtautahi Christchurch.



OUR GOALS

01. Accelerate and amplify productivity, growth and regenerative transition of businesses.

02. Unlock the full potential of new and renewed city infrastructure and assets.

03. Elevate and protect Ōtautahi Christchurch's profile and reputation in national and global markets.

STRATEGIC ALIGNMENT

ChristchurchNZ's purpose, outcomes and goals, three key city strategies (Economic Ambition, Destination Management Plans and Place Brand) and work programmes contribute to achieving the strategic directions of our shareholder and central government.

Council's strategic framework

Our purpose and goals reflect the Vision in the Council's Strategic Framework to be: *"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".*

ChristchurchNZ's work delivers to the following Council Community Outcomes:



A thriving prosperous city

Everything we deliver is designed to contribute to this outcome



A cultural powerhouse city

We attract events to Ōtautahi Christchurch



A green, liveable city

Liveability is one of our three strategic outcomes

Central Government focused on economic growth

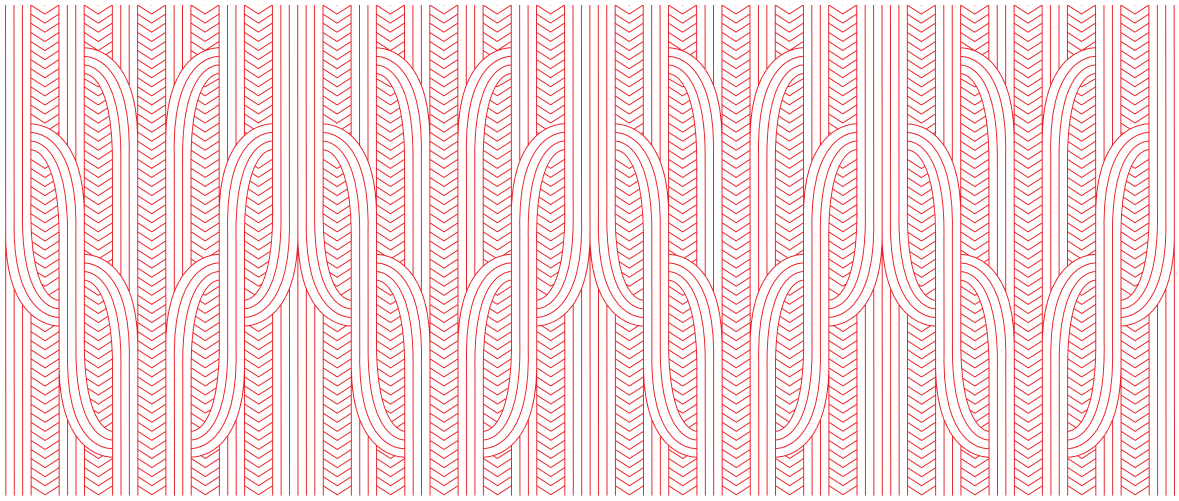
The Prime Minister has articulated that "2025 will bring a relentless focus on unleashing the growth we need to lift incomes, strengthen local businesses and create opportunity."[1]

In his 2025 State of the Nation Address[2] the Prime Minister stated that "going for growth is without a doubt priority number one" and outlined the governments agenda to drive for more competition, repeal and replace the Resource Management Act, make changes to health and safety rules, support increased mining, grow tourism and make business easier for farmers.

The government seeks to drive more start-ups, more IPOs, more investment, higher incomes, and whole ecosystems of growth and innovation. The government will seek to attract the best ideas and the best investments from offshore creating the companies and opportunities for Kiwis to thrive.

As the local economic development agency and regional tourism organisation CNZ is positioned to be a key local partner for central government to achieve many of these aspirations.

Part 2
What we Deliver



ChristchurchNZ delivers on its strategic outcomes in partnership with local and national entities. We provide thought-leadership and strategic input into key city-level discussions from an economic development perspective.

NATURE AND SCOPE OF OUR ACTIVITIES

We are responsible for delivering sustainable economic growth for Ōtautahi Christchurch, on behalf of the Council. We intervene where there are opportunities of scale to catalyse significant and sustainable economic growth.

Our focus in the coming year will be delivery of interventions and work programmes that contribute to priorities and objectives of the following Council-endorsed strategies:

- Christchurch Economic Ambition
- Ōtautahi Christchurch Place Brand
- Destination Management Plans for Ōtautahi Christchurch Waitaha Canterbury and Te Pātaka o Rākaihautū Banks Peninsula; and

Our work also aligns with and/or contributes to the:

- Council's Strategic Framework of priorities and community outcomes
- Major Events Strategy and Antarctic Gateway Strategy
- Prioritisation and value-sharing frameworks for evaluating urban development opportunities.[3]

OUR OBJECTIVES AND INTERVENTIONS TO ACHIEVE THEM

ChristchurchNZ's organisational strategic plan identifies interventions the team will work on in the years ahead to progress our goals and objectives, and thereby contribute to the wider outcomes the Council seeks for the community.

Timing and resourcing of the interventions identified in the strategic plan will depend on available revenue from the shareholder and other sources, changing business conditions, and emerging opportunities so that we can maximise impact by doing what is best for Christchurch at any given time.

Our shareholder's expectations are integral to the interventions we deliver. In the year ahead our work programme of interventions outlined below will include a particular focus on:

- Collaborating with strategic partners to progress implementation of the city's economic ambition (which is underpinned by the targets for emissions' reduction) and destination management plans
- Continuing to work effectively with the City Partners' Group to identify and optimise opportunities driven by the upcoming opening of One New Zealand Stadium
- Working with Council and other strategic partners to identify and implement urban development initiatives across land development, priority areas and destination activation projects that produce best for city outcomes and are complementary to and aligned with Council's wider urban planning and regeneration programmes.

The following interventions will be delivered in 2025/26:

Goal 1: Accelerate and amplify productivity, growth and regenerative transition of businesses

Objective	Interventions
Shape	
Shape transformational high value, growth industries which are grounded in areas where Christchurch has identifiable global positions of strength.	**Facilitate the development of Christchurch's growth industries and our Antarctic Gateway.** Future-proof the city's economy by maximising long-term economic value in areas where the city holds a globally competitive position. These include aerospace & future transport, cleantech innovation, regenerative agriculture & enabling technologies, health tech & immunotherapy, and leveraging our status as an Antarctic gateway city.
	Develop digital infrastructure to support our growth industries and explore potential revenue streams for the organisation. Use digital infrastructure tools to take a data-driven approach to industry development, support our work with industry sector clusters and growth industries, and explore potential revenue streams through the monetisation of these tools or through partnerships and collaboration.
Attract	
Attract and grow investment and talent that enhance the city's reputation, foster growth, and drive positive change.	**Attract business and investors to the city with a focus on our growth industries, sectors of strength and organisations with the potential for transformational economic impact.** Promote, support and facilitate direct investment into Christchurch, by targeting high-value investment opportunities and fostering international channels, programs, initiatives and partnerships that encourage investment here. Manage the Canterbury Screen Grant and partner locally to develop a regional screen sector strategy, curate regional screen attraction resources, act as concierge to attract productions, and target potential international producers/directors.
	Develop and attract talent and international students to drive expansion & productivity in Christchurch's growth industries & sectors of strength, enhancing the region's appeal for businesses and investment. Support building a skilled, diverse, and future-ready workforce, by nurturing skills development and international education, aligning interests, and strengthening pathways for international students.
Support	
Facilitate effective business support, innovation and investment services to help entrepreneurs and businesses start, scale, improve sustainability, adopt technology, and secure investment.	**Support the city's business support system to help companies thrive, prioritising companies in growth industries, sectors of strength, and the investment network required to support business expansion.** Develop the startup ecosystem through effective partnerships, focusing on growth industries, IP commercialisation, and facilitating startup investment. Provide focused support, build a deep understanding of key businesses, offer customised scale-up assistance, partner with mana whenua, manage the Regional Business Partner Network promote Business Mentors NZ in Canterbury, and engage in stakeholder management and advocacy.

Goal 1 (Continued): Accelerate and amplify productivity, growth and regenerative transition of businesses

Objective	Interventions
Support	
Facilitate effective business support, innovation and investment services to help entrepreneurs and businesses start, scale, improve sustainability, adopt technology, and secure investment.	**Help local businesses decarbonise & build sustainability practices.** Help local businesses decarbonise by providing energy advisory services focused on decarbonisation and energy efficiency. We will enhance business sustainability through capability building and implementation, benchmarking industry progress, facilitating climate adaptation, and sharing success stories.

Goal 2: Unlock the full potential of new and renewed city infrastructure and assets

Objective	Interventions
Deliver	
Deliver, co-ordinate and enable 'best for city' urban development projects that create vibrant, prosperous places — strengthening the city's identity.	**Create and implement long term growth, urban development and place-based activation plans (with multi sector partners and investors), remove barriers to investment and development, and intervene to enable 'best for city' development that creates attractive, thriving places.** Deliver urban development projects in priority areas, and place-based activations, to intervene in areas where the market is not active or there is a strategic city need.
Leverage	
Utilise the city's events and tourism infrastructure and assets to create experiences and opportunities.	**Work in partnership with other city agencies to attract and develop major events that deliver the Major Events Strategy, attract visitors, increase city liveability and city centre vibrancy, showcase Christchurch as a destination and positively contribute towards the city's transition towards a regenerative economy.** Deliver contracted major events and seek partnerships to enhance city leverage and legacy from them. The opening of Parakiore and One New Zealand Stadium at Te Kaha command a city-wide approach to planning, attracting, delivering and marketing events. We will prioritise partnerships aligned with MBIE/commercial opportunities and develop a 2-10 year attraction strategy.
	Attract business events that align with Our Economic Ambition, support target industry sectors, attract visitors to reduce seasonal visitor fluctuations, and increase year-round city centre vibrancy. A refreshed Business Events Strategy will shape how we promote the city as the premium business event destination, drive business here and boost shoulder and low season visitors and reinforce our business event reputation and leadership position.

Goal 3: Elevate and protect Ōtautahi Christchurch's profile and reputation in national and global markets

Objective	Interventions
Promote	
Attract visitors from defined target markets.	**Work with tourism trade partners to promote Ōtautahi Christchurch as a visitor destination in a way that is consistent with our City Identity and local Destination Management Plans. This includes promoting Ōtautahi Christchurch as a destination for target visitor groups including Sophisticated Explorers and Family Oriented Travellers.** Continue implementing the Waitaha Canterbury Destination Management Plan by growing key international markets that extend length of stay and increase visitor spend. We will support new products' development, activate the provenance strategy, and work with regional partners to grow Dark Sky offerings. We will also continue to implement actions in the Banks Peninsula Destination Management Plan.
Position	
Promote Ōtautahi Christchurch as a place to grow and play, ensuring consistent and collaborative messaging across all city advocacy and promotional activities.	**Promote Ōtautahi Christchurch to target markets nationally and internationally as a city to live, work, visit and invest. This includes developing, maintaining, promoting, and protecting an authentic city identity and toolkit of resources for use by organisations and stakeholders in Christchurch.** Strengthen our city's brand image by raising awareness of our story across all touchpoints, partnering with organisations with exemplary reputation and global reach, and implementing a year-round brand campaign to reach key markets. Engaging key stakeholders to adopt our story will help build residents' pride and encourage them to become brand ambassadors for our city.
Partner	
Increase ChristchurchNZ's effectiveness and impact by honouring Te Tiriti O Waitangi and building strong, successful partnerships including with Papatipu Rūnanga of Greater Christchurch.	**Build strong relationships, and raise capacity to deliver effective partnerships and knowledge.** Ongoing, we will develop and invest in strategic approaches to customer, stakeholder, and partner relationships including with Papatipu Rūnanga of Greater Christchurch.
Champion	
Demonstrate leadership and champion the city's transition to a regenerative economy.	**Champion implementation of the Christchurch Economic Ambition.** We will scale-up embedding the Christchurch Economic Ambition, leveraging those already committed to its goals by actively engaging them, plus generating wider endorsement and understanding. A mission-led innovation approach will shape how we do this, to drive engagement in the regenerative economy journey.

HOW WE WORK:
OUR ORGANISATIONAL STRUCTURE



ChristchurchNZ delivers its activities through five organisational teams:

The **City Narrative and Promotion** team leads the local, national and international promotion of Ōtautahi Christchurch as an attractive city.

The **Strategy and Business Capability** team monitors the performance of the economy; provides strategy and policy advice; and internal finance, information technology, people and culture, facilities, and contract management support services.

The **Innovation and Business Growth** team supports businesses and industries to improve their performance and grow sustainably.

The **Urban Development** team works with the public and private sector to ensure places are connected, thriving, and attractive to businesses, residents, visitors and investors.

The **Destination and Attraction** team works to ensure Ōtautahi Christchurch is an attractive and exciting city for visitors and residents.



HOW WE BEHAVE:
OUR VALUES

We are committed to delivering 'best for city' economic development, and do this by striving to deliver interventions in a way that is consistent with our values:



We are Open

We embody Tūturu. We are open to diversity of thought, to innovation and experimentation, and we are not afraid to be vulnerable and to be ourselves. Being open means others are heard and valued.



We are Purposeful

We are driven by a clear purpose | Whāinga. We channel our energy in a meaningful way. We are a catalyst — we harness great ideas.



We are Together

Together we unite as one | Kotahitanga. We believe that the whole is greater than the sum of its parts and everyone has a place where they can shine and add value to a team.

HOW WE MAKE DECISIONS:
OUR OPERATING PRINCIPLES

These define the way that our organisation puts our values into practice and maximises resource efficiency and impact. They are applied to make decisions about the interventions that will be resourced by ChristchurchNZ.

Balanced

Deliver a balanced portfolio of interventions with an aim to achieve a balance of short and long-term outcomes.

Facilitator and partner

Deliver by leading, connecting and attracting, and through partnerships that honour Te Tiriti o Waitangi.

Intervention agency

Deliver targeted and timebound interventions to capture clearly defined economic opportunities or address problems that will not be tackled by the market, or by other government agencies.

Strategic and Impactful

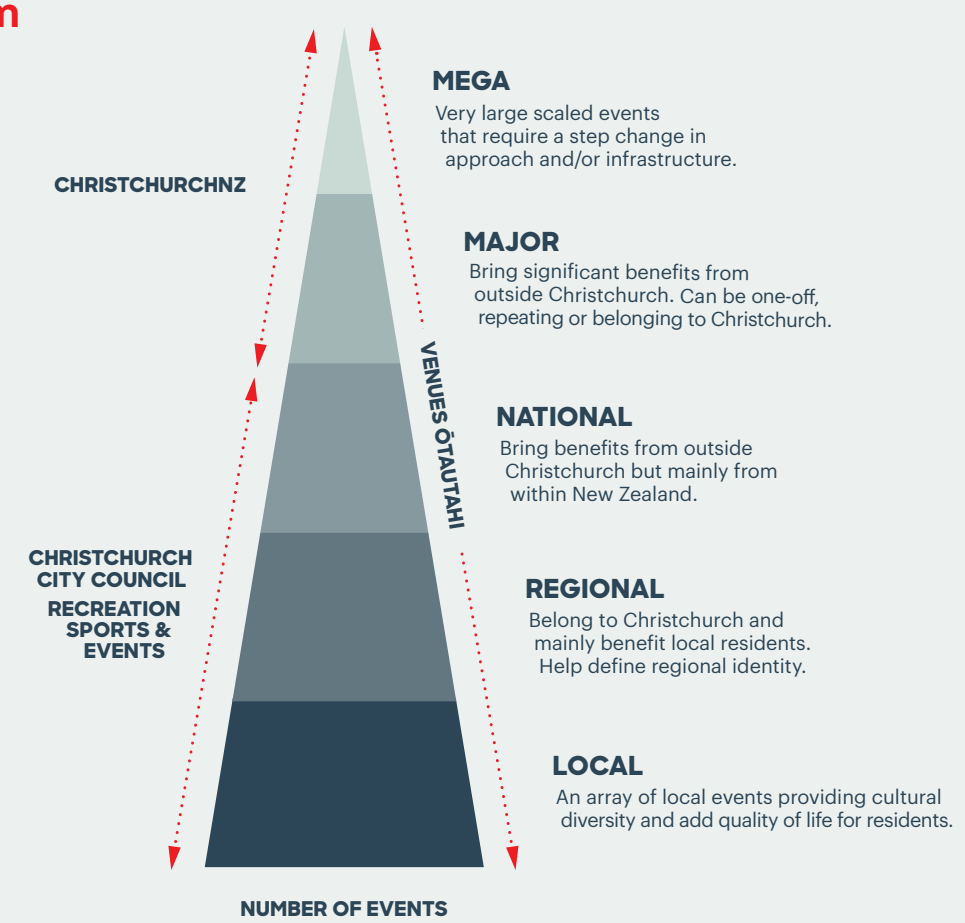
Target resources towards interventions that directly align with and contribute to our strategic outcomes and goals and are focused on key industries or geographic locations.

RELATIONSHIP WITH MAJOR EVENTS ECOSYSTEM

Major and community events bring valued economic and/or social benefit to our community. To optimise and coordinate resources to attract and deliver major events, the Council's Recreation, Sports and Events Unit, ChristchurchNZ and Venues Ōtautahi work together as the City Partners Group (CPG), along with some third-parties, to implement the Council-endorsed Major Events Strategy. Chaired independently, the CPG has an agreed terms of reference and the following principles guide its ongoing operational role:

- Assessing what is best for the city in terms of economic, social and cultural impact, maximising leverage and legacy outcomes (as outlined in the Major Events Strategy)
- Identifying efficient ways of working
- Working collaboratively together in a high trust, supportive manner
- Having clear accountability to report on return on investment and outcomes from events
- Consideration of the importance of utilising council-owned infrastructure and venues

Events Ecosystem



HOW OUR SUCCESS WILL BE MEASURED

Our performance in delivering on our Outcomes will be measured through Key Performance Indicators (KPIs). Our performance is also measured through delivery against our Levels of Service (see Appendix One), which form our contract with the Council.

We will maintain consistent (inflation adjusted) KPI targets for years 2 and 3, based on:

a) achieving our non-shareholder revenue target, including through completed capitalisation and transfer of DCL funds
b) allocation of investment funding for major and business event attraction through the CPG.

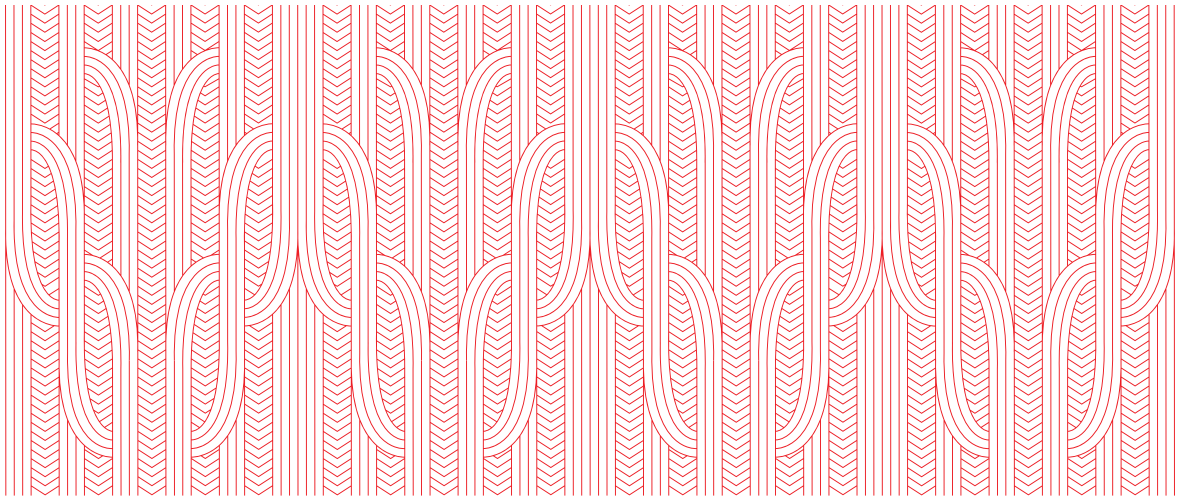
KPI targets reflect the activity to be undertaken in our annual business plan. It is noted that external economic or market factors can result in variable outcomes from year to year, and multi-year work programmes can create unevenness in timing of performance results. Stretch targets help to account for this variability.

In the year ahead, ChristchurchNZ will also report a broader set of performance measures for each intervention. These intervention scorecards will provide a more nuanced and complete picture of the nature and impact of our diverse scope of operations. This will provide a richer narrative and quantify a broader range of impacts than those set out as KPIs.

Key Performance Indicator	24/25 Target	25/26 Target	26/27 Target	27/28 Target
Long-lasting job creation supported by ChristchurchNZ	180 FTE jobs (220 stretch)	**500 FTE jobs (650 stretch)**	500 FTE jobs (650 stretch)	500 FTE jobs (650 stretch)
Short-term job creation supported by ChristchurchNZ through events, urban development and screen activity[4]	320 FTE jobs (350 stretch)	**500 FTE jobs (600 stretch)**	400 FTE jobs (480 stretch)	400 FTE jobs (500 stretch)
Estimated value of GDP contribution attributable to ChristchurchNZ activity[4]	$40m ($60m stretch)	**$80m ($90m stretch)**	$70m ($90m stretch)	$70m ($90m stretch)
Contribution to visitor spend supported by ChristchurchNZ[4,5]	$27m ($30m stretch)	**$40m ($50m stretch)**	$35m ($45m stretch)	$35m ($45m stretch)
Average value of investment into Christchurch over 3 years supported by CNZ (excluding local government)[6]	$35m ($65m stretch)	**$120m ($130m stretch)**	$110m ($130m stretch)	$100m ($130m stretch)

FTE Full-Time Equivalent

Part 3
Group Governance & Financial Performance



FINANCIAL AND OPERATIONAL OBJECTIVES

ChristchurchNZ will:

1. Exercise restraint in the expenditure of public monies to deliver 'best for city' outcomes and effectively increase the impact of ChristchurchNZ in achieving our strategic outcomes.

2. Operate within budget and seek to continuously improve operational management to ensure value for money is delivered to the shareholder:
   - Continue to assess all purchasing decisions, recruitment and contract negotiations to ensure that they are appropriate and align with relevant shareholder policies.
   - Continue to seek ways to enhance environmental and social considerations in all purchasing and operational decisions.
   - Seek to amplify the funding received from its Council shareholder with external revenue to maximise impact for the shareholder and ratepayers.
   - Actively pursue options that support Council's efforts to keep its rates increases low, including through sharing services and facilities with other members of the Council family.
   - Contract staff and suppliers such that CNZ meets all requirements of a living wage accredited employer.



MEASURING OUR FINANCIAL AND OPERATIONAL PERFORMANCE

Our performance will be measured through Key Performance Indicators (KPIs) with the following targets:

Key Performance Indicators	2025/26 Target	2026/27 Target	2027/28 Target
Percentage of external revenue as a proportion of external revenue and core funding from Council	16%	18%	20%
The capital structure and funding model of CNZHL is appropriate for the nature of its business	CNZHL utilises core Council funding for the objectives as set out in the Council's LTP. CNZHL may secure additional funding from appropriate sources to complete specific projects that are consistent with the overall objectives of the organisation. CNZHL will ensure that assets acquired from the shareholder to support the urban development activity are used for this purpose and that any gains/losses on this activity are reinvested in activity that supports economic development and community outcomes in accordance with the agreed value sharing framework.		
CNZHL ensures best practice governance	CNZHL will: • Develop and maintain a robust director skills matrix (including specific industry skills) • Work with Council/CCHL to ensure high quality board appointments • Ensure a strong risk management and risk appetite framework • Have in place clear and appropriate delegations • Maintain and adhere to a governance manual that includes a focus on: - Determining purpose - Holding to account - Effective governance culture - Effective compliance		
Maintain high employee engagement (Rating out of five in staff engagement survey)	3.75 or above	3.75 or above	3.75 or above
Our people feel safe (Rating out of five in staff engagement survey)	4.5 or above	4.5 or above	4.5 or above
Zero serious harm to employees while working	Zero	Zero	Zero
Reduce our carbon footprint (Benchmark in 2022/23 was 116 tonnes) (DCL amalgamation will require an assessment and separate benchmark TBA)	Reduce and offset to net zero[7]	Reduce and offset to net zero[7]	Reduce and offset to net zero[7]

FINANCIAL SUMMARY

The following statement of financial performance is based on financial forecasts that reflect contracted revenue; including core funding from the shareholder as reflected in the LTP.

The ChristchurchNZ Strategic Plan outlines the approach to exploring opportunities for supplementing shareholder funding through the following types of external revenue:

- Other Government Revenue
- Leveraging Capital
- Private Sector Partnerships
- Monetising Assets

Assumptions relating to non-shareholder commercial revenue and funding opportunities that are tightly aligned with this have been built into our targets.

Notes:

1. The figures represent the consolidated group.
2. External revenue reflects revenue from third parties and includes central government funding contracts.
3. Treasury Policy requires committed bank facilities or liquid funds equivalent to at least three months of forecast operating cash requirements (liquidity buffer) approximately $4.3m.



CNZ Profit & Loss Summary Summary $000's	Actual 2023/24	Forecast 2024/25	Budget 2025/26	Outlook 2026/27	Outlook 2027/28
Statement of Financial Performance					
Revenue					
Core Funding from Council	15,901	15,902	16,349	16,698	16,699
Other CCC Funding	-	-	300	-	-
Known External Revenue	4,949	3,137	985	-	-
Targeted External Revenue	-	-	2,129	3,665	4,175
Total Revenue	**20,850**	**19,039**	**19,763**	**20,364**	**20,874**
Expenditure					
Direct Intervention Expenditure	18,976	18,913	19,798	20,012	20,522
Depreciation & Amortisation (Impairment)	272	262	352	352	352
Total Expenditure	**19,248**	**19,174**	**20,150**	**20,364**	**20,874**
Net Surplus/(Deficit)	**1,602**	**(136)**	**(387)**	-	-
(Loss on vested assets)/Gain on Amalgamation Income Tax Expense	(104)	-	-	-	-
Surplus/(Deficit) after Tax	**1,498**	**(136)**	**(387)**	-	-
Statement of Financial Position					
Shareholders Funds					
Retained Earnings	3,484	5,212	4,825	4,825	4,825
Reserves	2,106	242	242	242	242
Total Shareholders Funds	**5,590**	**5,454**	**5,067**	**5,067**	**5,067**
Assets					
Cash	6,988	5,774	5,501	5,100	5,010
Current Assets	493	540	584	1,006	1,146
Non-Current Assets	933	1,020	933	933	933
Total Assets	**8,414**	**7,334**	**7,018**	**7,039**	**7,088**
Current Liabilities	**2,824**	**1,880**	**1,951**	**1,972**	**2,021**
Net Assets	**5,590**	**5,454**	**5,067**	**5,067**	**5,067**
Statement of Cashflows					
Shareholder Funds to Total Assets %	66%	74%	72%	72%	72%
CCC Core Funding % of Total Revenue	86%	84%	84%	82%	80%

CNZHL GROUP
CORPORATE GOVERNANCE

The CNZHL Board of Directors is an independent board appointed by the shareholder on advice from Christchurch City Holdings Limited (CCHL) in accordance with the Council's *Director appointments and remuneration policy*. CNZHL maintains a director skills matrix to support effective and diverse board appointments.

CNZHL and subsidiary ChristchurchNZ are monitored by the Council's Finance & Performance Committee of the Whole. Measures monitored are those outlined in this Statement of Intent and agreed Levels of Service in the Council's Long-Term Plan (LTP).

Group Structure

***CNZHL* manages its governance of subsidiary and related entities against the stated purpose of each entity.**

The Board comprises independent and council directors with an Independent Chair. The CNZHL Board monitors the operational delivery of its subsidiary through the annual business plan.

***ChristchurchNZ* is a wholly owned subsidiary of CNZHL.**

ChristchurchNZ has a common Board with CNZHL. ChristchurchNZ is contracted by the Council to deliver sustainable economic development services as set out in the Levels of Service in the Council's LTP (see Appendix One).

***Canterbury Regional Business Partners Limited* is a joint venture between ChristchurchNZ and Business Canterbury (formerly known as the Canterbury Employers' Chamber of Commerce).**

This joint venture co-ordinates business capability building and research and development related activities across the Canterbury region.[8]



Role of the Board of Directors

The CNZHL Board is responsible for setting the strategic direction, oversight of the management of the company and direction of its business strategy, consistent with the stated purpose. The Board is accountable to the shareholder for the performance of the company and will always take into consideration any letter of shareholder expectation received.

Established practice is for a donation to be paid to a charity as instructed by Council (currently this is the Mayor's Welfare Fund), in lieu of payment of Directors fees to Councillor Directors.

Board Committees

The Board may, from time to time, establish committees to assist it in carrying out its responsibilities. For each committee, the Board adopts a formal terms of reference that sets out the delegated functions and responsibilities for, and the composition and any administrative matters relating to that committee.

Delegation of responsibilities to management

The Board has delegated management of the day-to-day affairs and management responsibilities for ChristchurchNZ to ChristchurchNZ's Chief Executive to deliver the strategic direction and goals determined by the Board.

The CNZHL Board has also developed a statement of their 'Reserved Powers'.

Acquisition/divestment procedures

The subscription or acquisition of securities in any company or organisation, or a divestment of part of the parent will only be considered where it is consistent with the long-term objectives of the shareholder.

When the subscription, acquisition or divestment is considered by directors to be significant to the group's business operations, it will be subject to consultation with the shareholder (Christchurch City Council). Major transactions as defined in the Companies Act 1993, s129(2) will be subject to shareholders' approval by special resolution.

Any residual investments from the amalgamated subsidiary entity CRIS Ltd, which was an investment vehicle, will be divested consistent with the direction of the Board.

Reporting and monitoring

CNZHL reports quarterly to the Council against its Statement of Intent as well as ChristchurchNZ's Levels of Service contract with Council, the details of which are included in this document. CNZHL expects to meet with the Council's Finance & Performance Committee of the Whole to discuss quarterly reporting for all parts of the organisation. Quarter 1 reporting will be presented at the same time as annual results for the year prior, while maintaining a clear distinction between the two reports.

ChristchurchNZ also has regular reporting requirements arising from service level and funding agreements with a range of entities.

Distributions

Organisational activity is not for Private Pecuniary Profit.

None of the capital or income of the group shall be paid or transferred directly or indirectly by way of dividend, distribution or otherwise for the private pecuniary profit of any individual. This does not prevent the payment in good faith of reasonable remuneration to any directors or employees of the group, to any other person for services rendered to the group in the furtherance of the objectives of the group.



Reserves

The CNZHL Treasury policy is approved annually by the CNZHL's Board.

The policy provides a framework for the creation and utilisation of reserved funds in ChristchurchNZ. It requires CNZHL to hold in reserve funding received to deliver projects and not spent in the year in which it is received. The policy ensures sufficient provision for forward scheduled activity due to the long lead times for operational activity.

CNZHL does not hold sufficient reserves to cover full liability in the event of an unforeseen wind-up of the entity. In this circumstance, this liability would transfer to the shareholder under the Levels of Service agreement with CCC which is set out in the Long-Term Plan and Statement of Intent.

CNZHL Ltd group accounting policies

CNZHL and its subsidiary are Public Benefit Entities (PBE) for the purposes of financial reporting. The financial statements are prepared in accordance with the PBE Standards Reduced Disclosure Regime for a Tier 2 entity.

The group's current accounting policies are consistent with New Zealand International Public-Sector Accounting Standards, generally accepted accounting practice (NZ GAAP) and in accordance with the Companies Act 1993 and the Financial Reporting Act 1993 and any amendments thereto.

Information to be provided to shareholders

CNZHL and its subsidiary will provide information requested by the shareholder in accordance with the requirements of the Local Government Act 2002. CNZHL will disclose as much information on its operations as is practical and consistent with commercial and confidentiality considerations under the covenants of its Statement of Intent with the Council and third-party contractual obligations.

CNZHL and its subsidiary will operate on a "no surprises" basis in respect of significant shareholder-related matters, to the extent possible in the context of commercial sensitivity and confidentiality obligations.

As a minimum, shareholder reporting will involve:

1. Annual report and audited financial statements within 90 days of balance date
2. Annual Report against outcome and performance measures
3. Contribution to the Council's Annual and Long-Term Plan preparation and reporting processes
4. A quarterly report including a financial and activity update, current operational risks that may impact the shareholder and performance of the organisation
5. Half year financial position by 28 February each year

Compensation from Local Authority

CNZHL expects to receive core funding from the Council of $16.349m for the financial year beginning 1 July 2025/2026.

The activity undertaken in exchange for the compensation is set out in this SOI and the Council's LTP 2024-34, as per the Levels of Service in Appendix One.

Other matters requiring the approval of the shareholder

CNZHL and its subsidiary will bring to the attention of the shareholders:

- Any matters of critical concern; or
- Significant public interest; or
- Major transactions as defined in the Companies Act.

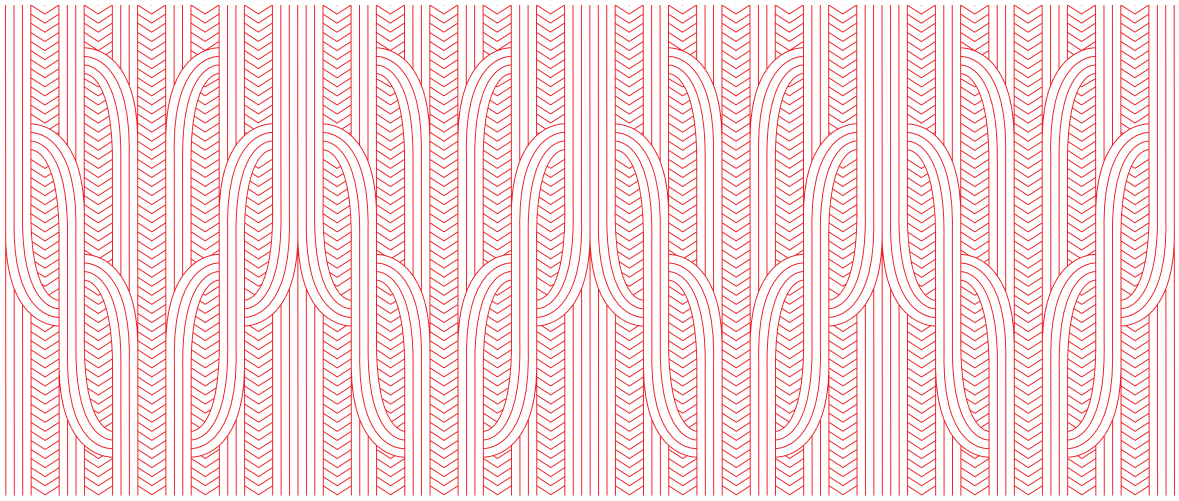
ATTESTATION



Chair (Lauren Quaintance)

Signed for and on behalf of the ChristchurchNZ Holdings Ltd Board of Directors
(Common Board ChristchurchNZ Ltd)

Appendix One
Levels of Service



The LTP 2024-34 contains the following measures and performance targets:

Measures of Success	Performance Targets / Outputs		
	2025 / 26	2026 / 27	2027 / 28
Partner with mana whenua to support growth in Māori prosperity and self-determination	**2** initiatives delivered in partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Māori economy and deliver intergenerational prosperity	**2** initiatives delivered in partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Māori economy and deliver intergenerational prosperity	**2** initiatives delivered in partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Māori economy and deliver intergenerational prosperity
Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience, and sustainability	**800** engagements with businesses to provide support or advice	**800** engagements with businesses to provide support or advice	**800** engagements with businesses to provide support or advice
Attraction of external investment for sustainable economic development services	**$1,500,000** external investment secured	**$1,500,000** external investment secured	**$1,500,000** external investment secured
Prepare City bids to attract business events to Christchurch	**30** City bids prepared to attract business events to Christchurch	**30** City bids prepared to attract business events to Christchurch	**30** City bids prepared to attract business events to Christchurch
The city is successful in its bids to attract business events to Christchurch	At least **35%** success rate of bids for business events	At least **35%** success rate of bids for business events	At least **35%** success rate of bids for business events
Area of improvement to public and private space	**6,000** square metres	**6,000** square metres	**6,000** square metres

(Continued) The LTP 2024-34 contains the following measures and performance targets:

Measures of Success	Performance Targets / Outputs		
	2025 / 26	2026 / 27	2027 / 28
High level of engagement on ChristchurchNZ owned digital channels and platforms	**4 million** engagements on ChristchurchNZ owned digital channels and platforms	**4 million** engagements on ChristchurchNZ owned digital channels and platforms	**4 million** engagements on ChristchurchNZ owned digital channels and platforms
Meeting benchmark brand tracking targets with key audiences	Christchurch ranks higher than comparator cities (Auckland, Wellington & Dunedin) for resident pride and domestic traveller consideration	Christchurch ranks higher than comparator cities (Auckland, Wellington & Dunedin) for resident pride and domestic traveller consideration	Christchurch ranks higher than comparator cities (Auckland, Wellington & Dunedin) for resident pride and domestic traveller consideration
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	**60** engagements with trade agents, investors government or media	**60** engagements with trade agents, investors government or media	**60** engagements with trade agents, investors government or media

References

1. https://www.beehive.govt.nz/release/pm-emphasises-importance-growth-2025

2. https://www.beehive.govt.nz/speech/state-nation-2025

3. Prioritisation framework was agreed by Council (April 2022), to ensure urban development opportunities are evaluated against criteria of: benefits to the city, spatial scale and impact, deliverability and strategic alignment; and that projects align with agreed value-sharing principles of achieving economic, social, cultural and environmental outcomes, including delivering temporary and permanent jobs, mixed use developments and a mix of housing types.

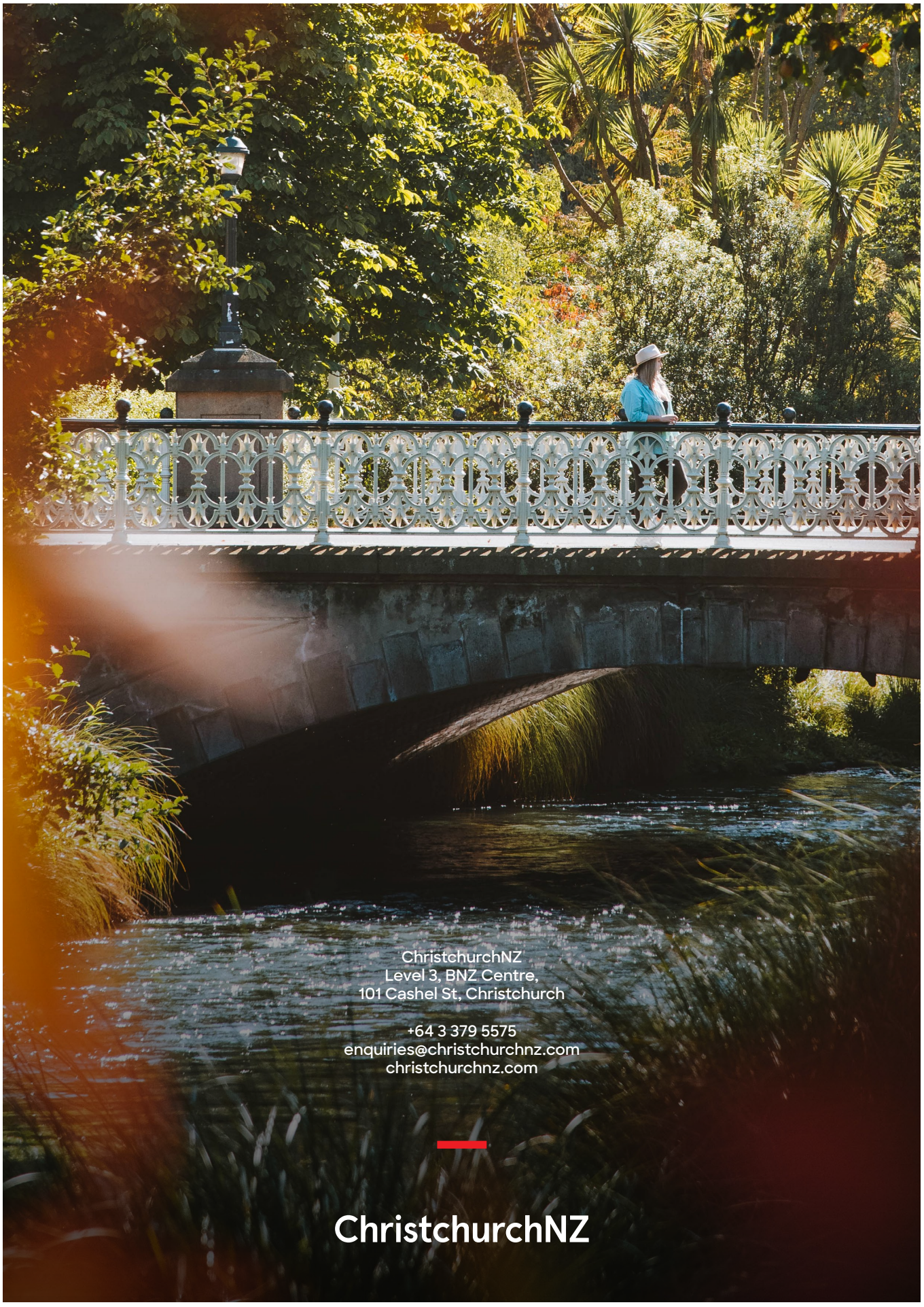
4. These KPI targets assume event investment funding will be allocated by the City Partners Group.

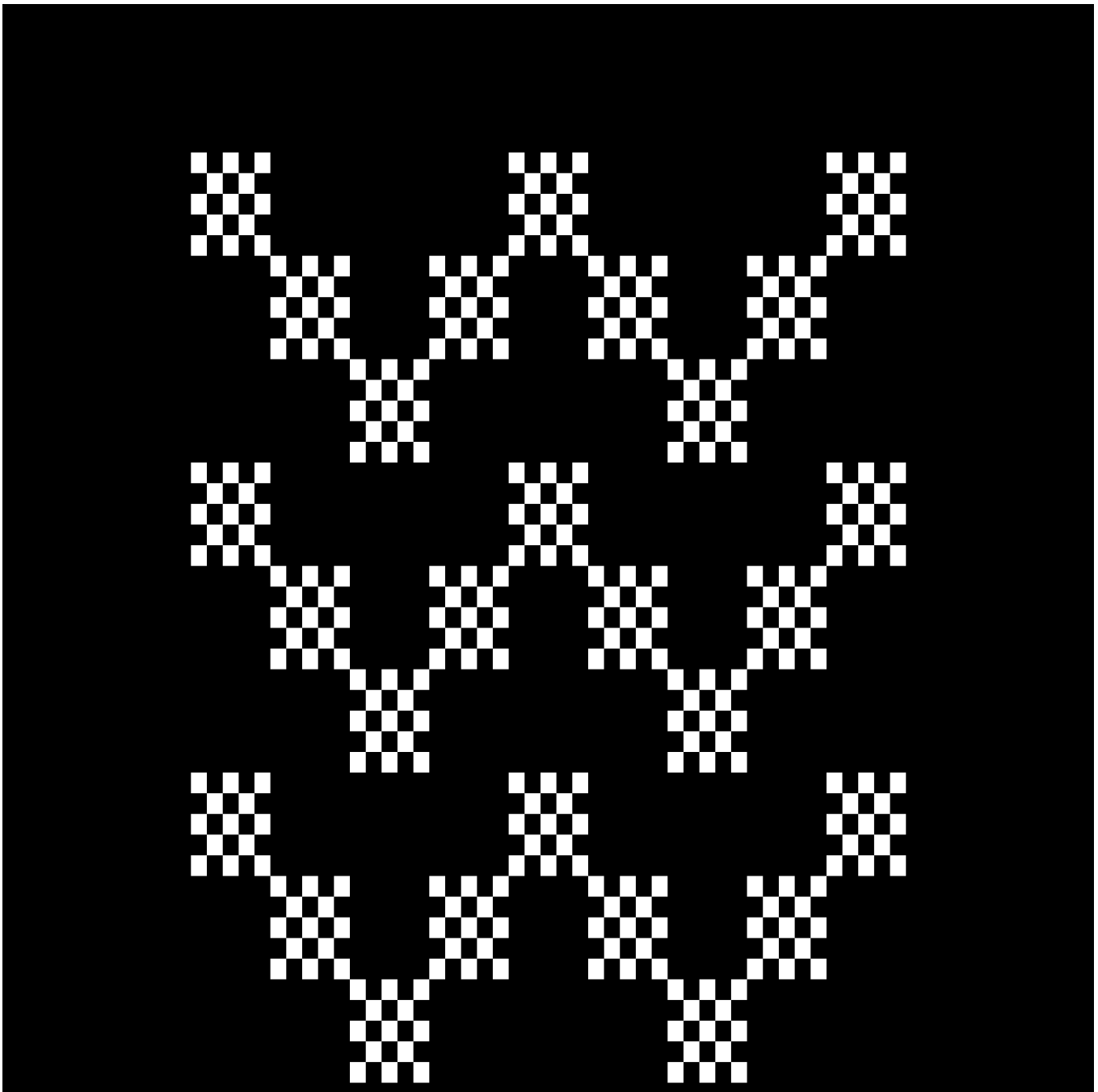
5. Visitor spend associated with major events is estimated using industry standard model.

6. Target has been changed from previous years to a three year rolling average to smooth out inherent variability in results of investment attraction activities.

7. ChristchurchNZ undertakes an annual independent greenhouse gas emissions inventory in addition to monitoring emissions throughout the year and has an action plan in place to reduce emissions. CNZ has already achieved net zero through locally sourced carbon offsets and continues to review opportunities to reduce emissions from air travel (greatest source of greenhouse gas emissions) in line with business requirements. Through internal education and awareness initiatives, CNZ is empowering staff with the knowledge to consider sustainability in their professional and personal decisions, in turn promoting emission reductions and a regenerative economy.

8. It is our current understanding that Regional Business Partner contracts will be re-tendered during the 2025/26 financial year.


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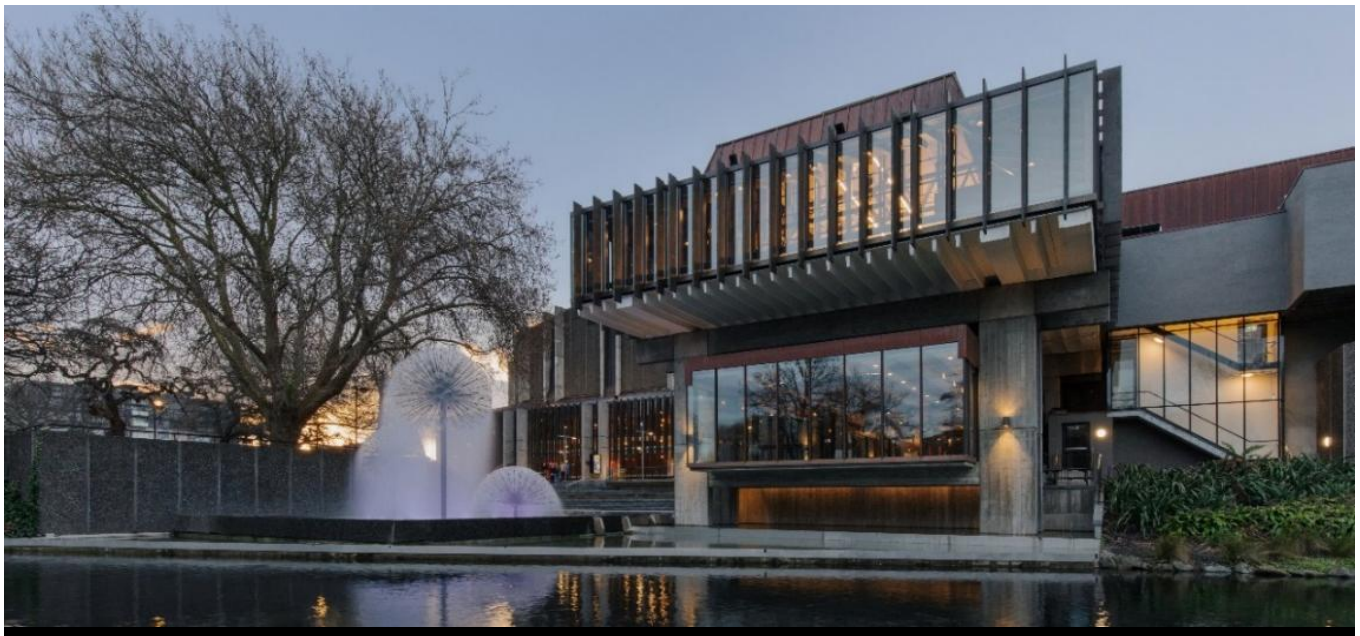


VENUES ŌTAUTAHI

STATEMENT OF INTENT

1 JULY 2025 – 30 JUNE 2028

VENUES
ŌTAUTAHI



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01 INTRODUCTION

Venues Ōtautahi Ltd is a Council Controlled Organisation (CCO) for the purposes of the Local Government Act 2002.

This Statement of Intent (SOI) is prepared by Venues Ōtautahi Ltd (VŌ) in accordance with Section 64(1) of the Local Government Act 2002.

This SOI specifies the objectives, nature, and scope of the activities to be undertaken by VŌ, and the performance targets and other measures by which the performance of the Company may be judged in relation to its objectives.

The SOI is a public and legally required document which is reviewed and agreed annually with the Company's sole Shareholder, the Christchurch City Council (Council) and covers a three-year period. This SOI covers the period from 1 July 2025 to 30 June 2028.

02 ABOUT VENUES ŌTAUTAHI

VŌ's mission is to strategically manage and leverage the venues to deliver positive social, cultural, environmental, and economic benefit to the region. The venues are owned by the community and are for the community. VŌ are proud and privileged to manage them, and the community is proud to own them.

VŌ, where Ōtautahi comes together, is the largest venue, event and culinary services management company in New Zealand. Each year, VŌ attracts, plans, and delivers a broad range of ticketed, business, civic, lifestyle, wedding, education, culinary and community events, including major entertainment and sporting events in the city of Christchurch in addition to strategically managing the diverse and iconic portfolio of community assets under its portfolio.

VŌ has a number of critical commercial partnerships including ticketing, content, sponsorship, advertising, venue hire partnerships and pourage all contributing to the long-term financial sustainability of the company.

Venues and events are places for locals and visitors to connect for celebration, education, trade, and entertainment.

They, and the experiences they create exist for community connection and to deliver social, cultural, environmental and economic benefits for our community and these philosophies underpin the VŌ ethos and culture.

The Company, established over 25 years ago, owns the Christchurch Town Hall and Wolfbrook Arena and manages the Air Force Museum of New Zealand, Apollo Projects Stadium, Hadlee Pavillion and Hagley Oval for International cricket.

VŌ is also responsible for the operation and asset management of One New Zealand Stadium at Te Kaha (One New Zealand Stadium), Christchurch's new 36,000 capacity stadium and delivers large-scale events through the mobile culinary and event management services arm of the business, including events such as SailGP.



The diversity of the event portfolio is extensive, and the capability of the VŌ team reflects this. Across the portfolio of venues currently under the VŌ umbrella the company delivers over 400 events and welcomes over 670,000 guests each year. From 2026 when the Stadium becomes operational, annual guest numbers will increase to over 900,000 and event numbers to over 550.

The events delivered across the portfolio of VŌ venues deliver over $40m of estimated direct and indirect economic benefit annually to the Canterbury region including around $2m of direct contribution to local suppliers and producers of food and beverage, $11m of direct contribution to local service providers and contractors through our source local procurement strategy and around $30m of estimated economic benefit through visitation to the region.

With the addition of One New Zealand Stadium to the portfolio of VŌ venues in 2026 the estimated economic benefit to the region across the full suite of venues including visitor attraction, local sourcing and the engagement of our local team will be over $100m annually.

VŌ's way of doing business is to be aspirational, agile, and kind with a culture underpinned by community centric principles, a focus on innovation and revenue growth, a drive to be socially and environmentally sustainable for the generations ahead, a deep connection to the cultural heritage of the region, and a genuine motivation to do the best by and for Christchurch.

VŌ's focus in moving forward into the period of this Statement of Intent is to remain committed to maximising the utilisation of the current suite of venues we are responsible for, growing and diversifying the business to build financial resilience and independence for the future, maximising the opportunity of the new Stadium, while continuing to drive efficiencies across the business and enhancing the client and guest experiences.

Underpinning all aspects of the business is the commitment to valuing and supporting our people to perform at their best, to delivering positive social and environmental outcomes, to protecting the assets we are so privileged to own and operate, to embedding and embracing the principles of Te ao Māori, to growing revenue and assuring the long term viability of the business and to nurturing and building strategic partnerships critical to future success.



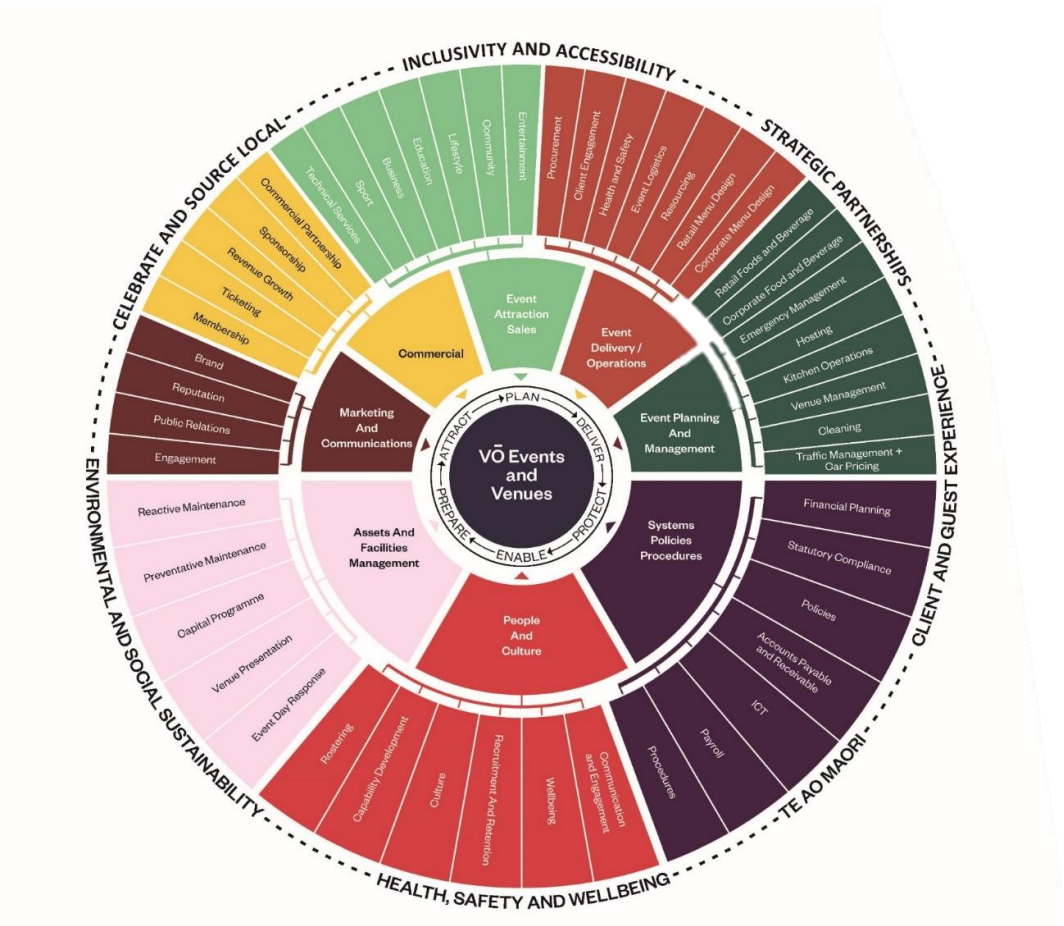
03 NATURE AND SCOPE OF ACTIVITIES

VŌ undertakes the following activities.

- Venue marketing, communications, and event attraction
- Commercial event and venue partnerships
- Sponsorship, advertising and commercial partnerships
- Event planning, management, delivery, and venue operations
- Retail, corporate, and mobile culinary services
- Asset management and facilities maintenance
- Community and strategic local partnership and engagement

Fig 1. Venues Ōtautahi Event and Venue Lifecyle Diagram.

The below is a graphical representation of the mechanics of the VŌ business and what makes up the full event lifecycle.



04 STRATEGIC ALIGNMENT

VŌ's mission, ethos, and way of doing business is aligned with Council's vision for Ōtautahi, Christchurch to be a place of opportunity for all; open to new ideas, new people, new investment, and new ways of doing things – a city where anything is possible.

VŌ's nature and scope of activities align with and are driven to contribute to Council's Strategic Priorities.

Be an inclusive and equitable city

- 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

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

Build Trust and Confidence in the Council

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

Reduce Emissions as a Council and as a city

- 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 ratepayer's money wisely

- 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

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



VŌ's nature and scope of activities align with and are driven to contribute to Council's Community Outcomes.

A collaborative and confident city
- Community is at the heart of everything we do.
- Community access to and connection with the venues is a strategic priority.
- Strategic partnerships and collaboration are core to the VŌ way of doing business.

A green, liveable city
- Environmental, business, and social sustainability are a strategic priority.
- Local sourcing procurement model across all services and supply.
- Focus on growth and diversity building business resilience.

A cultural powerhouse city
- Events celebrate our identity through arts, culture, heritage, sport, and recreation.
- Social and cultural impact of diversity of event portfolio held at VŌ venues.
- Community venues are critical in making Christchurch an events powerhouse.

A thriving and prosperous city
- Direct contribution to regional economy through local sourcing model.
- Economic impact of major entertainment and sporting events held at VŌ venues.
- Events at the city's venues support a vibrant and thriving city centre.

VŌ is committed to a close and collaborative partnership with our shareholder, the Council, to navigate our way through the inevitable challenges in the future, to celebrating successes for Ōtautahi, Christchurch and to ensuring the people of Christchurch have access to, connection with an importantly pride in their venues.



05 THE VENUES



1. Venue Ownership

Christchurch Town Hall is the city's premiere performance venue with a range of multi-purpose spaces, including the much-celebrated Douglas Lilburn Auditorium and James Hay Theatre as well as event spaces such as the Limes Room, Avon Room, and Victoria Room, all varying in capacity from 100 to 2,800. The Town Hall hosts around 280 events per year ranging from concerts, civic events, community events, trade shows, corporate and business events, gala dinners, school, and university events, performing arts and weddings.



Wolfbrook Arena is the largest indoor multipurpose arena in the South Island with a capacity of 9,000, hosting around 40 events per year. Wolfbrook Arena delivers a diverse range of events including major international concerts, major indoor sports, expos, large corporate events/dinners, school, and university events.

2. Management (Venue and Asset Management)

Apollo Projects Stadium is Christchurch's largest sporting Stadium and is home to one of the World's most successful rugby teams, the Crusaders. The Stadium has a permanent seating capacity of 17,100 and holds large concerts up to 27,000. Around 15 major events are hosted at Apollo Projects Stadium per year across rugby union, rugby league, football, motorsport events and large concerts.



One New Zealand Stadium at Te Kaha. One New Zealand Stadium at Te Kaha is Christchurch's newest venue due for completion in 2026. This will be New Zealand's most premiere venue with a seating capacity of 30,000 and the ability to hold large concerts up to 36,000. With a permanent roof One New Zealand Stadium is a multi-use facility expected to host around 200 events per year across a diverse range of event types including rugby union, rugby league, football, motorsport, boxing, corporate events, expos and tradeshows, education and conferencing events, and large, medium, and intimate style concerts.



Hagley Oval/Hadlee Pavilion. Hagley Oval is Christchurch's iconic cricket ground and is home to the much-celebrated Hadlee Pavilion. The ground hosts around 30 events annually, has a capacity of 9,000 and hosts events ranging from international and domestic cricket, corporate events, and weddings.



3. Management (Events Only)

Air Force Museum of New Zealand. The Air Force Museum of New Zealand offers a wonderful and unique experience with a large open space and options to be surrounded by planes steeped in the history of war. The Air Force Museum hosts around 30 events annually of capacities up to 1,000 and hosts events ranging from expos, trade shows, art exhibitions, corporate and business events, gala dinners, and school events.



4. Venues Ōtautahi Mobile Events

The mobile culinary and event management services arm of the business delivering culinary, event and venue management services to venues aligned with the principles and ethos of VŌ as well as large scale mobile events such as SailGP.





06 PURPOSE AND DIRECTION

VŌ, where Ōtautahi comes together.

VŌ's mission is to strategically manage and leverage the venues to deliver positive social, cultural, environmental, and economic benefit to the region and to be aspirational, agile, and kind in how we achieve our mission.

Social benefits through inclusion and unity, cultural benefits through celebration of identity, pride in us and our city, economic benefits through employment, trade, visitor spending, city promotion and the impacts of local sourcing and employment and environmental benefits through guardianship, protection, and ethical sourcing.

Doing good for our community is at our very core and the ultimate measurement of success.

We aim to spend cautiously, invest wisely, and minimise operating grant funding while at the same time not allowing the latter to materially constrain economic, environmental, social, and cultural impact.

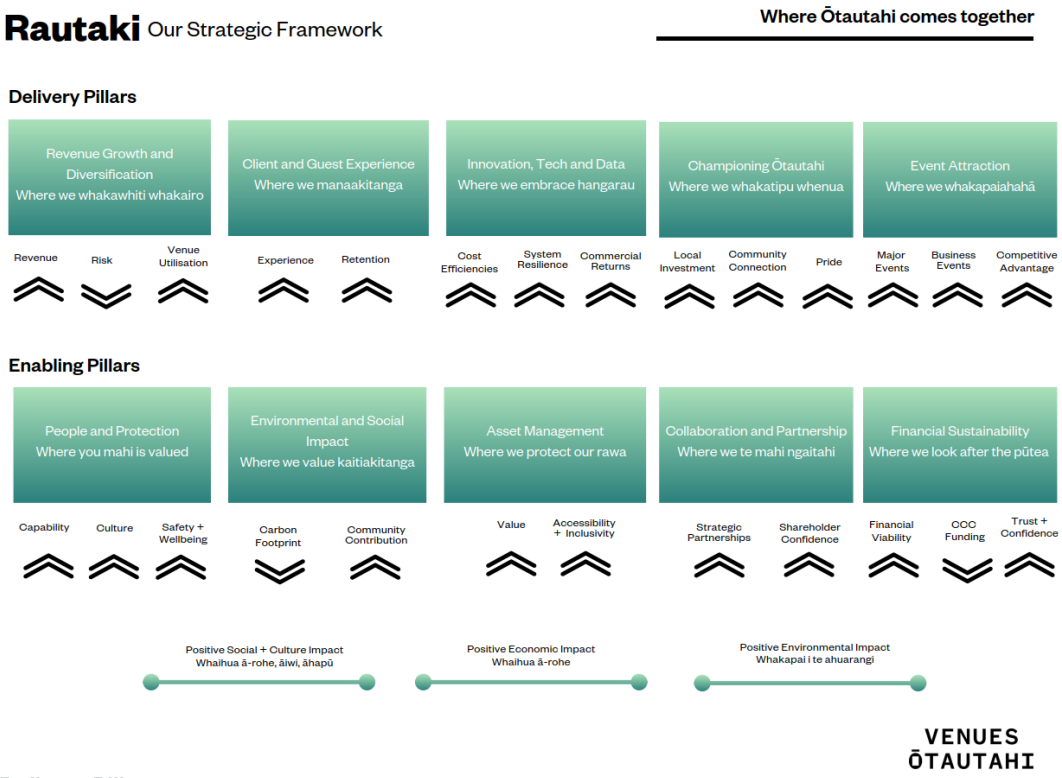
At a minimum the quantifiable economic and social benefit derived from the venues are expected to exceed the whole of life cost of developing, maintaining, and operating the venues.

Our people believe it is a special privilege to serve the venues and the community.



07 VENUES ŌTAUTAHI STRATEGIC FRAMEWORK

The VŌ strategic framework focuses on delivering commercial outcomes to ensure the company's long-term financial sustainability while creating meaningful social, cultural, environmental, and economic benefits for the Canterbury region. The framework is built on ten interconnected delivery and enabling pillars.



Delivery Pillars

1. **Revenue growth and diversification, where we whakawhiti whakaaro**
   - Increase revenue through venue portfolio growth, and commercial partnerships.
   - Reduce business risks by broadening income sources.
   - Increase venue utilisation through a strategic approach to event attraction, creation and promotion.

2. **Client and guest experience, where we manaakitanga**
   - Enhance the guest experience through the development of holistic, venue-specific strategies.
   - Increase client retention by assuring a seamless and technology led event planning experience.
   - Increased revenue will result from technology led innovation across our venues and experiences.

3. **Innovation, Technology and Data, where we embrace hangarau**
   - Develop and execute a data strategy leveraging insights to underpin all commercial decisions.
   - Build a robust stock control system and systemised approach to event delivery to deliver cost efficiencies.
   - Execute the ICT strategy to assure a resilient and fit for purpose ICT foundation and platform for the future.
   - Invest in innovation to enhance the guest experience and generate commercial returns.

4. **Championing Ōtautahi, where we whakatipu whenua**
    - Execute a source local procurement strategy to deliver economic benefit to the region.
    - Develop initiatives to assure community engagement and connection to their venues.
    - Celebrate local across the guest experience and communications strategy to ensure community pride.

5. **Event Attraction, where we whakapaiahahā**
    - Attract more major events through strategic investment in event delivery infrastructure to minimise costs.
    - Engage key promoters and sporting bodies through a strategic and commercial approach to partnership.
    - Generate competitive advantage by assuring technology infrastructure at all venues is fit for purpose for high yield business events.

Enabling Pillars

1. **People and Protection, where your mahi is valued and we whakaruruhau i ō tātou iwi**
    - Execute a development framework to assure VŌ has the capability to deliver on its aspirations.
    - Build a strong and connected culture underpinned by a genuine care for each other.
    - Protect the safety and wellbeing of all by focusing on critical risk and a culture of safety leadership.
    - Take a holistic approach to wellbeing with a focus physical, mental, social and spiritual outcomes.

2. **Environmental and Social Impact, where we kaitiakitanga**
    - Execute a carbon reduction strategy to achieve carbon neutrality for all VŌ venues by 2030.
    - Deliver positive community outcomes by executing a social impact framework.

3. **Asset Management, where we protect our rawa**
    - Execute long-term asset management plans to maintain the safety and compliance of all venues.
    - Take a strategic approach to asset renewal to maintain the value of the assets on the balance sheet.
    - Assure the same experience for all members of the community through accessible and inclusive venues.

4. **Collaboration and Partnership**
    - Strengthen strategic partnerships through collaboration and shared risk and reward.
    - Enhance the relationship with our shareholder through close collaboration and a focus on shared outcomes.

5. **Financial Sustainability, where we look after the pūtea**
    - Focus on business and revenue growth to seek to eliminate requirement for Council operational support.
    - Develop an enterprise risk framework to assure the long-term financial viability of the business.
    - Take a transparent and responsible approach to the rate payer contribution to assure trust and confidence.
    - Leverage the power of the VŌ portfolio to create economies of scale in procurement and purchasing.

08 STRATEGIC OPPORTUNITIES AND CHALLENGES

There are key strategic opportunities and challenges material to the future of the business and remain the focus of the VŌ Board and Management in developing and evolving strategy. These include.:

1. **One New Zealand Stadium**

- VŌ continues intense preparations for One New Zealand Stadium's opening.
- Execution of the commercial strategy and preparations for handover and operationalisation all place a demand on people and financial resources over and above business as usual activity.
- This SOI allows for pre-opening costs associated with the following.
    - Development and, execution of the commercial, event attraction, technology and data strategies for the venue.
    - Increased operational, technical and sales resource required for the commissioning, commercialisation, and operationalisation of the venue.
    - Corporate overheads to assure venue systems, policies and legal frameworks are established in time for opening and are integrated within the VŌ business.
    - Continued intensive support for the project and remaining phases of design and construction.
    - Feasibility studies with respect to new event types able to be hosted in the new venue, not a consideration of the business before now.
    - Material items of procurement including for example pourage, radios, naming rights, sponsorship, point of sale systems, and operational capital items such as kitchen and catering equipment and fridges.
    - Infrastructure required to support those items in the venue which will deliver a greater commercial return, an enhanced guest experience and ultimately a highlight competitive venue in a market similarly, so.
- This SOI also accounts for the following with respect to the financial and funding model for One New Zealand Stadium.
    - The integration of the venue into the VŌ financial model from FY25/26 (opening 20 April 2026).
    - The reimbursement to VŌ from Council of the majority of Stadium pre-opening costs incurred by VŌ between FY22/23 and FY25/26 with no revenue to offset
        - *Of note, pre-opening costs equate to $4.3m, with reimbursement of $3.924m occurring in FY25/26 ($2.37m) and FY26/27 ($1.56m) as per the 2024-2034 Long Term Plan.*
    - The significance of the commercial opportunity of One New Zealand Stadium which greatly enhances VŌ financial independence from an operational funding perspective.
    - The financial model reflects the assumption VŌ will operate the venue and will manage the repairs, maintenance and capital programme for the asset.
    - The financial model assumes Council retains ownership of the asset and retains responsibility for asset ownership costs such as rates and insurance.
    - This SOI also reflects a realistic and achievable forecast for the Stadium.

2. **Long Term Financial Viability**

- This SOI reflects initiatives to ensure the long-term financial viability of the business and goal, achieved in the period of this SOI, to reduce and ultimately eliminate the operational financial support required from the shareholder to offset asset management and maintenance costs.

3. Economic Conditions

- Conditions in New Zealand continue to present challenges for the events and venues industry. The ongoing cost-of-living crisis, inflationary pressures, rising operating costs and costs of goods and services, balancing the need to be a living wage employer and pressure on the discretionary dollar with respect to ticket sales and retail food and beverage particularly all having an impact.
- The Global economic forecast is also volatile with respect to impacts on the New Zealand market internally and on international events considering coming to New Zealand.
- This SOI reflects the Company's preparedness for the continued volatile global and national economic and industry environment.

4. Environmental Sustainability

- VŌ is deeply committed to achieving its sustainability aspirations, with environmental goals being a core element of its business strategy. However, implementing sustainable practices often comes with significant costs, presenting an ongoing challenge.
- This SOI reflects the company's intention to continue to strike a careful balance between financial constraints and environmental responsibilities to ensure long-term, meaningful impact.

5. Section 17a Review

- This SOI does not account for any potential outcomes impacting VŌ recommended for consideration by Council as a result of the Council's Section 17a review into its economic development activities.



09 CURRENT POSITION

1. Regional Impact

VŌ's mission is to positively contribute to the social, cultural, environmental, and economic well-being of the region and by leveraging the company's unique position as the owner or operator of the city's major venues, VŌ drives outcomes aligned with the community's long-term prosperity.

Every investment made in VŌ is, by extension, an investment in the growth and vibrancy of the city and the people in our community.

a) Championing Ōtautahi

VŌ is the only venue and event management company in Australasia delivering its food and beverage services in house with all other companies contracting this core part of the business to third party catering service providers. This is a unique point of difference for VŌ and in turn for Council and the city.

In 2020, VŌ made the decision to end the long-term outsourced catering partnership with Spotless Services and to bring catering in-house.

A core part of this strategy was to focus strategically on culinary innovation, reduce cost and control where products were sourced (and in turn implement a local procurement strategy for food and beverage).

This change has had a significant impact on the business. It has underpinned the company's ethos and has delivered significant regional economic, as well as cost and revenue benefits.

Championing Ōtautahi and sourcing local underpins VŌ's approach to all procurement with 80% of food across the venue portfolio and 70% of all contractors and service providers sourced from Canterbury. This is a direct contribution each year of around $13m to local suppliers, producers, contractors and service providers.



With the addition of the Stadium in 2026, it is expected this direct contribution through sourcing locally will increase to $30m each year.

Championing Ōtautahi will continue to underpin the way the company does business throughout the course of this Statement of Intent and beyond.

b) Visitation

Through the attraction of major entertainment and sporting events and National and International business events to the region, venues and events deliver significant economic benefit to the community with visitors who attend events from out-of-town spending on accommodation, hospitality, retail, and other activities.

Of the hundreds of events delivered across the portfolio, VŌ attract, plan, and deliver around 15-20 major events each year which deliver a large portion of the estimated economic impact to the region.

The estimated regional economic impact of visitation to Ōtautahi, Christchurch to attend events held across the current portfolio of VŌ venues is around $30m*.

With the opening of One New Zealand Stadium, this number will materially increase, and it estimated from visitation alone the economic impact of visitors attending events at VŌ venues annually will be around $50m.

On this basis, the company is forecasting, from 2026 an estimated $80m - $100m of regional direct and indirect economic benefit each year from visitation to all events across the portfolio of venues, through the local procurement of food and beverage, from the engagement of local suppliers and contractors and from the employment of local staff.

VŌ for this reason is focused on continuing to attract major and business events to its portfolio of venues, as these events deliver the most direct and indirect economic impact to the region. With the quality of city infrastructure soon to be available this is a powerful and competitive position for the region and one VŌ will leverage for the benefit of the city as a whole.

** The methodology utilised by VŌ in estimating economic benefit through visitation is industry methodology provided by Tourism New Zealand and is aligned with the methodology utilised by Council's economic development agency, ChristchurchNZ. This remains estimated as it is not externally validated.*



2. Social and Environmental Impact

Caring for the environment using thoughtful and sustainable methods, always acting with future generations in mind, taking a role in contributing to the health, vitality, and sustainability of the social fabric of the region are long term strategic priorities of VŌ.

Environmental sustainability is essential for the long-term viability of major events. In an industry of mass gatherings generating large volumes of waste and in venues with peaks and troughs in activity, taking a strategic approach to sustainability is both a challenge and an opportunity.

VŌ commits to building a culture whereby responsibility for positive sustainability outcomes is embraced by every member of our team, whatever their role or position. The establishment of the Board sustainability subcommittee, Executive Leadership Team sustainability steering group and internal sustainability committee demonstrating the genuine governance, management and team commitment to delivering positive environmental sustainability outcomes.

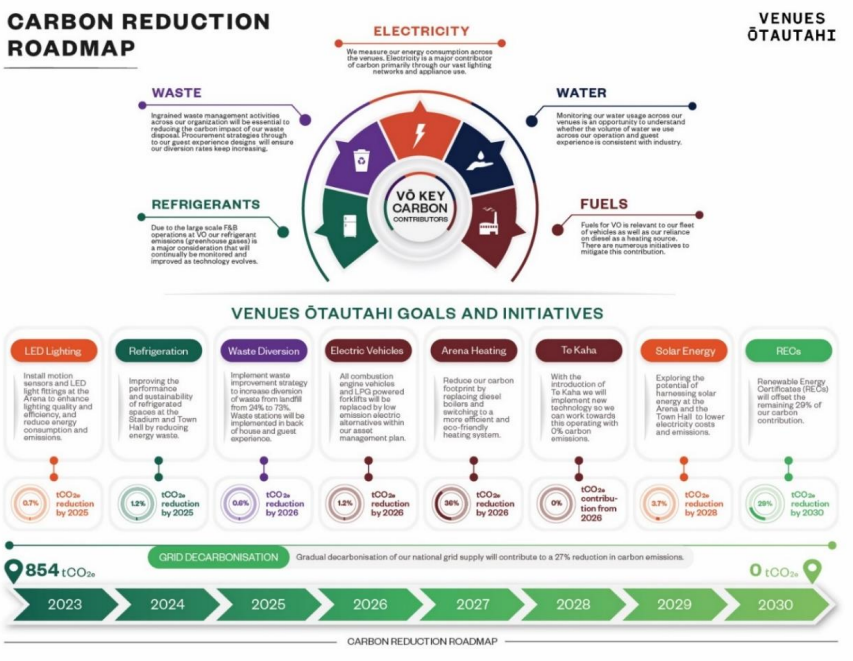
Making a positive social impact and contributing to the local community is a core part of our culture. Through our people-first approach, sustainability initiatives, and unwavering commitment to community engagement, we continue to create meaningful change for Christchurch.

a) Environmental Impact

VŌ has a target of carbon neutrality by 2030. In 2023 the baseline carbon emission footprint for the business was established and a carbon reduction roadmap developed. In FY23/24 the execution of the roadmap, to achieve the company's 2030 target, commenced. The roadmap focuses on five key carbon contributors: stationery and transport fuels, electricity, water, waste and refrigerants.

VŌ has implemented several key initiatives across these key carbon contributors including establishing a reporting and monitoring platform to track the company's carbon reduction progress.

VŌ to the end of 2024 had achieved a 6% reduction in electricity usage and carbon emissions, an 8% reduction in stationary fuel usage and carbon emissions, a 27% reduction in transport fuel usage and carbon emissions and a 10% reduction in usage and 14% reduction in emissions for waste.



Looking forward across the period of this SOI the focus for VŌ in continuing to reduce carbon emissions and maintain the momentum required to achieve the company's 2030 target, is to:

- Integrate the Stadium into the environmental sustainability framework.
- Continue to progress to electrify the VŌ vehicle fleet.
- Consider how renewable energy certificates can contribute to the company's targets.
- Establish the ability to quantify refrigerants and water consumption and a framework to reduce.
- Build environmental sustainability requirements into venue hire agreements.
- Continue to build team engagement and participation.
- Align the environmental impact framework with the UN Sustainable Development Goals.

In addition, with around 50% of all VŌ carbon emissions being attributed to Wolfbrook Arena and 39% of the total carbon footprint being the diesel boilers at the venue, the project to replace these has also commenced and is expected to be complete in the 2028 financial year.

Once complete, this will have a material impact on VŌ achieving its carbon neutral target by 2030.

To assure and validate our programme of activity across all venues, VŌ will also seek Toitū Envirocare accreditation in the 2027 financial year.

b) Social Impact

In taking a holistic approach to sustainability, VŌ also strives to deliver positive social sustainability outcomes. The company's approach to sourcing local, employing local, contributing local and partnering local all underpin a positive contribution to the social fabric of the region.

VŌ is committed to a diverse and inclusive culture, and one connected to our cultural heritage where our people are enabled to innovate and find new and better ways of delivering value to clients, guests, and the community at large.

VŌ is proudly a living wage employer, employing over 450 casual staff, increasing to 1,000 in time for the opening of the new Stadium in 2026.





VŌ is both Hāpai and Sunflower accredited, affirming our commitment to inclusive practices and supporting hidden disabilities in our venues and utilises fundraising groups to support the delivery of events while supporting their fundraising efforts.

VŌ have a strong partnership with Ngāi Tūāhuriri with this cultural connection reflected in our culinary services offering, our front of house service and guest experience strategy and with the intention as we continue to deepen this partnership into future years, extending to training, development, and employment opportunities. All aspects of this partnership contributing to the economic growth of and support to our local Māori community.

Social responsibility and supporting those members of our community who need it the most is also core to the philosophies by which VŌ live by, and we are committed to meeting the highest standards of social and environmental performance, accountability, and transparency.

This includes for example the company's partnership with the Christchurch City Mission, with the Ministry of Social Development to create employment opportunities for those seeking work, with ChoicesNZ work experience program supporting inclusive employment initiatives, with Maia Health and with Full Bellies, supporting children in our community much in need.

VŌ believe in a system where businesses can benefit people, communities, and the planet, we intend to make long term strategic decisions over quick wins and will continue to measure our success in part based on the positive impact delivered by all aspects of the business.

Looking forward VŌ will integrate the social and environmental framework into a consolidated framework and roadmap reflecting the United Nations Sustainable Development Goals and will inherently continue to focus on where its efforts can support those in the community who need it most.

3. Health, Safety and Wellbeing

The health, safety, and wellbeing of our VŌ team, key delivery partners, clients, guests in the venues and all stakeholders involved with the business is paramount.

VŌ, in managing large civic assets, a high volume of contractors, venue and food safety for hundreds of thousands of guests, event safety for over 400 events of different scale and type each year, and hundreds of staff in a high-risk environment, assuring the health, safety and security of all is challenging and complex.

VŌ pursue collective and continuous improvement, genuine engagement across the business, have a focus on critical risk and a system underpinned by quality systems and processes to deliver outcomes focused on improving the health and wellbeing of all involved in or with the VŌ business.

By adopting best practices, VŌ ensures risk management strategies are not only effective but also integrated into everyday operations.

This focus on collective and continuous improvement across all aspects of health, safety, and wellbeing and the strategic management of critical risk is a strategic priority and will remain so into the future.

Mental health and wellbeing is also a core focus of the business and on this basis the development and implementation of a wellbeing strategy and approach that supports the mental, physical, social, and spiritual health of our people and strengthens the connection between us is a priority of VŌ, now and in the future.

4. One New Zealand Stadium at Te Kaha

VŌ as the operator of the Stadium has the responsibility for providing operator advice to the project and for both commercialising and operationalising the venue.

This includes the attraction, planning, and delivering of all events and food and beverage services, developing a commercial strategy to maximise the opportunity of this stunning new venue for the region, to developing a communications strategy to engage the community and underpin the commercial strategy and for managing the asset itself.

a) Design and Construction

From a design perspective VŌ has been intensively engaged across all aspects of the project since its inception with this early engagement from an operator perspective, invaluable.



VŌ has continued this level of intensive engagement through all stages of design, construction, and will continue to do so through the commissioning and handover phases of the venue prior to its opening.

From a design perspective, VŌ has focused on assuring key design fundamentals of operational functionality, commercial viability, guest experience, accessibility and inclusivity, sustainability, and multi-use functionality are prioritised while concurrently are focused on the importance of the whole of life versus capital trade-offs for the new venue.



b) Commercialisation

In 2023, VŌ commenced the two phased process to develop and execute the commercial strategy for the new venue. Phase one independently identified and valued material commercial assets including naming rights and other sponsorship collateral.

Phase two, the development and execution of the sales strategy for all commercial assets commenced in 2023 with material transactions such as naming rights, ticketing rights, content and pourage all executed in 2024.

Two three-year partnerships for guaranteed content at the Stadium were also executed in 2023 and 2024 with both the One New Zealand Warriors and the Wellington Phoenix Football Club underpinning an already strong forecast event schedule.

The attraction of events underpins the long-term commercial strategy for the venue with major and business events delivering the most significant economic benefit to the region.

VŌ will self-fund event attraction through its commercial returns from FY25/26 but remains committed as required to continuing to work with the Council events eco-system to attract mega, major and business events to the city.

The sale of premium hospitality commenced in April 2025 with this and the confirmation of the event programme, including major events, for the venue the most material commercial transactions remaining that will be executed in year one of this SOI.

Outside of the venue itself, VŌ are developing an activation strategy for the Te Kaha entertainment precinct.

One New Zealand Stadium and Te Kaha as a whole is a critical project for the city and VŌ feel privileged to be operating what is going to be a stunning new venue on behalf of the community.

c) Operationalisation

To assure VŌ is prepared for and will hit the ground running for the successful launch, operation and management of the Stadium a programme of projects has been established and is well in train. These projects cover the following four core aspects:

- Operational readiness to ensure plans are in place for the successful opening of the venue in 2026.
- Commercialisation to assure the commercial potential of the Stadium is maximised.
- Venue integration to ensure the venue integrates seamlessly into the existing venue portfolio.
- Communications and engagement to build community connection and underpin the commercial strategy for the venue.

The programme of projects is made up of around 80 projects and is governed by a Project Steering Group (represented by the VŌ Board of Directors and an Independent Advisor), is directed internally by the Executive Leadership Team, and managed by a Project Director.

Over the course of year one of this SOI, this will be the focus of VŌ to ensure all key aspects of the programme are executed successfully.



5. Te ao Māori

VŌ has a deep connection to the community through the venues and to the rich cultural heritage of the region. VŌ is committed to continuing to deepen this connection through integrating Te Ao Māori principles across our strategic framework and how we do business.

Recognising the profound value of indigenous wisdom, VŌ has woven traditional Māori values such as kaitiakitanga (guardianship), whanaungatanga (relationships), and manaakitanga (hospitality) into our operations.

This holistic approach not only honours the cultural heritage of Aotearoa but also fosters sustainable practices, fosters deeper connections with clients and communities, and enhances overall business resilience.

Given all venues under the VŌ portfolio fall within the rohe of Ngāi Tūāhuriri we give particular focus to continuing to forge a close and strategic partnership with Ngāi Tūāhuriri and to continuing our journey together as we embark on a step change for the business in the coming years.



6. Strategic Asset Management

VŌ holds a crucial responsibility for strategically managing and maintaining the city's significant portfolio of assets, ensuring their long-term value and functionality. For the FY24/25 period, the organisation oversees $300 million in owned assets.

From FY25/26 and beyond, this responsibility expands to encompass approximately $1 billion in owned and/or managed assets. A key objective of the company is to maintain the value of these city assets ensuring the venues remain safe, compliant, operationally functional, and aligned with evolving technological and competitive standards.

As one of the most critical functions of the organisation, asset management demands a sophisticated approach to integrating repairs and maintenance with the operational needs of highly utilised venues.

Balancing event activity with necessary upkeep is complex, requiring careful scheduling to allocate 20% of venue utilisation time for repairs and maintenance. This ensures the assets are preserved without significantly disrupting their availability for events and activities.

The cost of asset management and maintenance is significant, amounting to approximately $6.5 million annually. To manage these costs effectively, VŌ achieves efficiencies through its internal team, reducing reliance on external contractors and allowing for timely and responsive asset care.



These costs to date have been offset through a mix of revenue streams: operating profits from event attraction, planning, and delivery (23%), tax subvention through the Council tax group (30%), and council operating support (46%). With a step change in the financial forecasts of the business, from FY27/28, VŌ aims to meet these costs through operating surpluses.

Ultimately, this comprehensive and strategic management framework underpins the organisation's ability to sustain the value, safety, and functionality of its assets, ensuring they continue to serve the community and remain competitive in the marketplace.

VŌ has established asset management and preventative maintenance plans, utilising the services of an independent specialist, for all venues with a particular focus on Wolfbrook Arena. The Arena is 28 years old and continues to be in a period requiring significant asset renewal and improvement to maintain the quality, safety, compliance, and operational functionality of the asset.

The Christchurch Town Hall, despite being recently repaired and restored remains a heritage listed site and has maintained its over 50-year-old design features which makes this venue a more expensive asset to maintain and to operate.

Core to assurance the asset management plan is delivering safe, compliant and operationally functional venue in the most cost-effective way are the following key aspects.

- The asset management plans for Wolfbrook Arena, Christchurch Town Hall and the Stadium are developed by an external specialist consultancy.
- VŌ qualified internal team work with the external specialist consultancy to provide a practical overlay to the Asset Management Plan to inform current state asset assessments.
- An annual internal and bi-annual independent review of the asset management plan is undertaken.

7. Accessibility and Inclusivity

Assuring and enabling the same experience for all members of the community in all VŌ venues is a strategic priority of VŌ and on this basis accessibility and inclusivity are strategic fundamentals in everything we do.

Not only does the company have a focus on assuring all aspects of the business are reflective of the diverse make up of our community, but the venues evolve to assure the whole community has an enhanced but inherently safe and secure experience in all VŌ venues, including One New Zealand Stadium.

VŌ will continue work with the right community groups and individuals to understand the opportunities and the challenges not only for the current suite of venues but also for the new Stadium and the Te Kaha precinct throughout the period of this Statement of Intent.





10 COMMUNITY

VŌ primarily supports the local community by managing and operating the Christchurch Town Hall, Wolfbrook Arena, Hagley Oval (Hadlee Pavilion), Apollo Projects Stadium, and from 2026, One New Zealand Stadium those assets owned by the people of Christchurch for their economic, social, environmental, and cultural benefit.

The Company also operates the Air Force Museum of New Zealand and considers this asset as a strategic venue in the portfolio of assets adding to the significant economic, social, environmental, and cultural benefit delivered from events across the portfolio of assets.

VŌ endeavours, and makes a strategic priority, to ensure reasonable local cultural and community event access to all venues under its ownership or management through the provision of discounted venue hire rates.

With venue compliance, maintenance, and operating costs, particularly in relation to the heritage listed Christchurch Town Hall and the Wolfbrook Arena increasingly costly given the age of the asset, but generally across all major venues, making affordability for these groups more challenging.

Any consideration of future acquisition of assets or establishment of management services agreements for additional venues and the growth of the mobile arm of the business VŌ Events, will always be underpinned by the alignment with VŌ community principles and in the best interests of Ōtautahi, Christchurch.



11 GOVERNANCE

The VŌ Board is responsible for the strategic direction and control of the Company. The Board guides and monitors the business and affairs of VŌ on behalf of the Shareholder to whom it is accountable within the framework of the purpose, direction and objectives set out in this Statement of Intent.

The VŌ Board meets monthly and has four subcommittees of the Board focused on strategic and business critical matters. These include a sustainability committee, health and safety committee, audit and risk committee, remuneration committee and a One New Zealand Stadium at Te Kaha Project Steering Group.

All Directors are required to comply with a formal Code of Conduct, based on the New Zealand Institute of Directors' Principles of Best Practice. The Board conducts periodic self-reviews of Board performance and effectiveness and in FY26/27, will undertake an independent review.

12 PERFORMANCE TARGETS

1. Operational Performance Targets

In addition to the above financial performance measures, VŌ will report to the Shareholder on a quarterly basis the progress against our stated objectives. VŌ will also use the following measures to assess its operational performance:

Objective and Strategy	Performance Measure		
	2025/2026	2026/2027	2027/2028
Economic Impact			
Attract and manage events that generate positive social, cultural, environmental and economic impact.	Maximise visitor spending by holding at least 21 major ticketed events at VŌ venues[1].	Maximise visitor spending by holding at least 26 major ticketed events at VŌ venues[1].	Maximise visitor spending by holding at least 27 major ticketed events at VŌ venues[1].
Contribute direct economic benefit to the region[2] through implementation of local procurement strategy where commercially viable	80% of food procured from Canterbury. 70% of all third-party suppliers and contractors from Canterbury.	80% of food procured from Canterbury. 70% of all third-party suppliers and contractors from Canterbury.	80% of food procured from Canterbury. 70% of all third-party suppliers and contractors from Canterbury.
Social and Cultural Impact			
Maximise attendance at VŌ venues including One New Zealand Stadium at Te Kaha	Guests to venues exceed 600,000[3]	Guests to venues exceed 850,000[3]	Guests to venues exceed 900,000[3]
Make venues available to support local community groups/individuals	At least 50 events receive the community rate, or the value of community discounts applied equate to at least $115,000	At least 55 events receive the community rate, or the value of community discounts applied equate to at least $130,000	At least 60 events receive the community rate, or the value of community discounts applied equate to at least $150,000
Client and Guest Experience			
Guest NPS[4]	Achieve greater than 55 NPS[4] during the year	Achieve greater than 60 NPS[4] during the year	Achieve greater than 60 NPS[4] during the year
Client Net Promoter Score (NPS[4])	Achieve greater than 55 NPS[4] during the year	Achieve greater than 60 NPS[4] during the year	Achieve greater than 60 NPS[4] during the year
People and Protection			
Ensure the health and safety of our VŌ team, key delivery partners, clients, guests in the venues and all stakeholders involved with the business.	No serious harm[9] incidents involving critical risks[8] for guests, staff, or third-party stakeholders at VŌ.	No serious harm[9] incidents involving critical risks[8] for guests, staff, or third-party stakeholders at VŌ.	No serious harm[9] incidents involving critical risks[8] for guests, staff, or third-party stakeholders at VŌ.
Develop and maintain a supportive and engaging workplace culture.	Achieve a permanent staff engagement score of greater than 75%.	Achieve a permanent staff engagement score of greater than 75%.	Achieve a permanent staff engagement score of greater than 75%.

Objective and Strategy	Performance Measure		
	2025/2026	2026/2027	2027/2028
Environmental Impact			
Contribute to reducing the City's carbon footprint by achieving target of net carbon neutrality by 2030.	Achieve reduction in carbon emissions[5] from prior year.	Achieve reduction in carbon emissions[6] from prior year.	Achieve 20% reduction in carbon emissions from stationery fuels and reduction in carbon emissions[7] from prior year.
Assure One New Zealand Stadium contributes to the City's carbon footprint target of net carbon neutrality by 2030.	Establish a per guest carbon measure to account for fluctuating event activity and the addition of a new venue.	Establish baseline carbon footprint for One New Zealand Stadium	Track and monitor carbon emissions for One New Zealand Stadium as part of overall VŌ environmental sustainability framework
Governance			
Report to Shareholder	Meet all Local Government Act (LGA) and Council reporting deadlines.	Meet all LGA and Council reporting deadlines.	Meet all LGA and Council reporting deadlines.
One New Zealand Stadium at Te Kaha			
Maximise the commercial opportunity of One New Zealand Stadium at Te Kaha for Ōtautahi, Christchurch.	Premium hospitality and commercial sponsorship offerings in market.	80% of all premium hospitality and 80% of all commercial sponsorship offerings sold.	80% of all premium hospitality and all commercial sponsorship offerings sold.
Asset Care			
Ensure the safety, compliance and operational functionality of VŌ owned venues is maintained.	VŌ has an asset management plan in place for owned assets with this reviewed annually.	VŌ has an asset management plan in place for owned assets with this reviewed annually.	VŌ has an asset management plan in place for owned assets with this reviewed annually.

1. ***Major Events*** *defined as:*
    1. *Arena: Event attendance > 5,000 and/or International Sport*
    2. *Apollo Projects and the Stadium: Ticketed events > 10,000 and/or International Sport*
    3. *Hagley Oval: Ticketed events > 5,000 and/or International Cricket*
2. ***Regional is Canterbury.*** *Can include National or International suppliers if point of origin is Canterbury.*
3. ***Guests.*** *Guest numbers include attendees at events such as concerts and sports (ticketed events), dinners, conferences, expos and trade shows (non-ticketed events). Guest numbers for expos and trade shows are captured using a clicker system at the entry point to the venue.*
4. ***Net Promoter Score.*** *Any Net Promoter Score above 0 is 'good' and means that your audience is more loyal than not. A score above 20 is considered 'favourable'. Anything above 50 is excellent and means your organisation has considerably more satisfied customers than dissatisfied ones. An NPS score above 80 is World Class and means customers love you and your company generates a lot of positive word-of-mouth referrals.*
5. ***Carbon emissions*** *measured in FY25/26 are stationery and transport fuels, waste, and energy.*
6. ***Carbon emissions*** *measured in FY26/27 are stationery and transport fuels, waste, energy and water.*
7. ***Carbon emissions*** *measured in FY27/28 are stationery and transport fuels, waste, energy, water and refrigerants.*
8. ***Critical risks*** *are those identified as per the Venues Ōtautahi critical risk framework.*
9. ***Serious harm*** *is a notifiable injury or illness as defined in section 23 of the Health and Safety at Work Act 2015.*

2. Financial Performance Targets

Financial sustainability is a strategic objective of VŌ with a focus on business and revenue growth to eliminate the need for Council operational support. Since 2019, the company has been focused on developing a business framework underpinned by commercial growth and cost control/efficiency.

Over the period of this SOI, VŌ will see a step change in its financial position with respect to the need for operational support from the shareholder. This is due to the opening of One New Zealand Stadium and the strength of the commercial proposition this new venue delivers.

One New Zealand Stadium is going to be an incredible venue for the people of Christchurch to be proud and with only one year until its opening the strength of the social, cultural and economic benefits this new strategic city asset will bring are now apparent.

One New Zealand Stadium

Concurrently as the VŌ business has been reshaped, the company has been developing the commercial and operational model for the venue that maximises this opportunity for the shareholder and the city.

Key to the commercial success is to secure highly valuable, long term strategic commercial partners and to create a strong and sustainable event pipeline.

In the past 18 months VŌ have secured a significant value of long-term commercial partnerships spanning between 5 and 12 years including, naming rights (One New Zealand), ticketing and content (Ticketmaster and Live Nation), pourage with further sponsorship announcements and the finalisation of premium hospitality sales all imminent.

The significance of variation in financial performance targets versus the VŌ FY25-27 SOI for One New Zealand Stadium is due to the following material items: developed versus detailed design, and the timing of the SOI prior to transaction of material commercial agreements (naming rights, ticketing and content, pourage, guaranteed content) and premium hospitality offerings and financial model as such being confirmed.



The key assumptions underpinning the financial performance targets for One New Zealand Stadium are as follows:

- Practical completion for the project, 20 April 2026.
- VŌ responsible for asset management and maintenance and commercial operations.
- VŌ will not own the asset.
- Council will manage the turf and will meet all turf management costs.
- Commercial and operational forecasts are conservative but realistic with a long-term view across all taken.
- Operational and capital asset management and maintenance costs account for risk of a large, complex and new asset (completed with the support of a specialist third party).
- VŌ portfolio approach applies with a consolidated view of overheads.
- Pre-opening expenses to be reimbursed by Council as per 2024-2034 LTP (phased between FY25/26 and FY26/27).

Venues Ōtautahi Portfolio

The key assumptions underpinning the remainder of the VŌ portfolio are as follows:

- Event forecast and cost profile consistent with no cannibalisation of content from other venues.
- Apollo Projects Stadium will cease operations on opening of One New Zealand Stadium with no costs or revenue accounted for post 20 April 2026.
- Financial performance targets account for the increase to the living wage.
- Overheads include accounting for One New Zealand Stadium from 20 April 2026.
- Permanent staffing reflects phased approach to preparing to open One New Zealand Stadium.



Council Operational Funding

The VŌ FY25-27 SOI financial performance targets assumed operational support from Council of $3.25m across the period (reducing to $3m in FY26/27), subvention receipts of circa $2m (reducing to $1.5m in FY26/27) and the reimbursement of pre-opening expenses for One New Zealand Stadium of $2.4m (FY25/26) and $1.6m (FY26/27).

The VŌ FY26-28 SOI financial performance targets assume the following:

- The reimbursement of pre-opening expenses for One New Zealand Stadium of $2.4m (FY25/26) and $1.6m (FY26/27).
- No change to VŌ capital funding requirements versus the 2024-34 LTP.
- No requirement for Council operational funding support from FY26/27.
- VŌ self-funding bid incentive expenditure for major event attraction to all VŌ venues.
- Reduction of subvention receipt income.
- No capital funding required for One New Zealand Stadium across this SOI period.

- *Note on the Financial Performance Targets*

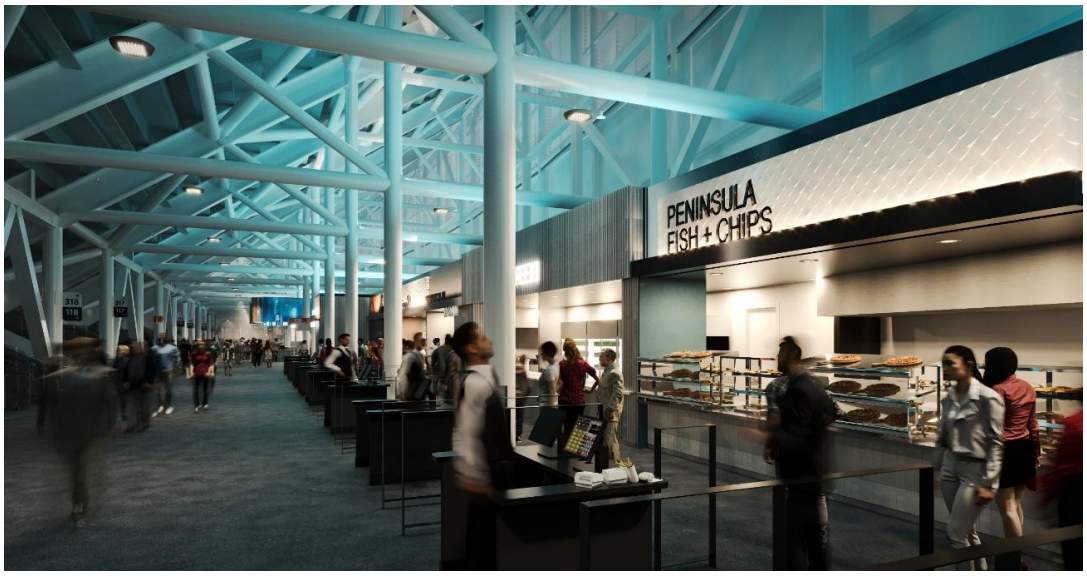
There remain several areas which could cause material deviation from the financial performance targets presented. The key assumptions around these have been outlined below, with those assumptions forming the foundation of the targets.

One New Zealand Stadium

- A definitive opening date (earlier than 20 April 2026 would provide upside).
- Operator construct between VŌ and Council for One New Zealand Stadium yet to be confirmed

Other

- Any implications for VŌ with respect to outcomes of the section 17a review (Q4 FY25 – this SOI assumes no material changes to the nature, responsibilities, costs or revenues to VŌ arising from the review).



a) EBITDA

The below will represent the forecasted EBITDA split between event and venue operational performance (operations), asset management, repairs, and maintenance (property) and One New Zealand Stadium pre-opening costs for FY26-28.

	2025/26	2026/27	2027/28
	$000	$000	$000
Event and Venue Operations (total)			
Existing operations excluding One NZ Stadium at Te Kaha			
Direct operating income	16,204	14,106	15,720
Less: Direct operating expenses	(8,180)	(7,114)	(7,800)
Operating margin (existing operations)	***8,024***	***6,992***	***7,920***
One NZ Stadium at Te Kaha			
Direct operating income	6,878	30,689	31,438
Less: Direct operating expenses	(3,422)	(16,814)	(17,246)
Operating margin (One NZ Stadium at Te Kaha)	***3,456***	***13,875***	***14,192***
Non-event income	3,193	3,173	3,211
Less: Net operating overheads and fixed costs*	(11,746)	(16,899)	(17,505)
Total Operating EBITDA	**2,927**	**7,142**	**7,818**
Asset Management, Repairs and Maintenance (Property)			
Direct operating income	225	225	225
VŌ Council operating support	2,500	Nil	Nil
Less: Net operating overheads and fixed costs*	(6,490)	(7,344)	(7,922)
Property EBITDA	**(3,765)**	**(7,119)**	**(7,697)**
One NZ Stadium at Te Kaha pre-opening			
One NZ Stadium at Te Kaha pre-opening reimbursement	2,368	1,556	Nil
Less: One NZ Stadium at Te Kaha pre-opening expenses	(2,345)	Nil	Nil
One NZ Stadium at Te Kaha pre-opening EBITDA	**23**	**1,556**	**Nil**
Consolidated EBITDA	**(815)**	**1,579**	**121**

** Note that operating overheads and fixed costs are managed at a business-wide level, which allows for significant efficiencies in costs compared to as standalone venues.*

Pre-opening costs for One New Zeeland Stadium funded by VŌ since FY22/23 with reimbursement to be received in FY26 and FY27.

b) Consolidated Financial Performance Targets

The consolidated financial performance targets for VŌ are as follows:

	2025/26	2026/27	2027/28
Consolidated	$000	$000	$000
Direct operating income (existing venues)	16,429	14,331	15,945
One NZ Stadium at Te Kaha operating income	6,878	30,689	31,438
Non-event operating income	3,193	3,173	3,211
VŌ Council operating support	2,500	Nil	Nil
One NZ Stadium at Te Kaha operating grant	Nil	Nil	Nil
Less: Direct operating expenses	(11,602)	(23,928)	(25,045)
Less: Net operating overheads and fixed costs	(18,236)	(24,243)	(25,428)
EBITDA (Before ONZS at Te Kaha Pre-Opening Expenses)	**(838)**	**23**	**121**
One NZ Stadium at Te Kaha pre-opening reimbursement	2,368	1,556	Nil
Less: One NZ Stadium at Te Kaha pre-opening expenses	(2,345)	Nil	Nil
EBITDA	**(815)**	**1,579**	**121**
Forecasted Subvention	2,000	1,000	Nil
Operating cash surplus / (deficit) excluding net interest and depreciation	**1,185**	**2,579**	**121**

c) Forecast Capital Structure

The forecast capital structure and ratio of shareholder's funds to total assets for the next three years is:

	2025/26	2026/27	2027/28
	$000	$000	$000
Issued shares and other equity instruments	244,636	244,636	244,636
Debt	3,185	0	0
Total Assets	250,317	247,625	240,032
Shareholder funds to total assets ratio	80%	76%	78%



d) Forecast Capital Expenditure

The forecast capital expenditure for VŌ owned venues is detailed below:

	2025/26	2026/27	2027/28
	$000	$000	$000
Asset management plan - Wolfbrook Arena *	4,627	3,983	1,438
Asset management plan - Christchurch Town Hall *	702	36	692
Operational equipment, ICT, other and reactive capex	7,128	2,007	1,831
Total Capital Expenditure forecast	**12,457**	**6,026**	**3,961**
Capital Grant (as per draft 2024/34 LTP)	4,025	4,586	3,836
Carried forward capital funding	5,549	Nil	Nil
Self-funded capital expenditure	2,883	1,440	125
The Capital Grant includes the inflationary adjustment as per the current Council forecast.			

** Includes carried forward projects, and adjusted for current AMP including a number of material items delayed due to venue availability.*

Capital funding in the 2026, 2027 and 2028 years is for costs associated with the continued delivery of the Asset Management Plan for required safety and compliance upgrades at Wolfbrook Arena and the Christchurch Town Hall as well as ongoing replacement of operational capital equipment.



13 COMPENSATION FROM COUNCIL

Public assembly venues such as town halls, entertainment and sporting arenas, and stadia exist to deliver economic, environmental, and social benefits to their communities. The whole of life costs of developing, maintaining, operating, and refurbishing these types of assets is a significant investment by the local authority. The operator of these assets is fully funded for asset development and care and will normally require some form of operating subsidy to ensure market competitiveness in event attraction and community access.

1. Operational, Capital and Debt Servicing Support

Operational support and capital grant funding provided to VŌ is solely utilised to ensuring the venues are safe, compliant, and operationally functional with the same philosophy applying to One New Zealand Stadium when operational.

a) Operational Funding

Operational funding support currently contributes around 50% of the fixed largely uncontrollable costs associated with managing the city assets, Christchurch Town Hall, Wolfbrook Arena, and Apollo Projects Stadium (and from FY26 One New Zealand Stadium at Te Kaha*).

These fixed costs include repairs and maintenance, rates, insurance, building compliance, and utilities which by and large are fixed and in the current economic climate are subject to material increases year on year. The remainder of these fixed costs are by and large offset by operational revenues and subvention receipts through the Council tax group.

This draft Statement of Intent shows operational funding from Council will cease by FY28, with only the reimbursement of Stadium pre-opening expenses and a subvention payment required in FY27. FY26 operational funding remains consistent with the FY25-27 VŌ Statement of Intent.

** Note, rates and insurance are excluded from the VŌ cost model with respect to One New Zealand Stadium.*



b) Capital Funding

Capital funding support is utilised to support the delivery of the asset management plan for the Christchurch Town Hall and Wolfbrook Arena.

To provide ongoing clarity and assurance to Council as to the appropriate allocation of operating and capital support, VŌ provides dashboard reporting on a quarterly basis to clearly reflect the prioritisation of these funds.

Capital funding in this draft Statement of Intent remains consistent with the FY25-27 VŌ Statement of Intent and the 2024-2034 Council Long Term Plan.

c) Debt Funding

The majority of the historical Lancaster Park loan (relating to the construction of the Deans Stand, which opened in 2010 in preparation for the 2011 Rugby World Cup) was repaid in FY24 with the remainder of all VŌ debt being repaid during the course of this Statement of Intent.

On this basis, debt funding support from Council reduced by $800k in FY24, reducing VŌ annual operational support from Council from $4.05m to $3.25m. Debt financing will reduce to nil from 2027/28.



2. One New Zealand Stadium Operational and Capital Funding

a) Pre-opening Expenses

Since FY23, through operating cashflows, VŌ has been meeting and, through to FY26, will continue to meet, the pre-opening costs associated with the Stadium. The purpose of VŌ meeting these costs directly was and remains to support Council in minimising rates impact for the 2023, 2024 and 2025 years.

With the criticality of delivering the best commercial outcome for the shareholder and the city and particularly given the magnitude of this opportunity and the time it takes to negotiate material commercial arrangements the commencement of the commercial strategy started well before the venue is operational.

In year one of this Statement of Intent, commercial activities will continue as detailed operational and asset management planning will also intensify.

Between FY22/23 and FY25/26 pre-opening expenses total $4.3m. As per the 2024-2034 LTP, the majority of these costs will be reimbursed to VŌ in FY25/26 and FY26/27 with these costs not able to be offset with revenue prior to the venue being operational.

b) Operational and Capital Funding Support, One New Zealand Stadium

Due to One New Zealand Stadium being completed during year one of the Statement of Intent, no operational or capital funding support is required during FY26-28, with much of the initial maintenance covered by the building contractors and no material capital costs expected during the first two years of operation.

It is not expected capital funding support for One New Zealand Stadium at Te Kaha will be required until year seven of operation due to there being no material asset items requiring renewal in earlier years.

As the asset ages, capital funding support will be required.

3. Consolidated Operational, Capital and Debt Financing Support

The total operating, debt and capital support funding for the period of this SOI are included in the chart below.

Operating, debt financing and capital support funding			
	2025/26	**2026/27**	**2027/28**
	$000	**$000**	**$000**
VŌ Council operating support	2,300	Nil	Nil
VŌ debt financing support	200	Nil	Nil
One NZ Stadium at Te Kaha pre-opening reimbursement	2,368	1,556	Nil
One NZ Stadium at Te Kaha operating grant	Nil	Nil	Nil
Total operating and debt financing funding	**4,868**	**1,556**	**Nil**
Capital grant as per draft 2024/34 LTP (including inflation)			
	2025/26	**2026/27**	**2027/28**
	$000	**$000**	**$000**
Capital Grant (as per Draft 2024/34 LTP, including inflation)	4,025	4,586	3,836
Total Capital Grant	**4,025**	**4,586**	**3,836**

14 ACCOUNTING POLICIES

VŌ has adopted accounting policies that are consistent with New Zealand International Financial Reporting Standards (NZ IFRS), generally accepted accounting practice and the policies adopted by the Christchurch City Council Group.

The Company's detailed accounting policies are available in the VŌ most recent annual report for the year ended 30 June 2024, as published in the CCO section of the Council website.

The VŌ actual accounting policies during the three-year period of this SOI may change as a result of changes to NZ IFRS standards and interpretations.

15 ACQUISITION/DIVESTMENT AND OTHER SIGNIFICANT TRANSACTIONS POLICY

The subscription or acquisition of securities in any company or organisation, or a divestment of part of the existing business, will only be considered where it is consistent with the long term strategic and commercial objectives of VŌ.

When the subscription, acquisition or divestment is considered by Directors to be significant to VŌ business operations, it will be subject to consultation with, and where required approval of, the Shareholder.

Major transactions as defined in the Companies Act 1993, s129(2), will be subject to Shareholder approval by special resolution.

Distributions

During the period of this SOI VŌ will not return capital funds to its Shareholder.

16 ESTIMATE OF COMMERCIAL VALUE

The Shareholder investment in VŌ was assessed as at 30 June 2024 by Deloitte at $188.1 million on a net asset value basis. The VŌ Board consider that the investment value is an appropriate estimate of the commercial value.



17 INFORMATION TO BE REPORTED TO THE SHAREHOLDER

1. No surprises

VŌ will operate on a 'no surprises' basis in respect of significant Shareholder related matters, to the extent possible in the context of commercial sensitivity and confidentiality obligations. Any sensitive issue that may result in media enquiry will be communicated to the Shareholder as soon as possible.

The Board aims to ensure the Shareholder is informed of all major developments affecting the Company, while at the same time recognising commercial sensitivity may preclude certain information from being made public.

Within this constraint, information is communicated to the Shareholder through periodic reports, occasional briefings, regular reports, and informal updates on important issues.



2. Local Government Act 2002 reporting requirements

VŌ will provide information requested by the Shareholder in accordance with the requirements of the Local Government Act 2002 and as per the Council Letter of Expectation.

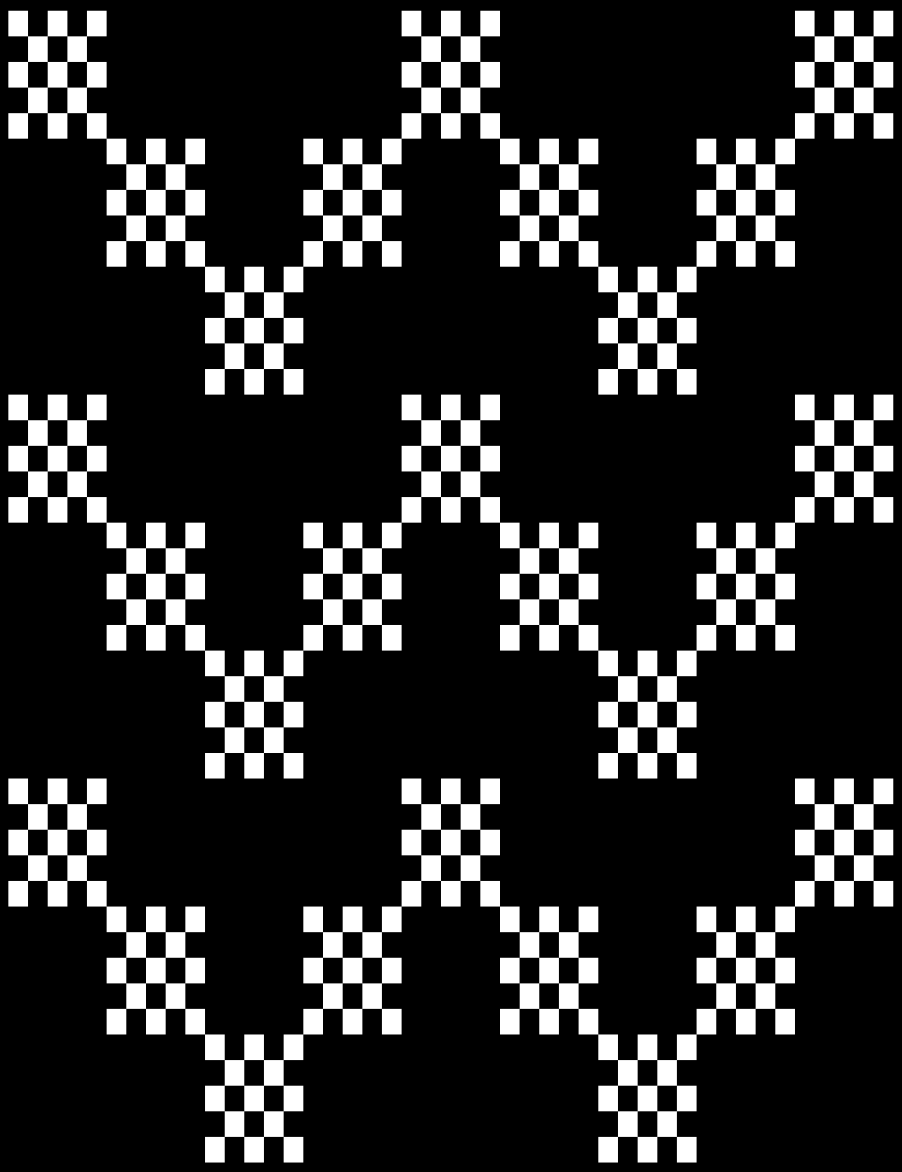
An Annual Report will be submitted to the Shareholder. The Annual Report will include audited financial statements and such other details as are necessary to permit an informed assessment of performance and financial position of the Company during the reporting period provided to the Shareholder.

Half Yearly Reports will also be provided to the Shareholder. These reports will contain unaudited information and comply with PBE IAS 34.

The SOI will be submitted to the Shareholder for consultation annually, as required by the Local Government Act 2002. The Directors will include any other information they consider appropriate and where it is necessary, due to significant changes, revised forecasts will be submitted to the Shareholder.

3. Other Reporting

Quarterly Reports will also be provided to the Shareholder, which will include the financial and non-financial performance of the Company and for the period of this SOI will include specific reporting on One New Zealand Stadium.



CONTACT DETAILS

Contact details for both the Chair and Chief Executive are at the VŌ registered office:

Address:	81 Jack Hinton Drive Addington Christchurch 8024
Telephone:	+64 3 339 3599
Website:	www.venuesotautahi.co.nz

VENUES
ŌTAUTAHI

TRANSWASTE CANTERBURY

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

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

30 June 2025

Transwaste Canterbury Limited
Statement of Intent ("SoI") for the three year period ending 30 June 2028

Dear Councillor Peters

On behalf of the board of Transwaste Canterbury Limited, please find enclosed the finalised SoI for the three year period ending 30 June 2028.

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

Comments on the draft SoI were received from the Joint Committee including the committee's resolution that it "Requests that the Transwaste Canterbury Ltd board considers recording its emission reduction targets in its final SOI and that it reinstates its performance target for reducing carbon emissions from operations".

Transwaste feels that it should be noted that its absolute emissions are wholly dependent on the volume of waste directed to it by the community. This is not controllable by Transwaste. Tonnage for the 2025 year will be below the 2024 figure and any claim to meet objectives that was due to this drop in tonnage would be disingenuous. As such Transwaste has not previously set an overall emission target but has rather targeted specific reductions and a reduced carbon emission rate per tonne.

The objectives removed from the 2026 Statement of Intent include a 50% reduction in emissions from hauling leachate. Following the introduction of the leachate evaporator no leachate was hauled in FY25. Therefore a 50% drop in this is not achievable, and this goal is now redundant.

The goal for increasing the Euro star rating of the fleet has also been dropped as it is not compatible with the introduction of EV trucks that do not have such a rating. Transwaste will of course continue to retire the older more polluting vehicles in its ongoing replacement program.

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Following finalisation of the 2025/2026 financial budget for Transwaste Canterbury Limited and consideration of the shareholder feedback, the Board has approved the following updates to the draft SoI:

1. The Green House Emission objective in clause 5.1 Has been clarified to emphasise reduction in GHG emissions per tonne.
2. An additional goal for the elimination of 140 tonnes of CO2 emissions from the controlled transport through the conduct of an Electric Vehicle Trial has been added.
3. The financial performance targets in clauses 5.7 and 5.8 have been updated to reflect adopted financial budgets for 2025/2026 financial year.
4. Ratio of Shareholders' Funds to Total Assets in clause 6.1 has similarly been updated.
5. Indicative dividends in clause 8.3 have also been updated to reflect the adopted financial budgets. The dividends for each year include the final dividend from the previous financial year and the interim dividend for the current year forecast to be paid by Transwaste Canterbury Limited relating to the Kate Valley operations.

Updates from the draft Statement of Intent

The specific changes can be summarised as follows:

1. Overall forecast waste volumes to Kate Valley are in line with the likely full year volumes for FY25, based on current trends and the expected economic outlook.

		2026	**2027**	**2028**
Total tonnes to KV landfill	*Draft*	355,000	355,000	355,000
	Final	**340,000**	**340,000**	**340,000**

2. Waste receipt charges: The indicative pricing for 2025/2026, as provided to customers on 29 November 2024 was an estimated increase in landfill disposal charges of $9.79 or 5.25% plus a 4% increase in the transport charges. The landfill component comprised an inflation related increase of $4.79, no increase in the estimated impact of Emissions Trading Scheme (ETS) costs passed through and a $5.00 increase in the Waste Levy from $60.00 to $65.00 per tonne.

   After careful consideration following the annual budgeting process, the Transwaste Canterbury Board resolved to apply an actual increase of $14.58, comprising an inflation related increase of $8.99, an increase of $0.59 for the impact of ETS costs and the $5.00 increase in the Waste Levy. However, no increase in the transport charge was applied. The 2024/2025 final prices were advised to customers by letter, dated 22 May 2025.

   With regard to the ETS costs, Transwaste has undertaken to recover only actual ETS costs from customers with no margin retained by Transwaste. Due to the uncertainties in the final ETS costs per tonne when prices are set adjustments are made to prices from year to year to deliver on this undertaking.

   Transwaste seeks to minimise the ETS cost through both the capture and destruction of landfill gas, and by purchasing ETS units ahead of time. Over 90% of landfill gas is captured and destroyed enabling the maximum reduction in cost permitted under the

regulations to be obtained. Forward purchasing of ETS units allows Transwaste customers to benefit from smoothing the volatility in carbon prices from year to year.

3. The 2026 dividends include a lower final dividend for FY2025 than initially forecast, due to the lower than expected waste receipts during the 2025 financial year. This also feeds into the forecast for the future years.

		2026 $'000	**2027 $'000**	**2028 $'000**
Dividends paid during the financial year	*Draft*	14,500	14,800	15,100
	Final	**13,650**	**14,100**	**14,100**

4. The ratio of Shareholders' Funds to Total Assets shows incremental decreases due to the significant capital expenditure programme for the 2026 and following years before then reducing in later years.

		2026	**2027**	**2028**
Shareholders' Funds to Total Assets	*Draft*	*43.2%*	*46.8%*	*46.6%*
	Final	**38.9%**	**34.8%**	**32.7%**

As noted in previous discussions and correspondence with the Committee, Kate Valley pricing decisions are made annually in May for the following year: the projected results which form the basis of the SoI information for 2026/2027 and 2027/2028 reflect the Board's current assumptions on likely pricing in the 2027 and 2028 years, which are yet to be reviewed and determined.

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

Yours faithfully
Transwaste Canterbury Limited



Grant Miller
Chairman

Transwaste Canterbury Limited

Statement of Intent

For the three-year period ending 30 June 2028

TRANSWASTE CANTERBURY

Issued by the Transwaste Canterbury Board on 26 June 2025

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1. Introduction

1.1. The Statement of Intent process provides a key opportunity for the shareholders and Directors of Transwaste Canterbury Limited (the Company or Transwaste) to define the Company's path for the next three years. It is prepared in accordance with Section 64 of the Local Government Act 2002. A draft statement is required by Section 64 to be submitted no later than 1 March each year to the Company's shareholders.

1.2. The Statement of Intent further defines for the Company the objectives, the nature and scope of the activities to be undertaken, and the performance targets and other measures by which the performance of the Company may be judged in relation to its objectives amongst other requirements. The process of negotiation and determination of an acceptable Statement of Intent is a public and legislative expression of the accountability relationship between the Company and its shareholders.

1.3. The Statement of Intent encompasses all the significant activities of Transwaste Canterbury Limited and covers a three-year future period. It is prepared annually by the Transwaste Board and negotiated between the shareholders.

2. Objectives

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

Transwaste acknowledges the emission reduction targets of its various shareholders. Consequently, it has a clear intention to minimise such emissions where it has the ability to do so. Transwaste's sustainability goals are two fold. Firstly, those relating to its own activities and actions. Secondly, those relating to the absolute tonnes received in its landfilling business. Transwaste does not, and cannot, control tonnages received as it has a contractual requirement to accept waste from the community. However, Transwaste does endeavour through best practice to minimize the environmental impact of those tonnes it receives to help reduce the emissions generated by the community.

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

In respect of sustainability/sustainable development the Board is guided by the definition in the World Commission on Environment and Development 1987 Brundtland report "Our Common Future". While this Report is now some 37 years old, in the opinion of the Board it best captures the spirit of sustainability in commercial organisations. The Report defines sustainable development as "*development that meet the needs of the present without compromising the ability of future generations to meet its own needs*."

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

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

- Environment

- Corporate Citizenship/ Community Relations
- Service Quality
- Health and Safety
- Good Employer
- Legislation/Regulatory Compliance
- Shareholder Interests

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

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

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

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

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

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

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

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

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

To do this the Company intends:

2.1 To operate as a successful, competitive, commercial landfill.

2.2 That, in working towards its objectives, the Company will adopt a focus on sustainable development in all its activities.

2.3 To achieve this, the Company intends to:

(a) achieve sufficient earnings to support the Company's continued operations and to return an appropriate risk adjusted return on investment;

(b) be market responsive regarding the demand for its services in terms of the criteria of quantity, quality, and price;

(c) behave in an environmentally aware manner promoting and maintaining the standards of environmental protection applied by the Resource Management Act 1991 and to minimise the impact of its activities on the environment;

(d) act as a good employer;

(e) aim to provide customers with a high level of service, a reliable transport system and competitive prices;

(f) commit to consult with and be sensitive to the concerns of landfill host communities and Tangata Whenua;

(g) promote and maintain standards of health and safety in accordance with all applicable regulations, legislation and including best practice;

(h) act as a good corporate citizen with regard to its business dealings and relations;

(i) be able, in due course, to offer waste management facilities and solutions at all levels in the Canterbury Region that are adjacent/allied to Transwaste's core business and are relevant.

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

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

3.1 The Directors are responsible to the shareholders for the achievement of the objectives of the Company in both the short and the longer term. Their focus is to enhance the commercial interests of shareholders and other key stakeholders and to ensure the Company is properly managed. The Board draws on relevant corporate governance best practice principles to assist and contribute to the performance of the Company. The functions of the Board include:

(a) Review and approval of corporate strategies, the annual budget, and financial plans.

(b) Overseeing and monitoring organisational performance and the achievement of the Company's strategic goals and objectives, in particular as outlined in the Statement of Intent.

(c) Monitoring financial performance including approval of the annual and half-year financial reports and liaison with the Company's auditors.

(d) Ensuring there are effective management processes in place and approving major corporate initiatives.

(e) Enhancing and protecting the reputation of the Company.

(f) Ensuring the significant risks facing Transwaste and any controlled entities have been identified, and appropriate and adequate control, monitoring and reporting mechanisms are in place.

(g) Reporting to shareholders.

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

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

3.2 The Board of Directors

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

3.3 Operations

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

All matters relating to the operation of the Kate Valley landfill and the operation of the transport system have been contracted to WM New Zealand in accordance with the Memorandum of Understanding and Shareholder Agreement. The Board receives monthly reports on matters including:

a) Operations management and health and safety.

b) Financial results and budgets.

c) Compliance with legislation including health and safety regulations and resource consent conditions.

3.4 Committees

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

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

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

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

3.5 Subsidiaries

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

3.6 Commitment

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

3.7 Independent Professional Advice

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

4. Nature & Scope of Activities

The Company will undertake the following activities:

4.1 Landfill and Transport Activities

(a) The primary activity of the Company is to own and operate a non-hazardous municipal waste regional landfill at Kate Valley in Canterbury, including the haulage of solid waste from transfer stations throughout the Canterbury region, to meet or exceed world best practice standards and the standards determined by the regulatory authorities;

(b) Contract with WM New Zealand for the provision of services for the operation of the Kate Valley landfill and the haulage of waste from the transfer stations to the landfill, to ensure provision of high-quality landfill operations and solid waste haulage operations economically and efficiently and in compliance with relevant consents;

(c) Offer residual waste management facilities and solutions at all levels in the Canterbury Region, and beyond, including investment in alternatives to landfilling should those alternatives be more environmentally sustainable and cost-effective methods of disposal of residual waste (in due course); and

(d) Utilise the landfill gas produced over time from the landfill in an economically and environmentally sustainable manner.

4.2 Land Management Activities

(a) Land Resources

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

(b) Forestry

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

4.3 Conservation and Education Activities

(a) Conservation Activities

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

(b) Educational Activities

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

5 Objectives and performance targets for the 2025/2026 year

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

Objective in support of Mission Statement		Desired outcomes	Performance measure	Performance target
Environment				
5.1	To ensure that Transwaste, as a minimum, meets present and future environmental standards in a manner which is consistent with the preservation of the natural environment and the careful and sustainable management of its natural resources.	No adverse environmental impact arising from a breach of consent conditions	Number of directed actions required by ECan in response to consent breaches.	Nil.
	Minimise Green House Emission intensity (emissions per tonne of waste received).	Minimise emission intensity (emissions per tonne of waste received). Maximise capture and destruction of landfill gas resulting from the decomposition of that waste at Kate Valley landfill through beneficial use of the gas or destruction in a flare.	An independent certifier is engaged to measure and certify Transwaste's Carbon Footprint. Fugitive gas emissions per ETS calculations.	Reduced C02 emissions per tonne. Ensure the capture and destruction of in excess of 95% of landfill gas produced by Kate Valley landfill as measured by the methodology applicable for ETS reporting.

Objective in support of Mission Statement		Desired outcomes	Performance measure	Performance target
	To use the gas captured in a socially and economically sustainable way.	Reduce embedded GHG emissions from grid supply to ensure the beneficial use of landfill gas to obtain the best economic value.	Replacement of grid supply by onsite green supply	50% reduction in grid electricity consumption over the SoI period.
			Volume of landfill gas used for a beneficial purpose.	Increase the beneficial use of landfill gas by 25% over the four-year period to 2029.
		Reduce GHG emission intensity from the controlled waste haulage	Conduct a 9-month trial using an EV vehicle to haul waste to Kate Valley to confirm the viability of this option.	Elimination of 140 tonnes of CO2 from the transport emissions by runs undertaken by EV vehicle
	Generate carbon offsets via indigenous forestry.	Ongoing expansion of Tiromoana Bush (ongoing planting, growth of native trees, bush) in line with the 300-year vision.	Annual number of individual plants planted.	3,000 individual plants planted.
		Report annually carbon emissions attributable to the waste received from each Territorial Local Authority area, both before and after carbon reduction initiatives.	Annual Report on carbon emissions to Territorial Local Authorities.	Report on attribution of carbon emissions to Territorial Local Authorities.
Corporate Citizenship/Community Relations				
5.2	To be a responsible Corporate Citizen by acting fairly and honestly and to be sensitive to local issues.	Finance the Kate Valley Landfill Community Trust (from the Disposal Charge) for the purpose of benefiting the local community.	Annual payments to Kate Valley Landfill Community Trust.	Annual payments made.

Objective in support of Mission Statement		Desired outcomes	Performance measure	Performance target
	Establish and maintain good relations with the local host community of the Kate Valley landfill and consult with those groups and other interest groups (including Tangata Whenua) on issues that are likely to affect them.	Consult with the host community concerning landfill operations by way of direct communication and via the Community Liaison Group. Engage with other interest groups, including Tangata Whenua, and discuss all issues likely to affect them.	Number of Kate Valley Community Liaison Group meetings held. Number of interactions with interest groups per year.	At least 2 per year. At least 2 per year.
Service Quality				
5.3	Meet the present and future needs of the people of Canterbury with high standards of value, quality and service and establish effective relations with customers.	Timely, high quality and reliable waste transport services. Reliability of access to the Kate Valley landfill.	No transfer station is unable to receive waste during its normal operating hours due to Transwaste's failure to supply containers. Proportion of normal transport access hours that landfill is available to waste transporters.	Zero events. More than 99% of normal annual transport access hours.
Health and Safety				
5.4	Strive for zero injury accidents in all operations the Company and its main contractor, WM New Zealand, will be responsible for, whilst maintaining a high level of service and production.	Ensuring that in all activities the Company and its contractors have Health and Safety Management Plans in place. No traffic incidents where WM New Zealand drivers at fault.	TRIFR - Total recordable injury frequency rate for last 12 months. Number of at-fault incidents.	Maintain or improve current TRIFR. Zero events.
Good Employer				
5.5	Be a Good Employer, through either direct employment or by way of the management contract with WM New Zealand.	Ensure WM New Zealand has objectives and policies that detail the relationship with employees, their remuneration, safety, and other issues such as equal opportunity in employment.	WM New Zealand landfill and transport staff annual FTE turnover.	No more than 15% annual turnover.

Objective in support of Mission Statement		Desired outcomes	Performance measure	Performance target
		Ensuring that its employees have secure and rewarding employment which provides the means for personal development.	WM New Zealand staff annual hours of training.	10 hours per FTE annually.
Legislative/Statutory Compliance (excludes RMA covered under objective 1)				
5.6	To be a good Corporate Citizen by acting lawfully, to ensure compliance with all relevant legislative requirements.	No legislative and statutory non-compliance notices received.	Number of legislative and statutory non-compliance notices received.	Nil non-compliance in all key areas
Shareholder Interests				
5.7	To operate a successful business, providing a fair rate of return to its shareholders	To effectively operate the consented regional landfill at Kate Valley to achieve specific commercial performance targets.	As outlined in section 5.8 (For the 2025/26 year) - Total Revenue (inclusive of waste levy) - EBIT - Dividends paid (Kate Valley)	 $82,716,000 $20,847,000 $13,650,000

5.8 **Financial performance targets**

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

		2025/2026 $'000	2026/2027 $'000	2027/2028 $'000
	Total revenue inclusive of waste levy[1]	82,716	85,312	89,212
	Total revenue exclusive of waste levy	61,138	62,034	64,234
	EBIT	20,847	22,139	22,604
	Dividends payable	13,650	14,100	14,100

1 – inclusive of waste levy increases

The forecasted figures for the 2026/2027 and 2027/2028 years are based on existing information. The actual figures will result from future factors largely outside the control or current knowledge of the Company and as such, may vary significantly from those forecasts.

6 Capital structure

6.1 **Ratio**

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

	2025/2026	2026/2027	2027/2028
Shareholders' Funds to Total Assets	38.9%	34.8%	32.7%

6.2 **Definition**

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

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

7 Accounting policies

7.1 Transwaste Canterbury Limited has adopted accounting policies that are consistent with New Zealand International Financial Reporting Standards and generally accepted accounting practice. The policies are set out in the 2024 Transwaste Canterbury Limited Annual Report.

8 Dividend policy

8.1 Profit retention and the level of dividend to be paid will be decided from year to year by the Directors in accordance with the results, circumstances prevailing and the requirement to meet the solvency test under the provisions of the Companies Act 1993. The dividend policy objective is to ensure that the amount of the dividend does not limit the Company's ability to fund future expenditure requirements by itself or with its associates for maintaining and expanding operations in the environmental services business and servicing the Company's resultant debt structure.

8.2 Subject to clause 8.1, it is expected that 100% of the Company's Profit for the year, after retention of working capital and/or retention of funds for any other operational needs of the landfill and after tax, in each year will be distributed out of retained earnings unless the Board considers that an investment opportunity in relation to the landfill and transport operations and alternatives to landfilling will provide an appropriate risk adjusted return on investment. An interim dividend may be paid after the half yearly accounts have been considered by the Directors.

8.3 Indicative dividends to shareholders are set out below.

		2025/2026 $'000	2026/2027 $'000	2027/2028 $'000
	Indicative dividends			
	- Final from prior year	6,700	6,900	7,200
	- Interim for current year	6,950	7,200	6,900
	Total	13,650	14,100	14,100

9 Information to be provided to the shareholders

9.1 **Statutory information requirements**

Annual Statement of Intent

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

Half Yearly Reports

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

(a) report on the operations of the Company during the financial period;

(b) financial statements prepared in accordance with generally accepted accounting practice;

(c) comparison of the performance of the organisation and its subsidiaries (if any) with the statement of intent, together with an explanation of any material variations; and

(d) a dividend recommendation for the period to which the report relates.

Annual Reports

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

(a) report on the operations of the Company during the financial period;

(b) financial statements prepared in accordance with generally accepted accounting practice;

(c) comparison of the performance of the organisation and its subsidiaries (if any) with the statement of intent together with an explanation of any material variations;

(d) a dividend recommendation for the period to which the report relates;

(e) Auditors' Report on the above financial statements and the performance targets and other measures by which the performance of the Company has been judged in relation to objectives; and

(f) an Annual Review. The Annual Review will be in a format suitable for easy reading and consist of:

i. A Chairman's Review and information on governance and management.

ii. A section on economic performance for the preceding financial year.

iii. A section on social performance for the preceding financial year.

iv. A section on environmental performance for the preceding financial year.

9.2 **Other information**

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

10 Estimate of the commercial value of the Company

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

LGFA
New Zealand Local Government Funding Agency
Te Pūtea Kāwanatanga ā-rohe

27 June 2025

Dear LGFA stakeholder

Statement of Intent 2025-2028

Please find attached the Statement of Intent (SOI) for the 2025-28 period.

LGFA remains focused on delivering strong results for our council borrowers and shareholders.

For our borrowing councils and CCOs we seek to optimise funding terms and conditions by

- Achieving savings in borrowing costs
- Provide longer dated funding and
- Provide certainty of access to markets.

For our shareholders we are focused on

- Delivering a strong financial performance
- Monitoring asset quality and
- Enhancing our approach to treasury and risk management.

The following points regarding the 2025-28 SOI are worth noting:

- As with previous years, there remains uncertainty within the SOI forecasts relating to the amount of both council loans and LGFA bonds outstanding as this depends upon the magnitude and timing of council borrowing. The actual amount of borrowing will be influenced by the ability of councils to deliver on the capex projections in their Long Term Plans ("LTPs"), any cost increases as we well as the amount of Central Government assistance in funded capex delivery.
- The Local Water Done Well reform programme ("LWDW") is progressing with the next key milestone being the publication of the Water Services Delivery Plans for each council. There remains uncertainty for the sector (and LGFA) as to the amount, timing and transition of assets, debt and revenue to the new water organisations. We have assumed that any impact from LWDW will start to occur in the last few months of the 2025-26 FY. For our council borrowing and bond issuance forecasting purposes we have used the 2024-34 LTPs from councils (that incorporate water related activities). The only adjustment made is that we have assumed that LGFA won't be lending to financially independent water CCOs such as Watercare.
- We have made no assumptions regarding the impact to the SOI forecasts from the Ratepayer Assistance Scheme ("RAS"). LGFA has committed (subject to shareholder approval) to contributing towards the establishment and ongoing management of the RAS. It is too early to build any impact into the forecasts.

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lgfa.co.nz

The changes made in the Final SOI compared to the Draft SOI that you received in February 2025 for comment have been:

- We have added a performance target relating to the LGFA Future Director Programme.
- Our forecasts for council borrowing are relatively unchanged with a $200 million increase in forecast council borrowing in 2025-26 FY that is offset by a $350 million reduction in 2026-27 FY. We have made no substantial change to our forecast LGFA bond issuance of $5.15 billion (2025-26 FY) $5.05 billion (2026-27 FY) and $5 billion (2027-28 FY).
- The Net Interest Income forecast has reduced by $200k, $4.6 million and $6.2 million in the 2025-26, 2026-27 and 2027-28 fiscal years due to a change in the assumed interest rate path and issuance spreads.
- Expenses are forecast to decrease by $1.2 million in 2025-26 FY, $1.1 million in 2026-27 FY and $1.8 million in 2027-28 FY on a reduced usage of the NZDM liquidity facility.
- Forecast Net Operating Profit is forecast to increase in 2025-26 FY by $1 million but reduce by $3.4 million and $4.3 million in the 2026-27 and 2027-28 fiscal years.

We remain committed to delivering the lowest possible borrowing cost to the sector, providing certainty of access to funding and long dated tenors to councils while at the same time protecting the interests of our guarantors and shareholders through maintaining a strong financial and capital position.

We thank you for your support of LGFA and please feel free to contact me if you have any questions or require further clarification on anything relating to the SOI or LGFA in general.

Yours sincerely



Mark Butcher
Chief Executive

Christchurch City Council



2025 – 2028

Statement of Intent

LGFA New Zealand Local Government Funding Agency
Te Pūtea Kāwanatanga ā-rohe

1. Introduction

This Statement of Intent (SOI) sets out the nature and scope of the activities, objectives, and performance targets for the New Zealand Local Government Funding Agency Limited (LGFA) for the three-year period 1 July 2025 to 30 June 2028.

LGFA is enabled under the Local Government Borrowing Act 2011 and is a council-controlled organisation (CCO) for the purposes of the Local Government Act 2002.

The SOI is prepared in accordance with section 64(1) of the Local Government Act 2002.

2. Nature and scope of activities

LGFA raises debt funding for the purpose of providing debt financing to New Zealand local authorities and CCOs (members).

In August 2024, LGFA confirmed that it will provide financing to support water CCOs established under Local Water Done Well.

LGFA may raise debt funding either domestically and/or offshore in either NZ dollars or foreign currency.

LGFA only lends to members that have completed required relevant legal and operational arrangements and comply with the LGFA's lending policies.

In addition, LGFA may undertake any other activities considered by the LGFA Board to be reasonably related, incidentally to, or in connection with, that business.

The LGFA Board has agreed subject to receiving Shareholder approval to support the development of the Ratepayer Assistance Scheme (RAS).

3. Our purpose Ta tatou kaupapa

Benefiting local communities through delivering efficient financing for local government.

Ka whiwhi painga ngā hapori mā te whakarato pūtea tōtika ki ngā kaunihera.



4. Our values Ō mātau uara

We act with integrity

E pono ana mātau

We are honest, transparent and are committed to doing what is best for our customers and our company.

We are customer focused

E arotahi ana mātau ki te kiritaki

Our customers are our borrowers, investors, and all other organisations that we deal with. We listen to them and act in their best interests to deliver results that make a positive difference.

We strive for excellence

E whakapau kaha mātau kia hiranga te mahi

We strive to excel by delivering financial products and services that are highly valued at least cost while seeking continuous improvement in everything we do.

We provide leadership

He kaiārahi mātau

We are here for our stakeholders in being strategically minded, providing resilience and executing our strategy. We embrace a high-performance culture and can be relied upon to deliver results.

We are innovative

He auaha mātau

To meet our ever-changing customer requirements, we will encourage innovation and provide a diverse range of financial products and services.

5. Foundation objectives

The Shareholders' Agreement is a foundation document and states that, in accordance with the Local Government Act, in carrying on its business the objectives of the Company will be to:

(a) achieve the objectives of the Shareholders (both commercial and non-commercial) as specified in the Statement of Intent. The Shareholders agree that the Company shall carry on its business with a view to making a profit sufficient to pay a dividend in accordance with the Dividend Policy, but that the primary objective of the Shareholders with respect to the Company is that it optimises the terms and conditions of the debt funding it provides to Participating Local Authorities;

(b) be a good employer;

(c) exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which it operates and by endeavouring to accommodate or encourage these when able to do so; and

(d) conduct its affairs in accordance with sound business practice.

This Statement of Intent sets out the company's strategic priorities, together with associated objectives and performance targets, which align with the foundation objectives and have been agreed with shareholders.

6. Strategic priorities

The following five strategic priorities encompass the foundation objectives and guide the LGFA Board and management in determining our strategy, objectives, and associated performance targets.

Governance, capability, and business practice

LGFA is committed to best-practice corporate governance underpinned by sound business practice to ensure its long-term sustainability and success.

Optimising financing services for local government

LGFA's primary objective is to optimise the terms and conditions of the debt funding it provides to its members. Amongst other things, LGFA will achieve this by delivering operational best practice and efficiency across our lending products and services.

Environmental and social responsibility

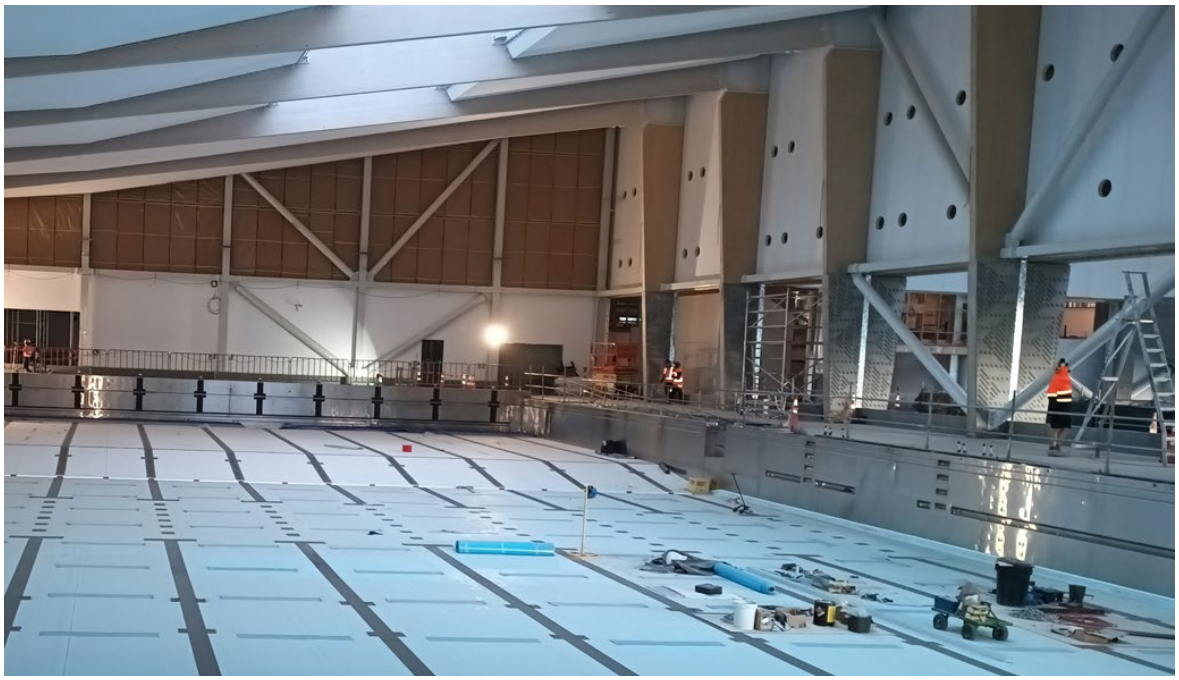
LGFA recognises the risks inherent in climate change for councils and supports New Zealand's shift to a low-carbon economy. LGFA will exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which it operates and by endeavouring to accommodate or encourage these when able to do so.

Effective management of loans

LGFA will ensure its loan book remains at a high standard by ensuring it understands each member's financial position and managing assets within an appropriate risk management framework to ensure shareholder value is not compromised.

Industry leadership and engagement

LGFA will take a proactive role to enhance the financial strength and depth of the local government debt market and will work with key central government and local government stakeholders on sector issues.



7. Objectives and performance targets

This section sets out LGFA's objectives and performance targets for SOI 2025-2028.

The financial performance targets are focused on the 2025-2026 year and, as applicable, are based on the financial forecasts outlined in section 8.

Governance, capability, and business practice

Objectives	How we measure our performance
Demonstrate best-practice corporate governance.	The Annual Report outlines our compliance with the eight core principles underpinning the NZX Corporate Governance Best Practice Code.
Set and model high standards of ethical behaviour.	LGFA has adopted a formal Code of Ethics, incorporating its Conflicts of Interest and Code of Conduct policies, which sets out the standards and values that directors and employees are expected to follow.
Achieve the shareholder-agreed objectives and performance targets specified in this Statement of Intent.	LGFA reports performance against objectives quarterly to shareholders and in our Annual Report, Half Year Report and Climate-Related Disclosures.
Ensure products and services offered to participating borrowers are delivered in a cost-effective manner.	LGFA prepares annual operating budgets and monitors progress against these monthly. Financial performance is reported quarterly to shareholders and in our Annual and Half Year Reports.
Be a good employer by providing safe working conditions, training and development and equal opportunities for staff	The Annual Report reports on our health and safety and wellbeing practices and policies, compliance with the Health and Safety at Work Act, diversity and inclusion and capability and development.

Performance targets	2025-2026 target
Comply with the Shareholder Foundation Polices and the Board-approved Treasury Policy at all times.	No breaches.
Maintain LGFA's credit rating equal to the New Zealand Government sovereign rating where both entities are rated by the same Rating Agency.	LGFA credit ratings equivalent to NZ Sovereign.
LGFA's total operating income, excluding unrealised gains / (losses) on financial instruments, for the period to 30 June 2026.	>$44.7 million.
LGFA's total operating expenses (excluding Approved Issuer Levy) for the period to 30 June 2026.	<$12.1 million.

Optimising financing services for local government

Objectives	How we measure our performance
Provide interest cost savings relative to alternative sources of financing.	Measure LGFA issuance spreads against other high-grade issuers in the New Zealand domestic capital markets.
Offer flexible short and long-term lending products that meet the borrowing requirements for borrowers.	Measure LGFA's share of overall council borrowing. Survey participating borrowers on an annual basis.
Deliver operational best practice and efficiency for lending services.	Monitor settlements errors for new trades and cashflows. Survey participating borrowers on an annual basis.
Ensure certainty of access to debt markets, subject always to operating in accordance with sound business practice.	Maintain a vibrant primary and secondary market in LGFA bonds. Monitor participation by investors at our tenders through bid-coverage ratios and successful issuance yield ranges. Have the ability to issue debt securities in NZD and foreign currency.

Performance targets	2025-2026 target
Share of aggregate long-term debt funding to the Local Government sector. The market share excludes entities who are ineligible for borrowing from LGFA e.g. water entities not financially supported by their parent councils.	> 80%.
Conduct an annual survey of Participating Borrowers who borrow from LGFA as to the value added by LGFA to the borrowing activities.	> 85% satisfaction score.
Successfully refinance existing loans to councils and LGFA bond maturities as they fall due.	100%.
Meet all lending requests from Participating Borrowers, where those requests meet LGFA operational and covenant requirements.	100%.

Environmental and social responsibility

Objectives	How we measure our performance
Assist the local government sector in achieving their sustainability and climate change objectives.	LGFA is committed to assist borrowers financing of projects that promote environmental and social wellbeing in New Zealand, and to encourage a reduction in greenhouse gas emissions and increase climate-resilience amongst borrowers. We do this through the development of lending products such as Green, Social & Sustainability (GSS) loans and Climate Action Loans (CALs). This objective will be measured by the number of new GSS loans and the number of new members eligible for CALs.
Improve sustainability outcomes within LGFA.	LGFA is committed to reducing our carbon emissions, increasing our resilience to climate change, and managing our climate-related risks and opportunities. To do this effectively, climate change considerations will be embedded into our governance, strategy and risk management functions.

Performance targets	2025-2026 target
Health and Safety	No notifiable incidents.
Maintain Toitū Carbon Zero certification	Carbon-zero certification maintained.
Meet reduction targets outlined in our carbon reduction management plan.	< 8.7 tCO_2e annual per person GHG emissions.
Increase our GSS lending book and Climate Action Loans	Two new GSS loans undertaken. Two new borrowers enter into CALs.
Develop a sustainable financing option for the water sector	New sustainable financing option is available to water entities.
Enhance our insight into climate-related risks through council lending	Climate change is incorporated into LGFA's credit risk assessments.
Assess required governance skills for LGFA's climate-related risks and opportunities.	Develop a director skills matrix.

Effective management of loans

Objectives	How we measure our performance
Proactively monitor and review each Participating Borrower's financial position, including its financial headroom under LGFA policies. Analyse finances at the Council group level where appropriate and report to shareholders.	LGFA reviews all participating councils and CCOs financial statements on an annual basis and the agendas and management reports on an ongoing basis for all councils on the LGFA borrower watch-list. Member councils are required to complete annual compliance certificates by the end of November each year.
Endeavour to meet each participating borrower annually, including meeting with elected officials as required, or if requested	Number of members visited in a year
Ensure a smooth transition of water-related loans if the Local Water Done Well Reforms progresses over forecast period.	LGFA will be able to ensure the successful transition of existing council water-related loans to Water CCOs (if requested by a council)

Performance targets	2025-2026 target
Review each Participating Borrower's financial position.	100%.
Arrange to meet each Participating Borrower over a 15-month period, including meeting with elected officials as required, or if requested.	100%.

Industry leadership and engagement

Objectives	How we measure our performance
Take a proactive role to enhance the financial strength and depth of the local government debt market and work with key central government and local government stakeholders on sector and individual council issues.	Report on actions undertaken and progress made on sector issues. Identifying any legislative or Central Government policy changes that may impact LGFA and undertake formal or informal submissions. Assist the local government sector with understanding any legislative or Central Government policy changes that may impact LGFA. Provide the opportunity for a Council or CCO staff member to enhance their governance understanding and skills through the LGFA Future Director Programme.
Support the local government sector with the transition to the Local Water Done Well Reforms by assisting with the development options for the Water Services Delivery Plans and communicating our requirements (lending, financial covenants, reporting), as well as loan pricing guidance, implementation considerations and views on best practice.	Report on our sector-wide engagement and initiatives with assisting members' transition to the Local Water Done Well Reforms.

Performance targets	2025-2026 target
Provide quarterly updates to shareholders and borrowers on sector developments that are impacting LGFA	Four quarterly updates to councils and CCOs.
Meet annually with Infrastructure Commission, Local Government New Zealand, Taituara, Water New Zealand, Infrastructure New Zealand, Crown Infrastructure Partners, Department of Internal Affairs, Treasury and Minister's office to discuss sector issues from an LGFA perspective	Nine meetings across stakeholders.
Support councils with Local Water Done Well by providing timely and responsible advice for on-boarding water CCOs.	On-boarding process is underway for all water CCOs who have requested it.
Provide a governance opportunity for a council or CCO staff member under the LGFA Future Director Programme.	One Future Director appointed for an 18 month term.



8. Financial forecasts

LGFA's financial forecasts for the three years to 30 June 2028:

Summary comprehensive income $m	Jun 26	Jun 27	Jun 28
Net interest income	42.8	39.2	43.4
Other operating income	1.9	1.9	1.9
Total income	44.7	41.1	45.3
Operating expenses[1]	20.2	24.8	26.2
Net profit	24.5	16.3	19.1
Financial position $m	**Jun 26**	**Jun 27**	**Jun 28**
Liquid assets portfolio	4,501	5,787	6,192
Loans	24,751	26,498	26,861
Water loans	-	250	1,250
Other assets	-	-	-
Total assets	29,252	32,535	34,303
NZD bonds on issue (ex Treasury stock)	16,466	16,045	16,852
Foreign Currency bonds on issue	9,552	12,702	13,240
Bills & ECP on issue	2,042	2,042	2,042
Borrower notes	1,073	1,506	1,822
Other liabilities	-	-	-
Total liabilities	29,133	32,296	33,955
Capital	25	25	25
Retained earnings	132	146	164
Dividend	(2)	(2)	(2)
Shareholder equity	155	169	187
Ratios	**Jun 26**	**Jun 27**	**Jun 28**
Liquid assets/funding liabilities	16.6%	19.1%	19.4%
Liquid assets / total assets	15.4%	17.8%	18.0%
Net interest margin	0.17%	0.15%	0.16%
Cost to income ratio	45.1%	60.3%	57.8%
Return on average assets	0.08%	0.05%	0.06%
Shareholder equity/total assets	0.5%	0.5%	0.5%
Shareholder equity + BN/total assets	4.2%	5.2%	5.9%
Asset growth	12.1%	11.2%	5.4%
Loan growth	10.0%	7.1%	1.4%
Return on equity	18.6%	10.5%	11.3%
Capital ratio	21.0%	25.8%	29.3%

1. Operating Expenses include Approved Issuer Levy (AIL)

The above forecasts assume a gross bond issuance programme of $5.15 billion (FY26), $5.05 billion (FY27) and $5.0 billion (FY28) based upon term gross lending to councils and CCOs of $5.08 billion (FY26), $5.74 billion (FY27) and $6.06 billion (FY28).

Note: The forecasts include consideration that LGFA will provide financing to support water CCOs established under Local Water Done Well. However, there is a level of uncertainty regarding the financial forecasts for both council borrowing and LGFA bond issuance due to the uncertainty relating to the timing of the establishment of water CCOs and the impact on councils.

Our council lending and LGFA bond issuance forecasts include LGFA lending to the proposed water CCOs if they meet our qualifying criteria for membership. We have assumed we will not be lending to financially independent water CCOs such as Watercare as they are unlikely to meet the qualifying criteria. As at the date of release, there have been no Water Services Delivery Plans approved and no final decisions made regarding the transfer mechanism for assets, liabilities and revenue from each council to the proposed water organisations.

Ratepayer Assistance Scheme

LGFA is supporting the development of the Ratepayer Assistance Scheme ("RAS") that will assist ratepayers with the ability to defer rates, enter property improvement loans and spread the payment of development contributions (or levies) over a long time horizon. LGFA has committed to financially contribute to the RAS business case in the 2024-25 FY. If the business case is supportive and the RAS proceeds then (subject to shareholder approval), LGFA will consider taking a shareholding, providing a debt facility, providing support services, investing in preference shares (akin to the LGFA Borrower Notes) and managing the RAS debt issuance programme. The LGFA participation in RAS has not been factored into the above financial forecasts.

9. Dividend policy

LGFA primary objective is to maximise benefits to participating borrowers rather than shareholders. Consequently, it is intended to pay a limited dividend to shareholders.

The Board's policy is to pay a dividend that provides an annual rate of return to shareholders equal to LGFA fixed rate bond cost of funds plus 2.00% over the medium term.

At all times payment of any dividend will be discretionary and subject to the Board's legal obligations and views on appropriate capital structure.

10. Governance

Board

The Board is responsible for the strategic direction and control of LGFA's activities. The Board guides and monitors the business and affairs of LGFA, in accordance with the Companies Act 1993, the Local Government Act 2002, the Local Government Borrowing Act 2011, the Company's Constitution, the Shareholders' Agreement for LGFA and this SOI.

The Board comprises seven directors with six being independent directors and one being a non-independent director.

The Board's approach to governance is to adopt best practice with respect to:

- The operation of the Board.
- The performance of the Board.
- Managing the relationship with the Company's Chief Executive.
- Being accountable to all Shareholders.

All directors are required to comply with a formal Charter.

The Board will meet on a regular basis and no fewer than six times each year.

Shareholders' Council

The Shareholders' Council is made up of between five and ten appointees of the Shareholders (including an appointee from the Crown). The role of the Shareholders' Council is to:

- Review the performance of LGFA and the Board, and report to Shareholders on that performance on a periodic basis.
- Make recommendations to Shareholders as to the appointment, removal, replacement, and remuneration of directors.
- Make recommendations to Shareholders as to any changes to policies, or the SOI, requiring their approval.
- Ensure all Shareholders are fully informed on LGFA matters and to coordinate Shareholders on governance decisions.

11. Information to be provided to Shareholders

The Board aims to ensure that Shareholders are informed of all major developments affecting LGFA's state of affairs, while at the same time recognising both LGFA's obligations under NZX Listing Rules and that commercial sensitivity may preclude certain information from being made public.

Annual Report

The LGFA's balance date is 30 June.

By 30 September each year, the Company will produce an Annual Report complying with Sections 67, 68 and 69 of the Local Government Act 2002, the Companies Act 1993 and Financial Reporting Act 2013. The Annual Report will contain the information necessary to enable an informed assessment of the operations of the company, and will include the following information:

- Directors' Report.
- Financial Statements incorporating a Statement of Financial Performance, Statement of Movements in Equity, Statement of Financial Position, Statement of Cashflows, Statement of Accounting Policies and Notes to the Accounts.
- Comparison of the LGFA's performance regarding the objectives and performance targets set out in the SOI, with an explanation of any material variances.
- Auditor's Report on the financial statements and the performance targets.
- Any other information that the directors consider appropriate.

Climate-Related Disclosures

By 30 September each year, the Company will produce Climate-Related Disclosures in accordance with the Aotearoa New Zealand Climate Standards issued by the External Reporting Board.

The Climate Standards require the Company to disclose climate-related information across the following four thematic areas:

- Governance
- Strategy
- Risk management
- Metrics and targets.

Half Yearly Report

By 28 February each year, the Company will produce a Half Yearly Report complying with Section 66 of the Local Government Act 2002. The Half Yearly Report will include the following information:

- Directors' commentary on operations for the relevant six-month period.
- Unaudited half-yearly Financial Statements incorporating a Statement of Financial Performance, Statement of Movements in Equity, Statement of Financial Position and Statement of Cashflows.

Quarterly Report

By 31 January, 30 April, 31 July, and 31 October each year, the Company will produce a Quarterly Report. The Quarterly Report will include the following information:

- Commentary on operations for the relevant quarter, including a summary of borrowing margins charged to Participating Borrowers (in credit rating bands).
- Comparison of LGFA's performance regarding the objectives and performance targets set out in the SOI, with an explanation of any material variances.
- Analysis of the weighted average maturity of LGFA bonds outstanding.
- In the December Quarterly Report only, commentary on the Net Debt/Total Revenue percentage for each Participating Local Authority that has borrowed from LGFA (as at the end of the preceding financial year).
- To the extent known by LGFA, details of all events of review in respect of any Participating Borrower that occurred during the relevant quarter (including steps taken, or proposed to be taken, by LGFA in relation thereto).
- Details of any lending to CCOs during the quarter and the amount of CCO loans outstanding.
- Commentary on sustainability initiatives.

Statement of Intent

By 1 March in each year the Company will deliver to the Shareholders its draft SOI for the following year in the form required by Clause 9(1) of Schedule 8 and Section 64(1) of the Local Government Act 2002.

Having considered any comments from the Shareholders received by 30 April, the Board will deliver the completed SOI to the Shareholders on or before 30 June each year.

Shareholder Meetings

The Board will hold an Annual General Meeting between 30 September and 30 November each year to present the Annual Report to all Shareholders.

The Company will hold a meeting with the Shareholders' Council approximately every six months – prior to the Annual General Meeting and after the Half Yearly Report has been submitted. Other meetings may be held by agreement between the Board and the Shareholders' Council.

12. Acquisition/divestment policy

LGFA will invest in securities in the ordinary course of business. It is expected that these securities will be debt securities. These investments will be governed by LGFA's lending and/or investment policies as approved by the Board and/or Shareholders.

Any subscription, purchase, or acquisition by LGFA of shares in a company or organisation will, if not within those investment policies, require Shareholder approval other than as concerns the formation of wholly-owned subsidiaries and the subscription of shares in such wholly-owned subsidiaries.

13. Activities for which compensation is sought from Shareholders

At the request of Shareholders, LGFA may (at its discretion) undertake activities that are not consistent with its normal commercial objectives. Specific financial arrangements will be entered into to meet the full cost of providing such activities.

Currently there are no activities for which compensation will be sought from Shareholders.

14. Commercial value of Shareholder's investment

LGFA will seek to maximise benefits to Participating Local Authorities as Borrowers rather than Shareholders.

Subject to the Board's views on the appropriate capital structure for LGFA, the Board's intention will be to pay a dividend that provides an annual rate of return to Principal Shareholders equal to LGFA fixed rate bond cost of funds plus 2.00% over the medium term.

As the Shareholders will have invested in the LGFA on the basis of this limited dividend, the Board considered that at establishment the commercial value of LGFA was equal to the face value of the Shareholders' paid up Principal Shares – $25 million.

In the absence of any subsequent share transfers to the observed share transfers on 30 November 2012, the Board considers the current commercial value of LGFA is at least equal to the face value of the Shareholders' paid up Principal Shares of $25 million. This equates to a value per share of $1.00.

15. Accounting policies

LGFA has adopted accounting policies that are in accordance with the New Zealand International Financial Reporting Standards and generally accepted accounting practice.

Statement of Accounting Policies

1. REPORTING ENTITY

The New Zealand Local Government Funding Agency Limited (LGFA) is a company registered under the Companies Act 1993 and is subject to the requirements of the Local Government Act 2002.

LGFA is controlled by participating local authorities and is a council-controlled organisation as defined under section 6 of the Local Government Act 2002. LGFA is a limited liability company incorporated and domiciled in New Zealand.

The primary objective of LGFA is to optimise the debt funding terms and conditions for participating borrowers.

The registered address of LGFA is Level 8, City Chambers, 142 Featherston Street, Wellington Central, Wellington 6011.

2. STATEMENT OF COMPLIANCE

LGFA is an FMC reporting entity under the Financial Markets Conduct Act 2013 (FMCA). These financial statements have been prepared in accordance with that Act and the Financial Reporting Act 2013. LGFA's bonds are quoted on the NZX Debt Market.

LGFA is a profit orientated entity as defined under the New Zealand Equivalents to International Financial Reporting Standards (NZ IFRS).

The financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice (NZ GAAP) and they comply with NZ IFRS and other applicable Financial Reporting Standard, as appropriate for Tier 1 for-profit entities. The financial statements also comply with International Financial Reporting Standards (IFRS).

3. BASIS OF PREPARATION

Measurement base

The financial statements have been prepared on a historical cost basis modified by the revaluation of certain assets and liabilities.

The financial statements are prepared on an accrual basis.

Functional and presentation currency

The financial statements are presented in New Zealand dollars rounded to the nearest thousand, unless separately identified. The functional currency of LGFA is New Zealand dollars.

Foreign currency conversions

Transactions denominated in foreign currency are translated into New Zealand dollars using exchange rates applied on the trade date of the transaction.

Changes in accounting policies

There have no changes to accounting policies.

Early adoption standards and interpretations

LGFA has not early adopted any standards.

Standards not yet adopted

LGFA does not consider any standards or interpretations in issue but not yet effective to have a significant impact on its financial statements.

Financial instruments

Financial assets

Financial assets, other than derivatives, are recognised initially at fair value plus transaction costs and subsequently measured at amortised cost using the effective interest rate method.

Cash and cash equivalents include cash on hand, bank accounts and deposits with an original maturity of no more than three months.

Cash provided by LGFA as security for financial arrangements remains a financial asset of LGFA and is recognised as cash pledged as collateral in the Statement of Financial Position, separate from cash and cash equivalents.

Purchases and sales of all financial assets are accounted for at trade date.

At each balance date, an expected credit loss assessment is performed for all financial assets and is calculated as either:

- Credit losses that may arise from default events that are possible within the next 12 months, where no significant increase in credit risk has arisen since acquisition of the asset, or
- Credit losses that may arise from default events that are possible over the expected life of the financial asset, where a significant increase in credit risk has arisen since acquisition of the asset.

Impairment losses on financial assets will ordinarily be recognised on initial recognition as a 12-month expected loss allowance and move to a lifetime expected loss allowance if there is a significant deterioration in credit risk since acquisition.

Financial liabilities

Financial liabilities, other than derivatives, are recognised initially at fair value less transaction costs and subsequently measured at amortised cost using the effective interest rate method.

Derivatives

Derivative financial instruments are recognised both initially and subsequently at fair value. They are reported as either assets or liabilities depending on whether the derivative is in a net gain or net loss position respectively.

Fair value hedge

Where a derivative qualifies as a hedge of the exposure to changes in fair value of an asset or liability (fair value hedge) any gain or loss on the derivative is recognised in profit and loss together with any changes in the fair value of the hedged asset or liability.

The carrying amount of the hedged item is adjusted by the fair value gain or loss on the hedged item in respect of the risk being hedged. Effective parts of the hedge are recognised in the same area of profit and loss as the hedged item.

Other assets

Property, plant and equipment

Items of property, plant and equipment are initially recorded at cost.

Depreciation is charged on a straight-line basis at rates calculated to allocate the cost or valuation of an item of property, plant and equipment, less any estimated residual value, over its remaining useful life.

Intangible assets

Intangible assets comprise software and project costs incurred for the implementation of the treasury management system. Capitalised computer software costs are amortised on a straight-line basis over the estimated useful life of the software (three to seven years). Costs associated with maintaining computer software are recognised as expenses.

Other liabilities

Employee entitlements

Employee entitlements to salaries and wages, annual leave and other similar benefits are recognised in the profit and loss when they accrue to employees.

Revenue

Interest income

Interest income is accrued using the effective interest rate method.

The effective interest rate exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount. The method applies this rate to the principal outstanding to determine interest income each period.

Expenses

Expenses are recognised in the period to which they relate.

Interest expense

Interest expense is accrued using the effective interest rate method.

The effective interest rate exactly discounts estimated future cash payments through the expected life of the financial liability to that liability's net carrying amount. The method applies this rate to the principal outstanding to determine interest expense each period.

Income tax

LGFA is exempt from income tax under Section 14 of the Local Government Borrowing Act 2011.

Goods and services tax

All items in the financial statements are presented exclusive of goods and service tax (GST), except for receivables and payables, which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax, then it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the IRD is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as a net operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

Segment reporting

LGFA operates in one segment being funding of participating borrowers in New Zealand.

Judgements and estimations

The preparation of these financial statements requires judgements, estimates and assumptions that affect the application of policies and reported amounts. For example, the fair value of financial instruments depends critically on judgements regarding future cash flows, including inflation assumptions and the risk-free discount rate.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates and these estimates and underlying assumptions are reviewed on an ongoing basis. Where these judgements significantly affect the amounts recognised in the financial statements they are described in the following notes.

CIVIC BUILDING LIMITED

STATEMENT OF INTENT 2026 – 28

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1.0 INTRODUCTION

This Statement of Intent (SOI) is prepared in accordance with Section 64(1) of the Local Government Act 2002.

This SOI includes acknowledgement of the matters raised in the enduring Statement of Expectation issued to the Directors of Civic Building Limited (CBL) by the Christchurch City Council (Shareholder or Council) in December 2022 as they apply to the company.

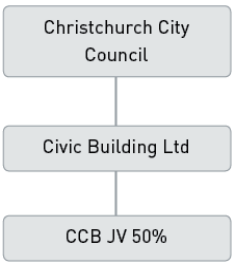
The SOI specifies for CBL and the Civic Building Unincorporated Joint Venture (CCB JV), the objectives, the nature and scope of the activities to be undertaken, and the performance targets and other measures by which the performance of the group may be judged in relation to its objectives, amongst other requirements. It covers the three financial years ending 30 June 2026, 2027 and 2028.

The process of negotiation and determination of an acceptable SOI is a public and legally required expression of the accountability relationship between CBL and its Shareholder.

CBL is 100% owned by the Council. Council provides management services to CBL through a management services arrangement.

The Civic Offices building is owned by an unincorporated joint venture jointly owned by CBL and Ngai Tahu Property Ltd and each party owns 50% of the unincorporated joint venture.

The group structure is:



The SOI is reviewed annually with Council and covers a three-year period. CBL is a Council Controlled Trading Organisation (CCTO) for the purposes of the Local Government Act 2002.

2.0 DIRECTORY

Address:	Civic Building Limited PO Box 73015 Christchurch 8154
Registered Office:	53 Hereford Street Christchurch 8011
Board:	Councilor James Gough (Chairperson) Councilor Sam MacDonald

3.0 VISION

The CBL objectives are:

- To continue to own 50% of the Civic Building in partnership with Ngai Tahu Property Ltd and lease the building to the Council.

4.0 NATURE AND SCOPE OF ACTIVITIES

CBL and the unincorporated joint venture with Ngai Tahu Property Ltd are CCTO's for the purposes of the Local Government Act 2002. CBL is registered under the Companies Act 1993.

The Civic Office is jointly owned by CBL and Ngai Tahu Property Ltd, through an unincorporated joint venture with each party owning 50%. CBL borrowed sufficient finance from the Council to enable it to carry out its obligations as joint venture partner with Ngai Tahu Property Ltd and to implement the proposal adopted by the Council for the design, construction and ownership of the Civic Building.

5.0 GOVERNANCE

The Board is responsible for the strategic direction and control of CBL's activities. The Board guides and monitors the business and affairs of CBL on behalf of the Shareholder, to whom it is accountable.

The joint venture is governed by a management committee comprised of representatives of CBL and Ngai Tahu. The management committee meets regularly and is responsible for the achievement of the goals of the joint venture.

The primary function of the Board is to ensure that CBL meets its objectives and requirements as listed in the SOI. Additionally, the Board has obligations under the Local Government Act 2002 to deliver an annual Statement of Intent and relevant half-yearly and annual reports to the Shareholder.

Appointments to the Board are confirmed by Council resolution.

6.0 PERFORMANCE TARGETS

6.1 Financial Performance Targets

The financial performance targets for CBL are as follows:

	2025/26 $000	2026/27 $000	2027/28 $000
Revenue			
Interest - Finance Lease	2,693	2,545	2,386
Interest - Other	29	91	51
Other income	1,387	1,407	1,428
	4,109	4,043	3,865
Expenses			
Finance costs	2,737	2,629	2,649
Other expenses	825	845	866
	3,562	3,474	3,515
(Loss)/profit before income tax	547	569	350
Income tax (income)	95	144	131
(Loss)/profit for period	452	425	219

CBL is forecasting operating surpluses for the periods covered by this Statement of Intent. Long term projections (incorporating rent reviews) are for CBL to generate positive cash flows and there is adequate funding in place to support CBL until this time. Income tax expense includes impact of tax depreciation on buildings and fittings.

Ratio of Shareholder Funds to Total Assets

The forecast ratio of Shareholder funds to total assets for the next three years is:

2025/26	2026/27	2027/28
-15.4%	-19.1%	-16.8%

Capital Structure

The forecast capital structure for the next three years is:

	2025/26 $000	2026/27 $000	2027/28 $000
Uncalled Capital	10,000	10,000	10,001
RPS Shares	2,251	0	0
Borrowings from Council	50,324	50,324	50,324
Finance Lease asset	35,324	32,328	29,111
Total Assets	45,271	42,762	42,225

6.2 Operational Performance Targets

In addition to the above financial performance measures, CBL will use the following measures to assess its operational performance in the 2026 financial year:

Objective and Strategy	Performance Measure
Meet the financial targets contained within this SOI.	Review of corporate financials in comparison to budget.
Manage the investment in a commercially astute and prudent manner.	Review of asset performance following the investing of capex and opex.

6.3 Environmental Performance Target

In addition to the above financial performance measures, CBL will use the following measures to assess its environmental performance in the 2026 financial year:

Performance Target	Performance Measure
The Civic Building was designed to achieve a high standard in terms of environmental and energy sustainability.	Any plant or system that helps reduce energy consumption is maintained and kept to a high standard of operation - All plant related to this target remains operational 90 % of the time unless there is a specific issue requiring further attention (lighting controls / rainwater tanks / solar panels)

REGGE refers to the Resource Efficiency Greenhouse Gas Emissions monitoring programme.

6.4 Social Performance Target

In addition to the above financial performance measures, CBL will use the following measures to assess its social performance in the 2026 financial year:

Performance Target	Performance Measure
Maintain Te Hononga to meet or exceed New Zealand Standard NZS 4121:2001 Design for access and mobility – buildings and associated facilities and Christchurch City Council's Equity and Access for People with Disabilities Policy.	To maintain the implementation of all pertinent recommendations from the accessibility audit conducted in the fiscal year 2022.

7.0 DISTRIBUTIONS

During the year to 30 June 2026 CBL will make no distribution to the Shareholder.

8.0 INFORMATION TO BE REPORTED TO THE SHAREHOLDER

An annual report will be submitted to the Shareholder. The annual report will include audited financial statements and such other details as are necessary to permit an informed assessment of CBL's performance and financial position during the reporting period provided to the Shareholder.
Half-yearly reports will also be provided to the Shareholder. These reports will contain unaudited information and comply with NZ IAS 34.

The statement of intent will be submitted to the Shareholder for consultation annually, as required by the Local Government Act 2002. The Directors will include any other information they consider appropriate. Where appropriate, revised forecasts will be submitted to the Shareholder.

CBL will operate on a 'no surprises' basis in respect of significant Shareholder related matters, to the extent possible in the context of commercial sensitivity and confidentiality obligations.

CBL will provide information requested by the Shareholder in accordance with the requirements of the Local Government Act 2002.

9.0 ACQUISITION / DIVESTMENT POLICY

The subscription or acquisition of securities in any company or organisation, or a divestment of part of the existing business, will only be considered where it is consistent with the long-term commercial objectives of CBL.

When the subscription, acquisition or divestment is considered by Directors to be significant to CBL's business operations, it will be subject to consultation with the Shareholder.

Major transactions as defined in the Companies Act 1993, s129(2), will be subject to Shareholder's approval by special resolution.

Where CBL decides to incorporate or subscribe for shares in subsidiaries to undertake its commercial activities, it will ensure effective management of that subsidiary. Control of any subsidiary is exercised by CBL's Directors.

10.0 COMPENSATION SOUGHT FROM LOCAL AUTHORITY

At the request of the Shareholder, CBL may undertake activities that are not consistent with normal commercial objectives. Specific financial arrangements will be entered into to meet the full commercial cost of providing such activities.

Currently, no such activities are undertaken.

11.0 ESTIMATE OF COMMERCIAL VALUE

The Shareholder has recorded the value of its investment in Civic Building Ltd in its accounts at 30 June 2024 as $92.5 million and this is considered an appropriate estimation of the commercial value of CBL.

12.0 ROLE IN THE COUNCIL GROUP AND REGIONAL ECONOMY

Commercial Relationships within the Council Group

CBL has a mandate from its Shareholder, the Council, to own the Civic Building and lease it to the Council. CBL will use the services of the Council to manage its affairs.

Appendix A Statement of Significant Accounting Policies

Reporting Entity

These are the significant accounting policies of Civic Building Limited (CBL).

CBL is registered under the Companies Act 1993 and is domiciled in New Zealand. The Company is a Council Controlled Trading Organisation as defined by section 6 of the Local Government Act 2002.

CBL was established on 12 October 2007 in order to carry out the development of the Civic Building for the Council. On 26 October 2007 CBL entered into an agreement to develop the Civic Building on the former NZ Post site with Ngai Tahu. The Council's 2009 Annual Plan approved the creation of an unincorporated joint venture structure to carry out the development. CBL has a 50% interest in the resulting joint operations.

Accordingly, CBL has designated itself as a profit orientated entity for the purposes of New Zealand Equivalent to International Financial Reporting Standards (NZ IFRS). CBL is not considered 'large' for the purposes determining the appropriate reporting tier and has consequently opted to report as a Tier 2 entity applying NZ IFRS with Reduced Disclosure Requirements.

The financial statements of CBL are prepared in accordance with the Financial Reporting Act 2013, the Companies Act 1993 and the Local Government Act 2002.

Basis of financial statement preparation

The financial statements are prepared in accordance with the New Zealand generally accepted accounting practice as appropriate for Tier 2 for-profit entities.

The financial statements are prepared on an historical cost basis except for the revaluation of investment properties.

The functional and presentation currency is New Zealand dollars. All values are rounded to the nearest thousand dollars ($000).

Judgement, estimates and assumptions

In preparing its financial statements, CBL is required to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and other factors that are believed to be reasonable under the circumstances. These estimates and assumptions form the basis for making judgements about the carrying values of assets and liabilities, where these are not readily apparent from other sources. Actual results may differ from these estimates.

Estimates and underlying assumptions are regularly reviewed. Any change to estimates is recognised in the year if the change affects only that year, or into future years if it also affects future years. In the process of applying CBL's accounting policies, management has to make the following judgements, estimates and assumptions that have the most significant impact on the amounts recognised in the financial statements. The determination of the fair value of investment property is regarded as a critical estimate and is valued at least on an annual basis. This requires the estimation of current market values by an independent registered valuer.

The accounting policies set out below are applied consistently to all periods in preparing financial statements.

a. Joint Operations
A joint operation is a joint arrangement whereby the parties have joint control of the arrangements and have rights to the assets, and obligations for the liabilities relating to the arrangement.

Where such an arrangement exists CBL will recognise its share of the assets, liabilities, revenue and expenses including its share of any held or incurred jointly.

b. Financial Assets
Term deposits with maturities greater than three months are measured at amortised cost and have been designated as loans and receivables.

c. Trade and other receivables
Trade and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

d. Cash and cash equivalents
Cash and cash equivalents comprise cash balances and call deposits, and other short-term highly liquid investments with maturities of three months or less. Bank overdrafts that are repayable on demand and form an integral part of CBL's cash management are included as a component of cash and cash equivalents for the purpose of the statement of cash flows, and in current liabilities on the statement of financial position.

e. Investment Property
The land leased to third parties under operating leases is classed as investment property.

Investment property is measured initially at cost, including transaction costs. After initial recognition, the investment property is measured at fair value as determined annually by an independent valuer.

Gains or losses arising from a change in fair value of the investment property are recognised in the statement of comprehensive income.

f. Share capital
(i) Ordinary share capital
Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, from the proceeds.

(ii) Preference share capital
Preference share capital is classified as equity if it is non-redeemable and any dividends are discretionary, or is redeemable but only at CBL's option. Dividends on preference share capital classified as equity are recognised as distributions within equity.

Preference share capital is classified as a liability if it provides for mandatory redemption by the issuer for a specific amount at a specific date (or gives the holder the right to require such redemption from the issuer), or if it gives the holder the right to put it back to the issuer for cash or another financial asset. Dividends thereon are recognised in the statement of comprehensive income as interest expense.

g. Interest-bearing borrowings
Interest-bearing borrowings are recognised initially at fair value less attributable transaction costs.

Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method.

h. Provisions
A provision is recognised in the statement of financial position when CBL has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of expenditures, the amount of which can be reliably estimated, will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

i. Leases
(i) Finance leases
Leases in which substantially all of the risks and rewards of ownership of an asset transfer to the lessee are classified as finance leases whether or not title is eventually transferred. At inception, finance leases are recognised in the statement of financial position at the present value of the minimum lease payments plus the present value of any unguaranteed residual value expected to accrue at the end of the lease term.

Amounts due from lessees under finance leases are recorded as receivables. Finance lease payments are allocated between interest revenue and reduction of the lease receivable over the term of the lease in order to reflect a constant rate of return on the net investment outstanding in respect of the lease.

(ii) Operating leases
An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset.

j. Revenue
Revenue is measured at the fair value of consideration received.

(i) Interest income
Interest income is recognised in the statement of comprehensive income as it accrues, using the effective interest method.

(ii) Finance lease income
Finance lease income is allocated over the lease term on a systematic and rational basis.

This income allocation is based on a pattern reflecting a constant periodic return on CBL's net investment in the finance lease.

(iii) Operating lease income
Operating lease income is recognised in the statement of comprehensive income on a straight-line basis over the term of the lease.

(iv) Insurance proceeds
Insurance proceeds are recognised in the statement of comprehensive income when the compensation becomes receivable.

k. Financing costs
Financing costs comprise interest payable on borrowings calculated using the effective interest rate method. All interest payable on borrowings is recognised as an expense in the statement of comprehensive incomes as it occurs.

l. Income tax
Income tax on the profit or loss for the year comprises current and deferred tax. Income tax is recognised in the statement of comprehensive income except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity.

Current tax is the expected tax payable on the taxable profit for the year, using tax rates enacted or substantively enacted at the balance date, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided using the statement of financial position liability method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Temporary differences arising from the initial recognition of assets or liabilities that affect neither accounting nor taxable profit are not provided for.

The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at the balance date.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

m. Trade and Other Payables
Trade and other payables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method. They represent liabilities for goods and services received by CBL during and up to the end of the financial year and which remain unpaid as at balance date.

n. Goods and Services Tax
The financial statements are prepared exclusive of GST with the exception of receivables and payables that are shown inclusive of GST. Where GST is not recoverable as an input tax it is recognised as part of the related asset or expense. The net amount of GST recoverable from, payable to, the Inland Revenue Department is included as part of receivables or payable in the statement of financial position.

TE KAHA PROJECT DELIVERY LIMITED



FY26-28

STATEMENT OF INTENT

TRIM 25/292865

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HE MIHI

E ngā mana, E ngā reo, E ngā mātā waka o ngā hau e whā

E mihi ana, e mihi ana, e mihi ana

Ngāi Tahu, kei te mihi. Ngā Mana Whenua, e mihi ana.

Nā rātou te whenua i tiaki ai. Nā rātou ngā tikanga i kawe ai.

Ki ta matou whanau ki te Kaunihera o Ōtautahi: Christchurch City Council

Tēnā koutou e rangatira ma

Nau mai ki tēnei kōrero rautaki.

The whakataukī rings loud and true and speaks to the importance of all of us in this mahi.

He waka kōtuia e kore e wāwāhi

A waka correctly bound will never break apart.

FOREWORD

One New Zealand Stadium at Te Kaha is the last of the 16 Anchor Projects considered necessary to regenerate the city centre of Christchurch following the catastrophic sequence of major earthquakes that devastated the city in 2010 and 2011.

One New Zealand Stadium at Te Kaha is important for the hearts and minds of the community and a place of pride, whanaungatanga, unity, belonging and cohesion for all. It will also be fundamental to bringing additional investment and economic growth to the region, promoting Canterbury as an attractive place to work, study, live and visit, and accelerating levels of investment and relocation of businesses to the Christchurch Central City Business District.

A jointly funded project between Government and the Christchurch City Council, the successful delivery of the project will be through partnerships built on trust, collaboration, and engagement. Te Kaha Project Delivery Limited, the entity created to deliver the project, feels it is a great privilege to be responsible, on behalf of the community, to deliver this important symbol for our city, in partnership with Venues Ōtautahi and the Christchurch City Council.

In July 2022, the Christchurch City Council approved the recommendation from the Te Kaha Project Delivery Limited Board to enter into the Design & Construct contract with BESIX Watpac and to delegate project delivery and commissioning by April-2026 for up to a total project cost of $683m.

This Statement of Intent covers our responsibility to proactively govern the delivery of One New Zealand Stadium at Te Kaha while also supporting Christchurch City Council fundraising for and Venues Ōtautahi commercialisation of One New Zealand Stadium at Te Kaha.

Ngā Mihi,

Barry Bragg

Chair, Te Kaha Project Delivery Limited



TRIM 25/292865

INTRODUCTION

Te Kaha Project Delivery Limited is the Council's delivery company responsible for the delivery of the One New Zealand Stadium at Te Kaha project.

Te Kaha Project Delivery Limited is a Council-Controlled Organisation (CCO) for the purposes of the Local Government Act 2002 and a public benefit entity for tax purposes. The company is fully owned by the Council. It was registered and began operations in FY20/21.

This Statement of Intent (SOI) is prepared by Te Kaha Project Delivery Limited in accordance with Section 64(1) of the Local Government Act 2002 and in response to the Christchurch City Council's (COUNCIL) Letter of Expectations.

This SOI specifies the planned activities and intentions of Te Kaha Project Delivery Limited for the Design and Construct (D&C) phase. It includes information on key deliverables, financial information, and performance measures and targets to enable organisational accountability and transparency.

The SOI is a public and legally required document which is reviewed and agreed annually with the Company's sole Shareholder, the Christchurch City Council (Council).

This Statement of Intent (SOI) is considered in two respects:

1. It is a document that is tactical rather than strategic. The strategic decision is one that has been made by Council – to build One New Zealand Stadium at Te Kaha, a Multi-Use Arena for the people of Canterbury and indeed the community of New Zealand. The strategic objectives set out in the SOI have been set by Council.

2. Being tactical, the SOI has a defined deliverable within a defined period. The SOI is therefore written to cover the period until the completion of the project by April 2026 and the decommissioning of the Project Delivery Company – anticipated to be during the 2026 calendar year. This SOI therefore covers a 3-year period, and it will be presented for approval each year during that period.

Inherent in the above is the Te Kaha Project Delivery Limited will have fulfilled its governance role with the commissioning of the arena, and the formal handing over to the Council and to the Operator, Venues Ōtautahi Limited (VŌ), a further strategic decision already taken by Council.

NATURE AND SCOPE OF OPERATIONS

The Te Kaha Project Delivery Limited is responsible for the governance of the delivery of the Project from planning, design, execution, monitoring and control through to practical completion. It will actively identify, quantify and mitigate risks in a timely manner to the Council as the accountable agency for the delivery of the Project, including (without limitation) financial risk, delivery risk and reputational risk. It will also support the Council and Venues Ōtautahi to maximise opportunities to obtain third party contributions to the Project, including sponsorships.

The Te Kaha Project Delivery Limited will be wound up following completion of the Project and the subsequent evaluations of the process, with the ongoing benefits and risks of ownership and operations transferring to the Council and/or Venues Ōtautahi (the One New Zealand Stadium at Te Kaha Operator).

PURPOSE

The purpose of Te Kaha Project Delivery Limited is accordingly very straight forward –

'To govern the delivery of One New Zealand Stadium at Te Kaha, being a multi-use arena, to meet the target specification, approved budget and by April 2026 to enable Venues Ōtautahi to operate One New Zealand Stadium at Te Kaha to deliver the strategic objectives for the Canterbury region as defined by Council.'



VISION

The vision of Te Kaha Project Delivery Limited, while driven by purpose, is somewhat more aspirational, albeit limited by cost ceilings and physical specification requirements established by Council.

The vision of Te Kaha Project Delivery Limited is – 'to build a multi-use arena, the envy of other regions that provides a stage for Venues Ōtautahi to host events delivering for our community and visitor's experiences they want again and again'.

'To build a world class multi-use arena that is a place of pride, whanaungatanga, unity, belonging and cohesion for all"

Achievement of this vision will ensure the Strategic Objectives set by Council as defined in the One New Zealand Stadium at Te Kaha Investment Case are delivered:

- Additional investment and economic growth to the region;
- Promotion of Christchurch as an attractive place to work, study, live and visit;
- Providing Christchurch with more major entertainment venues accessible to families and other residents; and
- Accelerated levels of investment and relocation of businesses in the CBD.

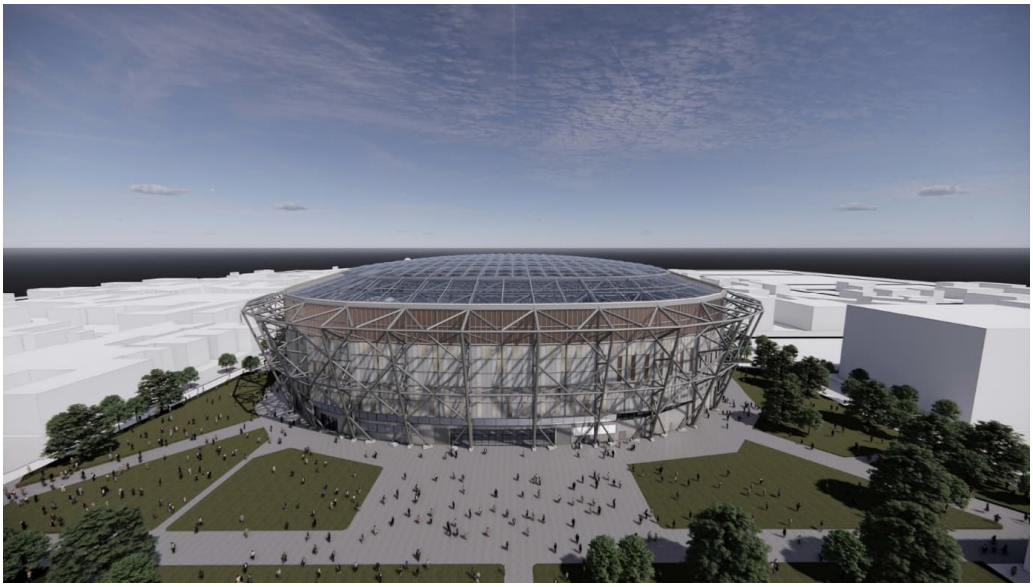
It will also provide the people in our region a facility that puts our community and region on the international stage.

To achieve this, it is critical that Te Kaha Project Delivery Limited work closely with Christchurch City Council and Venues Ōtautahi to ensure One New Zealand Stadium at Te Kaha delivers on the investment case in terms

of short and long term operational effectiveness and efficiency. This means the Te Kaha Project Delivery Limited must consult with Venues Ōtautahi on the "whole-of-life" cost approach balancing capital costs, operating costs, and periodic refurbishment costs.

PARTNERSHIP

An important principle recognised within this Statement of Intent is the three-way partnership – Christchurch City Council, Te Kaha Project Delivery Limited and Venues Ōtautahi to deliver the project. This partnership must be effective and underpinned by trust, commitment, cooperation, understanding and shared values. Anything less will see an outcome falling short of the aspirations that all three partners have for One New Zealand Stadium at Te Kaha. This will deliver an inherently Canterbury venue and experience that is the pride and delight of all.



GOALS

To achieve its purpose Te Kaha Project Delivery Limited will:

- Deliver One New Zealand Stadium at Te Kaha by the target delivery date of April 2026;
- Ensure that the total operational and capital project cost does not exceed budget;
- Meet contracted delegations, NZ legislation and regulations and NZ Construction Industry best practice;
- Adopt/exceed NZ Construction Industry best practice standards for health, safety, and wellbeing of all involved in the project;
- Deliver a sustainable approach to the design and construction of One New Zealand Stadium at Te Kaha;
- Ensure that the arena recognises and reflects the inherent connection with Ngāi Tūāhuriri as mana whenua; and
- Respect the names gifted being Te Kaha for the arena and Te Kaharoa for the whenua surrounding and within the arena.

To achieve its vision Te Kaha Project Delivery Ltd will:

- Build an arena that has the following parameters;
  - 25,000 permanent seats; 5,000 temporary seats, to attract national and international content
  - Covered arena – that allows for year-round events
  - Is truly multi and flexible in its use – i.e. it is not predominantly a sports field but is an indoor arena suitable for use for a broad range of entertainment events, social events, seminars, and meetings; and a stage for a variety of turf-based sports
  - Acoustic quality – a key to providing a viable facility. It must host premium events on a regular basis and must be designed to manage the acoustic quality
  - Designed and built to be consistent with a modern sustainable building
- Provide an uplifting experience: for those participating; for those bringing events to the arena; and for those attending for recreation, enjoyment, and business;
- Appropriately balance the capital cost of initial construction, the cost of operations, and the cost of refurbishments over the life of the arena;
- Ensure One New Zealand Stadium at Te Kaha is resilient both to physical events, and to changing market demands over its planned useful life; and
- Ensure One New Zealand Stadium at Te Kaha is accessible to all in the region – addressing both access for those with disabilities, and ease of access for all in terms of transport, equipment, and elective media.

If the goals for the project are achieved, Te Kaha Project Delivery Limited will deliver the strategic outcomes the Council has had in making the decision to build the arena:

- Create a legacy asset that instils a sense of pride and ownership amongst Cantabrians;
- Stimulate the region's economy, including attracting domestic and international visitors;
- Enable the region to attend a range of major events across the calendar year, including concerts and other entertainment activities, community and business events, and sporting events;
- Increase the vibrancy of the central city business district, and support the connection of Ōtautahi Christchurch with its surrounding region;
- Provide confidence to the investment markets to invest further in the central city business district; and
- Enhance the region's social, cultural, entertainment and sporting reputation and identity.

APPROACH

Core to the achievement of our purpose and objectives is our charter, which drives our way of working both internally and externally with partners.

We are ambassadors for Council and the One New Zealand Stadium at Te Kaha Project and our united purpose is to deliver a uniquely local venue and experience that is the pride and delight of the people of Canterbury.

Te Kaha Project Delivery Limited commits to upholding the intent of Te Tiriti o Waitangi (The Treaty of Waitangi). Te Kaha Project Delivery Limited acknowledge Ngāi Tūāhuriri as mana whenua and will commit to working with Ngāi Tūāhuriri and other local stakeholders in the project delivery and in building the narrative and symbols at, surrounding and leading to One New Zealand Stadium at Te Kaha.

To enable us to achieve our vision and purpose, as a team, we commit to the following:

Kia atawhai ki te iwi – wellbeing

- *We will look out for and after each other and celebrate/enjoy the successes.*

Kia pono te korero – connectedness and communication

- *We will be present, open, straight-talking, and respectful.*

Kia kotahi te hoe o te waka – stakeholder alignment

- *We will understand stakeholder expectations and build confidence through compelling narratives.*

Whakamana tangata – enabling action

- *We will provide effective leadership, get the right people in the room, and make decisions.*

Kia aukaha, kia toitū te mahi – excellence and sustainability

- *We will blend innovation and creativity with the facts, evidence, and data to deliver lasting excellence and sustainability.*



PRINCIPLES

The below principles remain core to the design of One New Zealand Stadium at Te Kaha. All decisions considered will be underpinned and tested against these core principles:

- Commercial Viability/Competitive Advantage - Commercial viability is a core venue design fundamental. In the best interests of the city, the venue must be competitive in the National and Australasian markets and able to attract and retain multi-faceted and large-scale events. The One New Zealand Stadium at Te Kaha design must also consider the future of events and future-proof One New Zealand Stadium at Te Kaha to be competitive and ahead of the game for the future.

- Operational Functionality - operational functionality underpins the guest and client experience and the commercial viability of the venue. If guests or clients have a poor experience attending or hosting an event, they will be unlikely to return, hence having a detrimental impact on the success of the venue. Key design principles should maintain fundamental ease of access to amenities and smooth and easy venue ingress and egress.

- Guest Experience - albeit the guest experience is an outcome of operational functionality including access to amenities, ease of movement and ingress and egress flow, the quality of the acoustics, comfort of the surrounds and quality, variety and consistency of the corporate and retail food and beverage offering it is fundamental to the success of the venue.

- Multi-Use - to maximise the opportunity for the city to be competitive in attracting a high volume of top-quality events in a range of genres, the venue must be genuinely a multi-use venue. A genuinely multi-use arena is a competitive point of difference for the city and future-proofs the venue both from a diversity of revenue stream perspective but also from a future of events perspective.

- As an example, E-sports is the fastest growing sport in the world with each major tournament netting millions. E-sport organisers are seeking 25,000 – 30,000 capacity closed roof venues and demand internationally is greater than supply. With most tournaments running for three days and most players and guests being visitors to the host city and country, this is a significant opportunity for Christchurch and the venue.

- Sustainability – to pursue and demonstrate a sustainable approach to the design and construction of One New Zealand Stadium at Te Kaha and ongoing operation.

- Accessibility and Inclusivity – assuring and enabling the same experience for all members of the community is a core design feature of One New Zealand Stadium at Te Kaha. All aspects of design will be underpinned by the consideration of enabling and enhancing the experience of all visitors and users of the venue.



KEY PROJECT ACTIONS

To achieve the goals, vision and purpose as set out in this SOI, the Company will take the following key actions:

1. Governance
   - Clearly define, and agree with Council, the delegation's hierarchy as between Council, Te Kaha Project Delivery Limited Board and Project Organisation.
   - Provide expert advice to Christchurch City Council as principal to the Design & Construct Contract ("D&C") with BESIX Watpac.
   - Identify and mitigate or manage works connected with the PCSA and D&C phases of the project, including reporting regularly to the Council on the management of all significant works and significant project risks.
   - Develop and manage processes to provide assurance the project is progressing according to plan and ensure regular reporting by project management to the Te Kaha Project Delivery Limited Board; and from the Te Kaha Project Delivery Limited Board to Council in relation to progress against the overall project plan and budget.
   - Convene processes to use external project auditors; probity auditors; and peer reviewers as necessary to provide an agreed level of independence to the Council.
   - Contribute to the Council strategic framework outcomes of liveable city, resilient communities, healthy environment, and prosperous economy.

2. Creating Something Special
   - Ensure time and effort is given to challenging the design and the construction team to identify opportunities to create something special for the people of Canterbury, for promoters of events and sporting users, for competitors, for entertainers, and for community and business users.

3. Project Management
    - Prepare a detailed project plan that identifies activities; timelines; and financial budgets from the inception of the project to completion of the project.
    - Provide oversight of all contracts, expenditure, and progress during the PCSA and the D&C phases of the project.
    - Ensure compliance with all legislation, Council procurement policies and costs of practice of public sector entities during the project.
    - Ensure compliance with the Council request to exercise restraint in respect of executive remuneration and pay our people a fair wage, with a commitment from Te Kaha Project Delivery Limited and PCSA/D&C contractors to at least the living wage for all staff (i.e. including fixed-term staff.
    - Provide local procurement opportunities where practical and commercially feasible for local stakeholders including mana whenua.
    - Consult with Venues Ōtautahi and key stakeholders during the D&C stage to ensure the design specifications will deliver the goals set out in this Statement of Intent.
    - Ensure the project is delivered within the approved budget; within the agreed timelines; and to a quality that meets the goals set out in this Statement of Intent. Future deviations are considered likely, and these are communicated to Council at the earliest opportunity.

4. Financial Management
    - Ensure the project is properly costed with appropriate allowance for both cost escalation over the life of the project, and contingencies for variations during the life of the project.
    - Ensure in establishing the initial capital expenditure (as evidenced by PCSA and D&C in aggregate) whole-of-life costs (both operating and refurbishment) are considered to minimise the total costs of the project.
    - Ensure the project remains within the initial budget agreed with Council. Where there is risk the budget will be exceeded, disclose and discuss this with Council prior to any approval for such additional expectation is given.
    - Ensure Te Kaha Project Delivery Limited overheads and administration costs are appropriately budgeted and agreed with Council and are managed within that budget.
    - Work with the design engineers and construction management to identify areas where costs may be saved on the project programme (without compromising other outcomes set for the project).
    - Support efforts by Council or Venues Ōtautahi to identify and bring opportunities for third party contributions to the funding of the project. This to include possible public and private sector funding parties and sponsors.

5. Sustainability and the Environment
    - Establish clear standards in respect of the various dimensions of sustainability that are to be achieved: during the project design and delivery phases and to enable Venues Ōtautahi to achieve during the operating life of the arena. Demonstrate that we are delivering to those sustainability standards.

6. Health, Safety and Wellbeing
    - Establish a Wellbeing and Safety Charter and Assurance Programme to ensure the wellbeing and safety of everyone working and visiting One New Zealand Stadium at Te Kaha.
    - Undertake the Assurance Programme to hold BESIX Watpac to account, to effectively manage the wellbeing and safety of everyone that working and visiting One New Zealand Stadium at Te Kaha.
    - Ensure Te Kaha Project Delivery Limited understands all of the critical hazards/critical controls and seeks assurance from BESIX Watpac that all controls are effective.

7. Shareholder Relationships
   - Prepare and agree with Council a programme of regular reporting and dialogue which ensures as Project Owner (and partner) they are fully informed in a timely manner, on all major issues, project progress against plan, project rules and opportunities for further enhancement.
   - Nurture a respectful and open relationship in the best interests of the City and continue to develop a close and collaborative partnership.
   - Keep the Council fully informed of all material matters and operate on a "no surprises" basis.

8. Stakeholder Engagement
   - Consult with the Crown to ensure all of the requirements of the Funding Agreement have been or are being met.
   - Partner with Venues Ōtautahi to ensure that it is fully informed with all aspects of the project delivery and support Venues Ōtautahi on the commercialisation of One New Zealand Stadium at Te Kaha.
   - Consult with Ngāi Tūāhuiri to establish an appropriate way to recognize Te Kaha and Te Kaharoa being the names gifted respectively for the arena and for the whenua surrounding.
   - Liaise with the St Paul's Trinity Pacific Presbyterian Church to establish an appropriate way to recognize their history on the site.
   - Consult with neighbours adjoining One New Zealand Stadium at Te Kaha to ensure the effects of the project delivery are minimized.
   - Provide regular briefings to the community about the progress being made toward completion of One New Zealand Stadium at Te Kaha.
   - Support Venues Ōtautahi to deliver an integrated community and stakeholder connection with One New Zealand Stadium at Te Kaha.

9. Future-proof
   - Consult with Venues Ōtautahi on future-proofing One New Zealand Stadium at Te Kaha to ensure it is fit for purpose for a changing event landscape.

10. Regional Impact
    - Where possible and underpinned by commercial viability, procure project services and products from the Canterbury region.
    - Deliver One New Zealand Stadium at Te Kaha to enable Venues Ōtautahi to provide long-term direct economic contribution to the region.

PERFORMANCE MEASURES/TARGETS

For each of the key actions the following are the measures/targets for each year of the project (i.e. 2021 to 2028).

Objective and Strategy	*Performance Measure*			
		2025/2026	*2026/2027*	*2027/2028*
Governance				
Reporting to Shareholder		Meet all Local Government Act (LGA) and Council reporting deadlines.	Meet all Local Government Act (LGA) and Council reporting deadlines.	
Project Management, Control and Assurance Targets				
Project Execution Plan (PEP) developed, and alignment maintained		Compliance with PEP maintained.	Compliance with PEP maintained.	
Procurement and Contract Management		100% compliance with relevant legislation, the Council procurement policies, and codes of practice.	100% compliance with relevant legislation, the Council procurement policies, and codes of practice.	
Management of Project Programme		D&C - report against programme 85% probability position. Delivery by end of April-2026.	D&C – report against programme for remedying any defects and issues identified during the 12 Months Defects Notification Period.	
Provision of information to support the Council's Formal Assurance (CFA) points		Aligned with CFA points.	Aligned with CFA points.	
Stage Gate reviews completed		Readiness for Service Stage Gate review completed.	Any recommendations from Readiness for Service Stage Gate review addressed.	

Financial				
One New Zealand Stadium at Te Kaha is delivered on or below budget		Proactively govern the project delivery to minimise the use of the project contingencies and to stay within the approved total project budget.	Proactively govern the project delivery to minimise the use of the project contingencies and to stay within the approved total project budget.	
Capital expenditure decisions optimise capital budget and long-term whole-of-life costs (i.e. being the measure of resilience). Operational costs and other matters duly considered		Consult with Venues Ōtautahi and Christchurch City Council to ensure the Capital and Whole-of -Life costs are optimised. Year on year operational Costs are considered.	Consult with Venues Ōtautahi and Christchurch City Council to ensure the Capital and Whole-of -Life costs are optimised. Year on year operational Costs are considered.	
Support any efforts by Council or VŌ to identify opportunities for third party contributions, including other funding partners and sponsors		Third party funding opportunities supported.	Third party funding opportunities supported.	
Kaitiakitanga, Sustainability and the Environment				
Critical environmental hazards are managed effectively		Assurance programme of BESIX Watpac that critical environmental controls are effective.	Te Kaha Project Delivery Limited assurance programme is maintained during the 12 Months Defects Notification Period.	
Clear sustainability standards developed for the project D&C phase		Approve the BESIX Watpac Sustainability Performance Plan at the end of detailed design. Report against agreed project sustainability outcomes.	D&C Contract sustainability outcomes delivered.	

Health, Safety and Wellbeing				
Health, Safety and Wellbeing Charter and Assurance Programme is implemented to ensure all involved directly or indirectly with the project are kept safe and well		Monitor BESIX Watpac performance. Te Kaha Project Delivery Limited assurance programme is maintained.	Te Kaha Project Delivery Limited assurance programme is maintained during the 12 Months Defects Notification Period.	
Critical Safety hazards are managed effectively		For all work, the programme of BESIX Watpac critical risk inspections carried out on schedule and report that the critical controls are in place and are effective. Te Kaha Project Delivery Limited assurance inspections are carried out. CCC Health and Safety Team undertake regular audits and report to the Board.	Te Kaha Project Delivery Limited assurance inspections are carried out as required during the 12 Months Defects Notification Period.	
Baseline lag indicators are monitored to ensure safety for all		No serious harm incidents during the D&C phase.	No serious harm incidents during the 12 Months Defects Notification Period.	
		TRIFR less than 10.0 per 1,000,000 hours worked on the project.		
Wellbeing hazards are managed effectively	BESIX Watpac has a series of Wellbeing initiatives which they report on monthly.	BESIX Watpac has a series of Wellbeing initiatives which they report on monthly.		

Shareholder Relationships				
Shareholder informed of major issues as soon as practical. The major issues being project status against major milestones, high value opportunities, and high consequence risks		100% compliance with reporting requirements outlined in SOI and major issues are raised on a "no surprises" basis.	100% compliance with reporting requirements outlined in SOI and major issues are raised on a "no surprises" basis.	
Stakeholder Engagement				
One New Zealand Stadium at Te Kaha Neighbours		Meet quarterly with the neighbour community group to minimise project effects.		
Community		Regular updates provided, within agreed timeframes, to all significant stakeholders in the project.	Regular updates provided, within agreed timeframes, to all significant stakeholders in the project.	
Cultural connection		Support Venues Ōtautahi work to build connection with name through implementation of communications and community engagement strategy.	Support Venues Ōtautahi work to build connection with name through implementation of communications and community engagement strategy.	

Project Delivery Target				
Project managed to budget, time and quality		Project managed to budget, time and quality.	Project managed to budget, time and quality.	
Christchurch City Council and Venues Ōtautahi signs off the design elements as being fit for purpose, for operational areas each entity is responsible for		Venues Ōtautahi maintains oversight throughout D&C phase to ensure alignment.	Venues Ōtautahi maintains oversight throughout the 12 Months Defects Notification Period to ensure alignment.	
One New Zealand Stadium at Te Kaha reflects the cultural narrative of our city		Engage with Ngāi Tūāhuriri to ensure cultural narrative incorporated into design and agreed cultural narrative actions are delivered.		
Operation & Maintenance Manuals, and as-built documentation		Prior to Practical Completion, provide Operation & Maintenance Manuals and as-built documentation (in approved draft electronic format) to allow full operation of the stadium).	Prior to the end of the Defects Notification Period, provide Operation & Maintenance Manuals and as-built documentation (in approved final electronic format) to allow full operation of the stadium).	
Project Close-out		Following Practical Completion, undertake a draft Project Review, including recording any Lessons Learned.	At the end of the Defects Liability Period, provide the finalised Project Review, including any Lessons Learned.	

Risk Management				
Project risk register is up to date and risks are actively managed (including financial, delivery and reputational risks)		Risks are proactively managed to meet project budget, optimise whole of life costs, deliver on time and deliver the detailed design specification.	Risks during the 12 Months Defects Notification Period are proactively managed to meet project budget, optimise whole of life costs, deliver on time and deliver the detailed design specification.	
Regional Impact				
Where commercially viable local procurement of services and products		D&C and commissioning phase services and products procured locally.	D&C Contract services and products required during the 12 Months Defects Notification Period procured locally.	

GOVERNANCE

The Te Kaha Project Delivery Limited Board of Directors is responsible for the oversight and performance of Te Kaha Project Delivery Limited and ensuring decisions are made in the interests of Council and the people of Ōtautahi-Christchurch and the Canterbury region.

The Board recommends Te Kaha Project Delivery Limited's SOI to the Shareholder and is accountable for delivering the purpose, vision, objectives and strategies set out in this SOI, complying with its constitution, and the provisions of the Companies Act 1993 and the Local Government Act 2002.

The Board is committed to the high standard of corporate compliance in guiding the company's activities and providing expert governance and financial control of the delivery of the project. The Board guides and monitors the business and affairs of Te Kaha Project Delivery Limited. It draws on relevant corporate governance best practice principles to assist and contribute to the performance of the company. All directors are required to comply with a formal Code of Conduct which is based on the New Zealand Institute of Directors' Code of Proper Practice for Directors.

BOARD COMPOSITION

The Board of Directors comprises up to five directors, all appointed by the Council. Director appointments are for the period determined by the Council as shareholder.

REPORTING

The company is governed by Local Government Act 2002 which requires, among other things:

- Statement of Intent annually;
- Half-year and full-year reporting against SOI performance targets;
- Quarterly reporting has been sought by the shareholder against SOI performance targets; and
- SOI Letter of Expectations, and periodic accountability reports and project reports are published on the website.

STATEMENT OF INTENT

Each year Te Kaha Project Delivery Limited will deliver its draft SOI for the following year to the shareholder. It will be in the form required by Clause 9(1) of Schedule 8 and Section 64 (1) of the Local Government Act 2002 and will be delivered by 1 March each year.

The Board, when developing its SOI and work programme, will consider the Letter of Expectations issued by its shareholder.

Having considered any comments received from the Council received by 30 April, the Board will deliver the completed SOI to the Shareholder on or before 30 June each year.

As referenced above, this SOI is written to cover the period until the completion of the project being April 2026 and the decommissioning of the Project Delivery Company – anticipated to be during the 2026 calendar year. This SOI therefore covers a 4-year period.

QUARTERLY REPORTING AGAINST SOI PERFORMANCE TARGETS

By 31 October and 30 April each year, Te Kaha Project Delivery Limited will provide the Shareholder with a quarterly report. The quarterly report will include Te Kaha Project Delivery Limited's commentary on operations for the relevant quarter and a comparison of the company's performance regarding the objectives and performance targets set out in the SOI, with an explanation of any material variances.

HALF-YEAR AND FULL-YEAR REPORTING

Te Kaha Project Delivery Limited will provide the Shareholder with a half-year report by the end of February each year, complying with Section 66 of the Local Government Act 2002.

By the end of September each year, Te Kaha Project Delivery Limited will provide to the Shareholder an Annual Report on the organisation's operations during the year. This will include audited financial statements prepared in accordance with New Zealand Generally Accepted Accounting Practice and that also comply with Public Benefit Entity Standards.

The Annual Report shall also contain an Auditor's Report on both those financial statements and the performance targets and other measures by which performance was judged in relation to that organisation's objectives.



SHAREHOLDER MEETINGS

The Board may hold an Annual General Meeting (AGM) between 30 September and 30 November each year to present the Annual Report to the Shareholder. If no AGM is held then the shareholder will pass the required resolutions.

BRIEFINGS

Te Kaha Project Delivery Limited will also attend and participate in Council meetings, workshops and briefings as requested by the company or Council. This may include:

- Briefings sought by the company;
- Briefings sought by the Council; and
- Attendance at Council and/or committee meetings.

"NO SURPRISES" APPROACH

Council expects a high level of engagement between the Board and Council and expects the Board to:

- Seek Council approval before making decisions that may materially affect the project outcomes and key deliverables, or which may breach the target delivery costs or the target delivery date agreements;
- Provide the Council with sufficient information and time to enable it to make a decision on any matter which falls outside of the scope of the Board's authority;
- Inform the Council well in advance of any significant matter relating to the project, whether positive or negative on a "no-surprises" basis;
- Advise Council in advance of any significant issues that may be discussed in the public arena or which may have a reputational impact on the Crown or the Council;
- Promptly inform Council of any imminent media coverage of any matters on which the Council and/or Crown may be asked to make a media or public statement;
- Provide Council with accurate and timely advice as required, including performance reports highlighting the status of the project, including the management of key risks, programme progress and identifying upcoming required decisions;
- Provide Council with all required information promptly, on request, to allow the Council to fulfil its obligations under its Funding Agreement with the Crown; and
- Provide the Council with sufficient information and time to enable it to consult the Crown in relation to the project, as Council determines is appropriate.

PUBLICATION OF REPORTS

The SOI, Letter of Expectations, periodic accountability reports and project reports are published on the website.

SUMMARY OF FINANCIAL INFORMATION

The total project costs for the One New Zealand Stadium at Te Kaha Project are detailed below:

Total Project Budget	$683,165,830
Total Governance Budget	
Project Budget to 1 July 2025	$1,112,818
FY2024/2025	$330,000
FY2025/2026	$270,000
FY2026/2027	$300,000
FY2027/28	$73,061
Total Governance Budget	$2,085,879

Note: All figures are GST exclusive.

COMPENSATION FROM COUNCIL

Te Kaha Project Delivery Limited expects to receive funding from the Council as per the total project budget approved in July 2022.

The activity undertaken in exchange for the compensation is set out in the first four years of the Christchurch City Council's Long-Term Plan, as per the levels of service and the outcomes in this Statement of Intent (SOI).

Te Kaha Project Delivery Limited will support the Christchurch City Council and Venues Ōtautahi to secure third party funding.

ACCOUNTING POLICIES

The financial statements are prepared in accordance with the PBE Standards Reduced Disclosure Regime for a Tier 2 entity. The company's current accounting policies will be consistent with New Zealand International Public-Sector Accounting Standards, generally accepted accounting practice (NZ GAAP) and in accordance with the Companies Act 1993 and the Financial Reporting Act 1993 and any amendments to them.

CONTACT DETAILS

Contact details for the Chair and Directors are as follows:

Address:	53 Hereford Street Christchurch 8013
Registered Office:	53 Hereford Street Christchurch 8013
Directors:	Barry Bragg (Chair) Steven Reindler Gill Cox Richard Peebles Jane Huria
Chief Executive	David Kennedy
Website:	https://Council.govt.nz/the-Council/future-projects/major-facilities/canterbury-arena



TRIM 25/292865

CMUA Project Delivery Limited
Statement of Financial Performance

	Notes	Plan 2026	Plan 2027	Plan 2028
Revenue				
Grants - Governance & Early Works	1(a)	270,000	300,000	73,061
Total revenue		**270,000**	**300,000**	**73,061**
Expenses	1(b)			
Consultants Fees		5,000	18,500	15,500
Insurance		10,500	10,500	10,500
Catering		2,000	6,000	6,000
Board Travel		5,000	17,500	500
Service Contracts (Director Fees)	3	240,000	240,000	40,000
Sundry expenses		7,500	7,500	561
Total expenses		**270,000**	**300,000**	**73,061**
Surplus / (deficit) before tax		**-**	**-**	**-**
Tax expenses		-	-	-
Surplus / (deficit) after tax		**-**	**-**	**-**

Other comprehensive revenue and expense

CMUA Project Delivery Limited
Statement of Movement in Equity

	Notes	Plan 2026	Plan 2027	Plan 2028
Opening equity 1 July				
Share Capital		-	-	-
Closing equity 30 June		-	-	-
		-	-	-
Share capital				
Accumulated Profit/ (Losses)		-	-	-
		-	-	-
Closing equity 30 June				
		-	-	-

CMUA Project Delivery Limited
Statement of Financial Position

	Notes	Plan 2026	Plan 2027	Plan 2028
Current assets				
Bank	4,5	-	-	-
Receivables		-	-	-
Total current assets		-	-	-
Non-current assets				
Current Liabilities				
Payables		-	-	-
Total current Liabilities		-	-	-
Total liabilities		**-**	**-**	**-**
Net Assets		**-**	**-**	**-**
Equity				
Accumulated profits/losses		-	-	-
Total equity		**-**	**-**	**-**

CMUA Project Delivery Limited
Statement of Cash Flows

	Notes	Plan 2026	Plan 2027	Plan 2028
Cash flows from operating	4			
Receipts from grants		270,000	300,000	73,061
Payments to employees				
Payments to suppliers		(270,000)	(300,000)	(73,061)
Total cash flows from operating		-	-	-
Cash flows from investing				
Total cash flows from investing		-	-	-
Cash flows from Financing	5			
Total cash flows from Financing		-	-	-
Net cash flows		-	-	-
Opening bank		-	-	-
Closing bank		-	-	-

CMUA Project Delivery Limited
Notes to the Financial Statements

	Notes	Plan 2026	Plan 2027	Plan 2028
1(a) - Revenue				
Grants - Governance & Early Works		270,000	300,000	73,061
Total Revenue		**270,000**	**300,000**	**73,061**

	Notes	Plan 2026	Plan 2027	Plan 2028
1(b) - Expenses				
Director fees		240,000	240,000	40,000
Consultancy fees		10,000	18,500	15,500
Insurance		10,500	10,500	10,500
Board Travel		5,000	17,500	500
Other expenses		4,500	13,500	6,561
Total expenses		**270,000**	**300,000**	**73,061**

	Notes	Plan 2026	Plan 2027	Plan 2028
2 - Fees paid to auditors				
Audit fee		-	-	-
Total fees paid to auditors		**-**	**-**	**-**

	Plan 2026	Plan 2027	Plan 2028
3 - Fees paid to directors			
Bragg, Barry Mr (Chair)	72,000	72,000	20,000
Peebles, Richard Mr	42,000	42,000	5,000
Reindler, Steven Mr	42,000	42,000	5,000
Cox, Wynton Gill	42,000	42,000	5,000
Huria, Jane Christine	42,000	42,000	5,000
Total fees paid to directors	**240,000**	**240,000**	**40,000**

	Plan 2026	Plan 2027	Plan 2028
4- Operating Cash flow reconciliation			
Surplus / (deficit) after tax	-	-	-
Increase / decrease in employee entitlements	-	-	-
Total cash flows from operating	**-**	**-**	**-**

	Plan 2026	Plan 2027	Plan 2028
5 - Financing cash flow reconciliation			
Movement in finance liabilities	-	-	-
Increase / decrease in non-cash items	-	-	-
Total cash flows from Financing	**-**	**-**	**-**

RICCARTON HOUSE & BUSH
PŪTARINGAMOTU



RICCARTON BUSH TRUST

Statement of Intent
for the year ending
30 June 2026

1. Introduction

This Statement of Intent (SOI) is prepared in accordance with S.64 (1) of the Local Government Act 2002.

The Riccarton Bush Trust is a Council Controlled Organisation for the purpose of the Local Government Act 2002.

The SOI specifies for the Riccarton Bush Trust, the objectives, the nature and scope of the activities to be undertaken and the performance targets and other measures by which the performance of the Riccarton Bush Trust may be judged in relation to its objectives, amongst other requirements.

The process of negotiation and determination of an acceptable SOI is a public expression of the accountability relationship between the Riccarton Bush Trust and the Christchurch City Council.

The SOI is reviewed annually with the Council and covers a three-year period.

The office of Riccarton Bush Trust is 16 Kahu Road, Christchurch.

Contact details for both the Chairman and the Manager are as follows:

	Chairman - Bob Shearing	**Manager - Shona Willis**	
Address	16 Kahu Road	16 Kahu Road	
Phone no.	021 320967	03 341-1018	027 5440462
Email	bob@bobshearing.co.nz	manager@riccartonhouse.co.nz	

2. Our Vision

The Pūtaringamotu Riccarton Bush, Riccarton House, Deans Cottage and the Grounds are collectively recognised as the premier natural and cultural heritage site in Christchurch/Ōtautahi and Canterbury/Waitaha

3. Value Statement

Heritage conservation of the Pūtaringamotu Riccarton Bush property is the primary consideration.

4. Management Goals

Goal 1 Protect and enhance the indigenous flora, fauna and ecology of Pūtaringamotu Riccarton Bush; including mahinga kai and taonga species.

Goal 2 Protect and conserve Riccarton House and Deans Cottage and their Grounds.

Goal 3 Encourage public interest, use and participation and promote the natural and cultural heritage values of the site.

5. Nature and Scope of Activities

The Riccarton Bush Trust administers a 7.8-hectare native bush remnant gifted by the Deans family to the people of Canterbury in 1914. The Trust also administers Riccarton House (built from 1856-1900) and its 5.41 hectares of grounds which includes Deans Cottage being the oldest house on the Canterbury Plains built in 1843. The House and grounds were purchased by the Trust from the Deans family in 1947. Incorporated under a 1914 Act of Parliament, the Riccarton Bush Trust is a Council Controlled Organisation (CCO) with operating funds provided by the Council in accordance with the Riccarton Bush Amendment Act 2012 and which are used to maintain and operate the Riccarton Bush, Riccarton House, Deans Cottage, and the grounds.

Part of Riccarton House is licensed to a commercial caterer and is used as a restaurant and event centre including wedding receptions and corporate functions. The Caterer also operates the weekly Christchurch Farmers" Market which is very popular.

Much of Riccarton House is refurnished in 1900s Victorian style and guided Heritage Tours are available twice daily and by request.

Deans Cottage is open daily to the public at no charge, displaying life at Riccarton in the 1840s.

Riccarton Bush, the sole remnant of Kahikatea alluvial floodplain forest on the Canterbury Plains, has a predator proof fence and is open daily to the public at no charge. The Trust charges for organised eco-tours involving Riccarton Bush.

6. Governance

The Riccarton Bush Trust Board currently comprises eight members. The Christchurch City Council appoints five members, and the other three members are appointed by the Deans family (x 2) and the Canterbury Branch of the Royal Society NZ (x 1). There is currently a vacancy for a Trust Appointed member and this has been offered to Ngai Tūāhuriri.

The functions of the Board are to:

a) Appoint a chief executive officer.
b) Reappoint or replace a chief executive officer.
c) Specify the functions of the chief executive officer.
d) Establish broad lines of policy consistent with the Riccarton Bush Act (and amendments) for the guidance of the Chief Executive Officer.
e) Ensure that the Board's assets are maintained in good order and condition.
f) Ensure that the Riccarton House and Bush are run effectively and efficiently.

The board has established three working parties to overview more closely the work of the Trust and report back to the Board with recommendations. These working parties are:

- Bush and Grounds
- House and Promotions
- Finance

7. Ratio of Shareholders' funds to total assets:

This ratio is not applicable as the total assets of the Riccarton Bush Trust are vested in the Trust and cannot be transferred. There is currently no debt.

The forecast capital structure for the next three years is:

	2025/26 $M	2026/27 $M	2027/28 $M
Equity	16,593	16,319	16,045
Debt	Nil	Nil	Nil

8. Supporting Council's Strategic Direction

Community Outcomes	Riccarton Bush Trust Activities
Collaborative Confident City	• Providing optimised access to an experience that supports wellbeing in multiple ways – enjoying physical activity, connecting with others, moments of wonder and enjoying the little things, mindfulness, and learning new things. • Improving accessibility for all people, including people with mobility restrictions and parents with very young children to the rich cultural, heritage and environmental experience that the Pūtaringamotu Riccarton Bush site can offer. • Supporting Riccarton Pest Free Project • Developing strong relationships with Education Providers throughout Christchurch.
Green Liveable City	• Promotion and protection of native species. • Restoration and protection of physical heritage. • Increasing accessibility to a natural floodplain forest area and its plants, bird and insect life, in a central location within the city. • Reducing emissions through more efficient processes and practices. • Providing a 'seed bank' that is a valuable seed source for many local regeneration projects and local conservation focussed organisations.
Cultural Powerhouse City	• Unlocking the cultural and heritage potential of our whenua, Pūtaringamotu / Riccarton Bush, and in doing so, improving wellbeing by enabling participation in a heritage, culture and environmental experience in the outdoors and building understanding and knowledge of Ngāi Tūāhuriri and their history in the area.

	• An enhanced awareness of the Ngāi Tūāhuriri and Deans family history, legacy and connection to the area through purposeful, meaningful and engaging storytelling. • Active participation in city wide events such as Kidsfest and Heritage Festival • The Trust continues to hold a vacancy on the Board for Ngāi Tūāhuriri representation.
Thriving Prosperous City	Attracting visitors from throughout New Zealand and further afield

9. Performance Targets

(a) Financial performance Targets

	2025/26 $ (000)	**2026/27 $ (000)**	**2027/28 $ (000)**
Revenue	241	245	249
Christchurch City Council Levy	510	529	531
Capital Grant - Christchurch City Council	28	29	27
Total Revenue	779	803	808
Operating Expenses	45	46	47
Overheads	704	728	732
Net Surplus/(deficit) before depreciation	30	27	28
Depreciation	302	302	302
Net Surplus/(deficit) after depreciation	(272)	(273)	(274)

Overheads:
These costs remain constant regardless of business volume. They include property costs insurance), administrative costs (salaries, fees, supplies), and some utilities/communication base costs.

Operating Expenses:
These costs fluctuate with business activity. They include maintenance/repairs, marketing/advertising, seasonal staffing costs, and consumable supplies. Utilities also have a variable component based on usage.

(b) Non- Financial Performance Targets

1. Monitor Health and Safety practices in accordance with adopted policy to meet the requirements of the Health and Safety at Work Act 2015	
Performance Measure	• Health and Safety meetings are held monthly. • Target results for all Trust activities, of: o Serious Harm incidents = 0 o Accident ≤ 1 o Near Misses ≤ 3
2. Monitoring and management of rodent activity in Riccarton Bush	
Performance Measure	6 monthly monitoring and effective management through baiting and trapping results in little or no increase in activity.
3. Bush Enhancements – Replace Board Walk and Improved Interpretation	
Performance Measure	• Stage 1 of the Enhancement programme is completed. • The fire and irrigation systems will be completed.
4. Encourage public interest, use and participation and promote the natural and cultural heritage values of the site.	
Performance Measure	Inform the public and relevant interest groups about on-going activities of the Trust. Include in the 6-monthly and annual reporting to Council information on numbers of participants across the variety of Riccarton House and Bush offerings and provide comparisons over time as that information is compiled.
5. Commit to meeting the goal of becoming net carbon neutral by 2030	
Performance Measure	The targets for reducing carbon in the Trust's operations are being met.

10. Information to be provided to the Council

An Annual Report will be submitted to the Council. The Annual Report will include audited financial statements, including the report of the auditor, and such other details as are necessary to permit an informed assessment of the Trust's performance and financial position during the reporting period provided.

Half yearly reports will also be provided to the Council. These reports will contain unaudited information and comply with NZ IAS 34.

The Trust will include within its half year and year end reporting to Council details of the expenditure against the capital grant approved by Council.

The Annual report will outline the Trust's objectives and performance in terms of: Financial and non-financial targets.

The Statement of Intent will be submitted to the Council for consultation annually, as required by the Local Government Act 2002. The Trustees will include any other information they consider appropriate. Where appropriate, revised forecasts will be submitted to the Council.

The Trust will operate on a "no surprises" basis in respect of significant "Council interest" related matters, to the extent possible in the context of commercial sensitivity and confidentiality obligations.

The Trust will provide information requested by the Council in accordance with the requirement of the Local Government Act 2002 and the Riccarton Bush Amendment Act 2012.

11. Compensation sought from local authority

For the next three financial years the Trust is seeking funding from the Council in accordance with the Riccarton Bush Amendment Act 2012 to assist with the operation and management of the Riccarton Bush.

	2025/26	**2026/27**	**2027/28**
CCC Operational Levy	$509,981	$528,586	$530,585

Capital grants are also sought from the Council in the sums shown below:

	2025/26	**2026/27**	**2027/28**
CCC Capital grants	$28,298	$28,920	$26,896

For financial year 2025/26 Capital grants are also sought from the Council to assist with the funding of the following projects:

- New antiques and furnishings
- New Furniture and Fittings
- Bush Enhancements (New Boardwalk and path upgrade)
- Kitchen & Restaurant (Plant & Equipment)
- New Computers and Technology

12. General Information

Distributions:
The Riccarton Bush Trust was registered as a charitable entity under the Charities Act 2005 on 26 May 2008 and as such, there will be no distributions.

Acquisition or Disposal of Shares or Assets:

The Riccarton Bush Trust has no intention to acquire shares or dispose of any of the core assets.

Commercial Value:
Given the charitable status of the Riccarton Bush Trust, the concept of the Trust having a commercial value is not applicable.

13. Prospective Financial Statements

Riccarton Bush Trust
Prospective statement of comprehensive revenue and expense

Riccarton Bush Trust
Prospective statement of Comprehensive Income

	Note	2026 Plan $	2027 Plan $	2028 Plan $
Revenue from operations hide row	1	172,560	176,011	179,531
Capital grant - Christchurch City Council		28,298	28,920	26,896
Other revenue	1	578,809	598,322	601,247
		779,667	803,253	807,675
Employee benefits expense	2	374,858	384,487	390,350
Depreciation and impairment		302,312	302,312	302,312
Other expenses	2	374,242	389,932	388,958
		1,051,413	1,076,732	1,081,620
			30	
Net surplus/(deficit) for the year		**(271,746)**	**(273,479)**	**(273,946)**
Property, plant and equipment revaluation gain/(loss)		-	-	-
Total comprehensive revenue and expense		**(271,746)**	**(273,479)**	**(273,946)**

Riccarton Bush Trust
Prospective statement of changes in net assets/equity

Riccarton Bush Trust
Prospective statement of changes in equity

	2026 Plan $	2027 Plan $	2028 Plan $
Balance at 1 July	16,864,550	16,592,805	16,319,326
Reserves			
Revaluation reserves			
Accumulated comprehensive revenue and expense			
Surplus (Deficit)	(271,746)	(273,479)	(273,946)
Balance at 30 June	**16,592,805**	**16,319,326**	**16,045,381**

Riccarton Bush Trust
Prospective statement of financial position

Riccarton Bush Trust
Prospective statement of financial position

	Note	2026 Plan $	2027 Plan $	2028 Plan $
Current assets				
Cash and cash equivalents		367,423	364,492	363,490
Receivables from non-exchange transactions		8,886	9,063	9,245
Receivables from exchange transactions		25,825	26,342	26,868
Inventories		1,777	1,813	1,849
Non-current assets classified as held for sale				
Total current assets		403,911	401,709	401,452
Non-current assets				
Property, plant and equipment		16,255,073	15,981,681	15,706,265
Total non-current assets		16,255,073	15,981,681	15,706,265
Total assets		**16,658,984**	**16,383,390**	**16,107,717**
Current liabilities		367		
Payables under exchange transactions		25,048	25,549	26,060
Finance lease liability		3,153	2,786	2,786
Provisions		26,835	27,371	27,919
Taxes and transfers payable				
Total current liabilities		55,035	55,706	56,765
Non-current liabilities				
Finance lease liability		11,144	8,358	5,572
Total non-current liabilities		11,144	8,358	5,572
Total liabilities		**66,180**	**64,064**	**62,337**
Net assets		**16,592,804**	**16,319,326**	**16,045,380**
Equity				
Reserves		16,074,167	16,074,167	16,074,167
Accumulated comprehensive revenue and expense		518,637	245,158	(28,787)
Total equity		**16,592,804**	**16,319,325**	**16,045,380**

Riccarton Bush Trust
Prospective statement of cash flows

Riccarton Bush Trust
Prospective cash flow statement

	2026 Plan $	2027 Plan $	2028 Plan $
Cash flows from operating activities			
Receipts from customers	173,868	177,596	181,148
Donations and sundry revenue	59,299	60,103	60,837
Contributions from Christchurch City Council	537,481	556,086	558,085
Interest revenue	9,270	9,455	9,645
Payments to employees and suppliers	(748,465)	(774,258)	(779,143)
Net cash inflow from operating activities	31,453	28,982	30,570
Cash flows from investing activities			
Purchase of fixed assets	(27,500)	(27,500)	(27,500)
Net cash outflow from investing activities	(27,500)	(27,500)	(27,500)
Cash flows from financing activities			
Repayment of loans	(3,437)	(4,414)	(4,072)
Net cash outflow from financing activities	(3,437)	(4,414)	(4,072)
Net inflow (outflow) of cash	515	(2,932)	(1,001)
Opening bank and short term investments	366,908	367,423	364,492
Represented by:			
Bank and short-term deposits	367,423	364,492	363,490

Riccarton Bush Trust
Notes to the prospective financial statements

Statement of significant accounting policies

a. Reporting entity

The Trust operates under the Riccarton Bush Act 1914 and is a Council Controlled Organisation under the Local Government Act 2002. The Trust manages property in Riccarton. The property consists of Riccarton House and grounds, Deans Cottage, a residential house and Riccarton Bush.

The major source of revenue is from an operating levy and grant received annually from the Council, and from other grants, donations and rents & commission from use of the properties.

The primary purpose of the Trust is to:

- protect and enhance the indigenous flora, fauna and ecology of Riccarton Bush;
- conserve Deans Cottage, Riccarton House and their grounds with Riccarton Bush and the Deans family history.
- and encourage public use and participation of the reserve and to inform visitors about the natural, Maori and colonial heritage of Christchurch.

On this basis, the Trust is considered a public benefit entity for purposes of financial reporting.

The prospective financial statements of the Trust are for years ending 30 June 2026 to 30 June 2028. The prospective financial statements were approved for issue by the Board of Trustees on 25 June 2025.

b. Basis of preparation

It is a requirement of the Local Government Act 2002 for council-controlled organisations that are not trading to present prospective financial statements for the financial year to which the statement of intent relates.

The prospective financial statements have been prepared in accordance with the requirements of the Local Government Act 2002, which includes the requirement to comply with New Zealand generally accepted accounting practice. These statements comply with the Tier 2 Public Benefit Entity Standards (PBE Standards).

The prospective financial statements have been prepared on the basis of best estimate assumptions of future events which the Trust expects to take place. The Trust has considered factors that may lead to a material difference between information in the prospective financial statements and actual results.

The financial information is prospective. Actual results are likely to vary from the information presented and variations may be material.

The prospective financial statements are presented in New Zealand dollars and all values are rounded to the nearest dollar.

c. Revenue

Grants/Levies
Grants received from the Council are the primary source of funding to the Trust and are restricted for the purpose of the Trust meeting its objectives as specified in the Riccarton Bush Act. The Trust also receives Government assistance for specific purposes, and these grants usually contain restrictions on their use.

Council, government and non-government grants are recognised as revenue when they become receivable unless there is an obligation to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as grant received in advance, and recognised as revenue when conditions of the grant are satisfied.

Other Revenue
Revenue is measured at the fair value of consideration received.

Interest revenue is recognised using the effective interest method.

Revenue may be derived from either exchange or non-exchange transactions.

d. Property, plant and equipment

Land, site improvements and buildings are shown at fair value, based on periodic valuations by an external independent valuer less subsequent depreciation and impairment.

All other property, plant and equipment are shown at cost, less accumulated depreciation and impairment losses.

Additions
The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to the Trust and the cost of the item can be measured reliably.

In most instances, an item of property, plant and equipment is recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value when control over the asset is obtained.

Work in progress
The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to the Trust and the cost of the item can be measured reliably.

Work in progress is recognised at cost less impairment and is not depreciated.

Disposals
Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the surplus or deficit. When revalued assets are sold, the amounts included in other reserves in respect of those assets are transferred to retained earnings.

Subsequent costs
Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with

the item will flow to the Trust and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the surplus or deficit during the financial period in which they are incurred.

Depreciation
Land and antique furniture are not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost or revalued amounts, net of their residual values, over their estimated useful lives.

The useful lives of major classes of assets are as follows:

• Buildings	5-100 yrs
• Furniture and fittings	10 yrs
• Plant and equipment	3-30 yrs
• Land improvements	5-100 yrs

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Revaluations
Land and buildings are revalued with sufficient regularity to ensure that their carrying amount does not differ materially from fair value. All other asset classes are carried at depreciated historical cost less accumulated impairment.

The carrying values of revalued assets are assessed annually to ensure that they do not differ materially from the assets' fair values. If there is a material difference, then the off-cycle asset classes are revalued.

Revaluations of property, plant, and equipment are accounted for on a class-of-asset basis.

The net revaluation results are credited or debited to other comprehensive revenue and are accumulated to an asset revaluation reserve in equity for that class of asset. Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive revenue, but is recognised in the surplus or deficit. Any subsequent increase on revaluation that reverses a previous decrease in value recognised in the surplus or deficit will be recognised first in the surplus or deficit up to the amount previously expensed, and then recognised in other comprehensive revenue.

e. Trade and other receivables

Trade and other receivables are stated at their expected realised value after writing off any known bad debts and making an expected credit loss allowance which may prove irrecoverable in subsequent accounting periods.

f. Inventories

Inventories are stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

The cost of other inventories is based on the first-in first-out principle and includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition.

g. Leases

Finance leases

A finance lease is a lease that transfers to the lessee substantially all the risks and rewards incidental to the ownership of an asset, whether title is eventually transferred.

At the commencement of the lease term, finance leases are recognised as assets and liabilities in the statement of financial position at the lower of the fair value of the leased item or the present value of the minimum lease payments.

The finance charge is charged to the surplus or deficit over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability.

The amount recognised as an asset is depreciated over its useful life. If there is no certainty as to whether the Trust will obtain ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term and its useful life.

h. Cash and cash equivalents

Cash and cash equivalents comprise cash balances, call deposits and other short-term deposits with original maturities of 3 months or less.

i. Impairment

Assets are reviewed for impairment whenever events or changes in circumstance indicate that the carrying amount may not be recoverable. Land and buildings are also reviewed for impairment at least every three years as part of the revaluation process.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Non-cash generating assets

Non-cash generating assets are those assets that are not held with the primary objective of generating a commercial return.

For non-cash generating assets, value in use is determined on a depreciated replacement cost basis.

Cash generating assets

Cash generating assets are those assets that are held with the primary objective of generating a commercial return. These assets are adjusted based on age profile calculations of expected credit losses.

j. **Creditors and other payables**

Short-term creditors and other payables are recorded at their face value which represents amortised cost.

k. Provisions

A provision is recognised in the balance sheet when the Trust has a present legal or constructive obligation because of a past event, and it is probable that an outflow of economic benefits, the amount of which can be reliably estimated, will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the obligation.

l. Employee entitlements

Provision is made in respect of the Trust's liability for the short-term employee entitlements.

Liabilities for annual leave and time off in lieu are accrued at the full amount owing at the pay period ending immediately prior to the balance sheet date.

Provisions made in respect of employee benefits which are not expected to be settled within 12 months are measured as the present value of the estimated future cash outflows to be made by the Trust in respect of services provided up to balance date.

m. Income tax

Charities Services (formerly Charities Commission) Department has confirmed that the Riccarton Bush Trust has charitable status for tax purposes therefore the Trust is not liable for income tax.

n. Goods and Services Tax

The financial statements are prepared exclusive of GST except for receivables and payables that are shown inclusive of GST. Where GST is not recoverable as an input tax it is recognised as part of the related asset or expense.

Rod Donald Banks Peninsula Trust

Te Pātaka o Rākaihautū

Statement of Intent

For the year

1 July 2025 - 30 June 2026

FY 2026

Rod Donald Banks Peninsula Trust Contact Details

Registered office	Christchurch City Council, 53 Hereford Street, Christchurch
Postal Address:	P.O. Box 5, Little River, Banks Peninsula 7546
Email:	manager@roddonaldtrust.co.nz
Phone	027 294 5219
Physical Address:	c/o Sidekick, 34 Allen Street, Christchurch Central City, Christchurch 8013

Current Trustees as of 1 July 2025

Jennifer Chowaniec – Chair
Francesca Brown – Deputy Chair
Tyrone Fields
Maureen McCloy
Duncan Bright
Anna Cameron
Kamala Hayman
Piper Pengelly

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1 Introduction

Rod Donald Banks Peninsula Trust Te Pātaka o Rākaihautū (RDBPT, the Trust) is a Council Controlled Organisation (CCO) as defined in the Local Government Act 2002 (LGA) and is a Trust for charitable purposes. It is governed by Trustees, the majority of whom are appointed by Christchurch City Council (CCC, the Council).

RDBPT was named to honour the memory of former MP Rod Donald and his commitment to Banks Peninsula. The Trust's hallmark has been entrepreneurship and practical achievement, important values to Rod Donald.

The negotiation and determination of a Statement of Intent (SOI) is a public and legally required record of the accountability relationship between the Trust and the Council.

This SOI is prepared in accordance with Section 64(1) of the LGA. It sets out the objectives, governance, nature and scope of activities, and targets and performance measures.

The SOI is reviewed annually by the Council and covers a three-year period.

2 Objectives

RDBPT exists for the benefit of the present and future inhabitants of Banks Peninsula and for visitors to Banks Peninsula. The Trust Deed includes a wide set of objectives for sustainable management, the protection, preservation and enhancement of the environment, recreation, culture and heritage. The objectives are listed in full in Appendix A.

The primary objectives are to:

a) Create and sustain enduring walking and cycling public access on Banks Peninsula for the benefit of current and future citizens and visitors;

b) Ensure that projects and activities protect and enhance local species and biodiversity;

c) Apply a collaborative partnership approach to achieve Trust objectives and avoid duplication of activity;

d) Engage with Te Hapū o Ngāti Wheke (Rāpaki), Te Rūnanga o Koukourarata, Wairewa Rūnanga, Te Taumutu Rūnanga and Ōnuku Rūnanga to seek their views on the value of Banks Peninsula's Mana Whenua, Mana Moana and Mana Tangata; and

e) Align projects with existing or future projects or initiatives of the Council wherever practicable.

3 Governance statement

RDBPT is governed by up to nine trustees, with up to seven appointed by the Council. They govern RDBPT in accordance with their legal obligations, the objectives of the Trust and the terms of the trust deed.

3.1 Guiding Principles

The decisions of the trustees reflect the following values:

- Kaitiakitanga/stewardship;
- Mahi tahi/partnership; and
- Rangatiratanga/leadership.

3.2 Responsibility to the Christchurch City Council

The Trustees will ensure that the Council is informed of all major changes affecting the Trust. Information will be communicated to the Council by the RDBPT through annual and half year reports.

The Trust will operate on a no surprises basis for issues of relevance to the Council. Early notice will be given of issues requiring its consent or agreement.

4 Nature and Scope of Activities

Activities are undertaken within the region as defined in the Trust Deed which is the district area administered by the Banks Peninsula District Council prior to amalgamation with the Christchurch City Council (the Banks Peninsula area). A map is included as Appendix B.

RDBPT has identified securing enduring public access as its most important legacy for Banks Peninsula. Public access includes establishing new routes, huts and shelters. The Trust's independence and its capital base give it the ability to work flexibly and to secure opportunities as they become available.

Public access is often achieved in conjunction with protecting native biodiversity, marking tracks, providing public information and engaging with partners.

RDBPT's tō tāto tirohanga/vision is: to create a thriving and enduring ecosystem of trails and regenerating landscapes on Te Pātaka o Rākaihautū – Banks Peninsula.

RDBPT has crystallised its broad objectives into three strategic pou:

- Wāhi Uru/Access - Creating an enduring network of walking and biking trails to foster deeper connections between people and place and that enable low carbon recreation;
- Rerenga Rauropi/Biodiversity - Supporting protection and regeneration of Te Pātaka o Rākaihautū by encouraging native biodiversity on a landscape scale; and
- Mātauranga/Knowledge - Creating stewards of Te Pātaka o Rākaihautū through knowledge of its flora and fauna, geology and history.

A summary of the projects and social enterprises through which the Trust intends to deliver on its three strategic pou is provided in Appendix C.

4.1 Reducing carbon emissions

The Trust acknowledges and supports the Council's targets to reduce greenhouse gas emissions in the district. The Trust has assessed its carbon footprint using Cogo (A tool that is part of Terra Nova not for profit programme for resilience and emissions reduction) as low and has created an action plan to reduce its carbon footprint (greenhouse gas emissions) by 3% by 2030 (from 2024/25 baseline levels).

The 2024/25 baseline levels for Scope 1 were an estimate of 1.46 tonnes.

Key actions relate to Scope 1 emissions and include: encouraging car-pooling and online meetings; carrying out native planting and regeneration from gorse to natives on Rod Donald Hut land; funding weed and pest control; buying local and plant-based food; and reducing food waste.

We are developing and promoting tracks that can be used without the need for private vehicles, such as the ability to use public transport to Diamond Harbour and then walk or bike a range of tracks from there. Another example is the ability to bike to Little River and then do other walking and biking trails from there. We help fund pest and weed control which makes native forests healthier and able to absorb more carbon. We encourage people to recreate on Banks Peninsula rather than travelling a long way from where they live. We support initiatives that enable landowners to regenerate their land into native vegetation.

4.2 Health and Safety

The Trust maintains and regularly reviews its Health and Safety Plan and this topic is a standing item on every Trust Board meeting agenda. The Plan includes a provision to inform the Council of any events notified to Worksafe. Health and safety incidents are reported to the Board and the Employment, Audit and Risk Portfolio Group as soon as practical.

4.3 Accountability

The Trust welcomes the opportunity to present annually to the Council and/or Te Pātaka o Rākaihautū Banks Peninsula Community Board.

The Trust meets its statutory deadlines and will make efforts to report earlier where possible. The Trust publishes its Statement of Intent and Annual Report on its website.

4.4 Remuneration

All contractors and employees engaged by the Trust are paid at rates above the living wage.

4.5 Engagement with mana whenua

The Trust seeks to apply the principles of Te Tiriti to its activities, continue to learn and embrace these principles further, and to develop its relationships with mana whenua. The Trust regularly invites mana whenua to provide direction for projects the Trust is working on. The Trust invites mana whenua to explore opportunities for collaborative projects that the Trust can support that help mana whenua achieve their aspirations.

4.6 Engagement with stakeholders

The Trust will notify the Council of any property purchase or disposal. The Trust will seek approval from the Council if it intends to carry out activities outside of the nature and scope listed above. The Trust will inform the Council External Governance Manager of any submissions made. The Trust's risk policy includes informing the Council of any issues or risks that might impact the Council.

The Trust regularly engages with a range of stakeholders involved in public access, recreation, biodiversity and knowledge sharing. This occurs through a range of methods. The Trust has developed relationships with other CCO's as appropriate. The Trust will explore opportunities to use banks that rank highly in climate friendly profile tables.

5 Performance targets and measures

5.1 Non-financial performance targets

The Trust's strategic priorities align with the following Christchurch City Council strategic priorities:

- Be an inclusive and equitable city
- Champion Ōtautahi-Christchurch
- Build trust and confidence in the Council
- Reduce emissions
- Manage funding wisely
- Actively balance the needs of today's residents with the needs of future generations

The Trust's strategic priorities are set out in the table below:

Wāhi uru Whakaarotau/Access *Priorities and targets*
Te Ara Pātaka is nationally recognised as a walking and biking route from Christchurch to Akaroa with a network of connecting side-routes, shelters and huts
Use the Rod Donald Hut as a gateway to increasing the range of people accessing Banks Peninsula
Maintain and enhance the Little River Rail Trail as a nationally recognised Ngā Haerenga Heartland Ride and as a walking and running route
Supporting the Head to Head Walkway to become a continuous pathway around Whakaraupō/Lyttelton Harbour
Foster a network of biking trails which invites people of all ages and abilities to explore the Peninsula whilst benefitting and connecting its communities
Rerenga Rauropi Whakaarotau/Biodiversity *Priorities and targets*
Protect and restore biodiversity along Te Ara Pātaka, Little River Rail Trail, Head to Head Walkway and at Trust-supported huts and shelters
Support and initiate the protection of biodiversity values
Support and encourage the protection and regeneration of native vegetation to restore indigenous biodiversity and improve ecological resilience from the impacts of climate change
Support and provide for coordinated pest and weed control to protect native species and increase ecological integrity
Mātauranga Whakaarotau/Knowledge *Priorities and targets*
Deliver the Banks Peninsula Walking Festival in a way that encourages the exploration of the flora, fauna, geology and history
Increase access to quality information about trails, geology, history, culture and biodiversity
Enable new research and the sharing of existing research

The non-financial performance targets are as follows:

#	Non-financial performance targets	Strategic Pou delivery		
	Please note: Dates for achieving the Targets are the end of the financial year for every target.	Access	Biodiversity	Knowledge
1	**Create new public access route from Little River to Te Ara Pātaka via the western ridgeline.**			
	25/26: Confirm access agreements with landowners and design of trail, gates, styles and signage.			
	26/27: Form, construct and waymark the new trail.			
	27/28: Open the new trail to the public and promote.			
2	**Upgrade and maintain tracks that we are responsible for maintaining**			

	25/26: Upgrade the upper part of Monument North Track so that it is at "Easy Tramping Track" Standard (SNZ HB 8630:2004).			
	26/27: Upgrade Faulkners Track where it is on private land so that it is at "Easy Tramping Track" Standard (SNZ HB 8630:2004).			
	27/28: Maintain Monument North, track to Rod Donald Hut, Monument South, Faulkners Track so they continue to be "Easy Tramping Track" Standard (SNZ HB 8630:2004).			
3	**Providing public with accurate information about walking and biking trails**			
	25/26: Provide accurate walking and cycling website information, printed walking products and social media communications, updating as required. Distribution of printed information to Banks Peninsula outlets upon request.			
	26/27: Provide accurate walking and cycling website information, printed walking products and social media communications, updating as required. Distribution of printed information to Banks Peninsula outlets upon request.			
	27/28: Complete the development of a Little River walking brochure incorporating new and existing tracks.			
4	**Reduce priority pests and weeds in locations that are strategic for biodiversity and/or public access.**			
	25/26: Reduce priority pests (possums, hedgehogs, mustelids, rats, feral cats) **and weeds** (gorse, old man's beard, cherry plum, willow) **to agreed project pest control outcomes** (catch data and presence monitoring showing decrease) **and weed control outcomes** (decrease in old man's beard, gorse free boundaries, no gorse on rocky knolls, keeping gorse free areas free of gorse, decrease in cherry plum, no willows remain).			
	26/27: Further reductions of priority pests and weeds as above.			
	27/28: Further reductions of priority pests and weeds as above.			
5	**Improve biodiversity and amenity on Little River Rail Trail**			
	25/26: Implement a project to control priority weeds (blackberry, sycamore, english ivy, periwinkle, grey willow, elderflower, holly) on the Little River Rail Trail alongside Te Roto o Wairewa.			
	26/27: Control priority weeds that re-grow or establish themselves, utilising volunteer labour.			
	27/28: Control priority weeds that re-grow or establish themselves, utilising volunteer labour.			
6	**Deliver the annual Banks Peninsula Walking Festival. Participants learn about flora, fauna, geology and history on the walks.**			
	25/26: Deliver an annual Walking Festival with overall positive feedback (based on survey of participants) and annual improvements based on previous year's evaluation and outcomes of project to review walking festival. Participants learn about flora, fauna, geology and history on the walks.			
	26/27: Deliver an annual Walking Festival with overall positive feedback (based on survey of participants) and annual improvements based on previous year's evaluation			
	26/27: Deliver an annual Walking Festival with overall positive feedback (based on survey of participants) and annual improvements based on previous year's evaluation			
7	**Support tertiary student research**			
	25/26: Support a tertiary student research project that will deliver value to the Peninsula in access, biodiversity or knowledge through a scholarship.			
	26/27: Support a tertiary student research project that will deliver value to the Peninsula in access, biodiversity or knowledge through a scholarship. Share the results of the research from previous year's project.			
	27/28: Support a tertiary student research project that will deliver value to the Peninsula in access, biodiversity or knowledge through a scholarship. Share the results of the research from previous year's project.			
8	**Reduce carbon emissions**			

	25/26: Reduce greenhouse gas emissions by 1% on the 24/25 baseline level for scope 1 through the key actions listed in 4.1.			
	26/27: Reduce greenhouse gas emissions by a further 1% on the 24/25 baseline level for scope 1 through the key actions listed in 4.1.			
	27/28: Reduce greenhouse gas emissions by a further 1% on the 24/25 baseline level for scope 1 through the key actions listed in 4.1.			

5.2 Financial performance targets

Financial forecasts are provided for the next three years.

- Capital and operational funding injections from the Christchurch City Council were allocated in the Council's Long Term Plan beginning in FY24. Ongoing operational funding of $100,000 per annum will continue in FY26, FY27 and FY28, and then beyond. A capital grant from the Council of 1.35M is scheduled in the LTP for FY27.
- Strategic grants and project expenditure in 2025-26 includes committed funding for Banks Peninsula Conservation Trust, Te Ahu Pātiki Charitable Trust and Orton Bradley Park and progressing the projects listed in Appendix C.

5.2.1 3 Year Financial Forecast FY2026-2028

Income	**FY 2026**	**FY 2027**	**FY 2028**
Council Funding	100,000	1,450,000	100,000
Banks Peninsula Walking Festival	13,125	13,781	14,471
Hut Fee Revenue	42,000	43,260	44,558
Donations	7,000	7,350	7,718
Te Ara Pātaka Lease Income	7,962	7,962	7,962
Walking Products	2,000	2,100	2,205
Total Income	**172,087**	**1,524,453**	**176,914**
Other Income			
Interest Income	78,095	50,466	77,224
Total Other Income	**78,095**	**50,466**	**77,224**
Total Income	**250,182**	**1,574,919**	**254,138**
Expenses			
Overheads			
Trust Management			
Manager, Administrator & travel reimbursement	173,665	180,557	187719
Total Trust Management	**173,665**	**180,557**	**187,719**
Other overheads			
Administration Costs	60,150	61,954	63,813
Depreciation & Amortisation	7,892	7,392	7,142
Givealittle Service Fees	200	206	212
Total other overheads	**68,242**	**69,552**	**71,167**
Total Overheads	**241,907**	**250,109**	**258,886**
Operating Expenses			
BPNFCC Group	412	424	437
Brochures & Map Printing	1,500	1,545	1,591

Banks Peninsula Walking Festival	12,000	12,360	12,731
Conferences and Training	2,500	2,575	2,652
Hut Operating and Maintenance Costs	28,000	28,560	29,131
Minor Administrative Projects	4,000	4,120	4,244
Te Ara Pātaka Maintenance	10,000	10,300	10,609
Website Hosting and Minor Updates	9,000	9,270	9,548
Total Operating expenses	**67,412**	**69,154**	**70,943**
Total Overheads & Operating Expenditure	**309,319**	**319,263**	**329,829**
Strategic Grants and Project Expenditure			
Grants (Commitments to Partners)	172,436	175,209	163,065
Te Ara Pātaka Projects	144,000	100,000	61,000
Rod Donald Main Website Development	10,000	40.000	0
Te Ara Māhuri Nature Trail Construction & Interpretation	6,000	6,000	0
Little River Rail Trail Enhancement Projects	25,000	20,000	20,000
Head to Head Walkway project support	0	10,000	10,000
Partnering with Rūnanga on Projects	18,000	18,000	18,000
Communication Projects	9,000	9,000	9,000
Faulkners Track Upgrade	43,000	0	0
Research scholarship	20,000	20,000	20,000
Total Project Expenditure	**275,000**	**223,000**	**138,000**
Grants	**172,436**	**175,209**	**163,065**
Total Strategic Grants and Project Expenditure	**447,436**	**398,209**	**301,065**
Surplus (Deficit)	**(506,573)**	**857,447**	**(376,756)**

6 Accounting Policies

The current accounting policies are consistent with NZ accounting standards and can be found in detail in the Trust's last annual report on its website.

The financial statements are prepared on the basis of historical cost, except for the revaluation of certain non-current assets.

6.1 Activities for which compensation is sought from any local authority

Currently there are no activities for which compensation will be sought from any local authority.

Appendix A Trust objectives

The RDBPT is a Trust for charitable purposes.

The RDBPT exists for the benefit of the present and future inhabitants of Banks Peninsula and for visitors to Banks Peninsula.

The RDBPT's activities focus on the area within the district which was administered by the Banks Peninsula District Council immediately prior to its amalgamation with the Christchurch City Council (the Banks Peninsula area). A map is included as Appendix B to this Statement of Intent.

The objectives of the RDBPT are:

(a) to promote sustainable management and conservation (consistent with the purposes and principles of the Resource Management Act 1991 and the Conservation Act 1987 and any replacement legislation) of the natural environment in the Bank Peninsula area;

(b) to establish, support or facilitate environmental based projects that are focussed on:

  (i) the maintenance and development of recreation facilities including parks, reserves, walkways and affordable camping grounds in the Bank Peninsula area;

  (ii) providing public access to recreation facilities including parks, reserves, walkways and affordable camping grounds in the Bank Peninsula area;

  (iii) the reinstatement and preservation of native vegetation in the Bank Peninsula area;

  (iv) the enhancement of the natural biodiversity of the Bank Peninsula area;

  (v) the restoration of the Bank Peninsula area waterways to their natural state; and

  (vi) the protection of native endangered species present in the Bank Peninsula area;

(c) to establish, support or facilitate projects that are focussed on the protection, preservation and enhancement of areas of historical or cultural significance, or the built heritage of the Bank Peninsula area;

(d) to undertake or facilitate in any other way research projects or scientific enquiries to carry out the Objects;

(e) to provide educational opportunities to further the public's understanding or enjoyment of the natural, historical and cultural qualities of the Bank Peninsula area;

(f) to commission or otherwise support research and monitor projects relating to the status and quality of the natural and physical environment throughout the Bank Peninsula area;

(g) to purchase or lease land to:

  (i) carry out any improvements on land for the sustainable management of the environment or more general environmental or conservational purposes of the Trust,

  (ii) provide facilities or opportunities for the educational purposes of the Trust;

(h) to source and allocate funds for projects which support, promote or otherwise contribute to the Objects;

(i) to seek the support and involvement of appropriate persons, organisations and agencies, (including the Christchurch City Council) and work alongside or collaboratively with such persons, organisations and agencies to carry out the Objects;

(j) to hold seminars, tutorials and lectures within the Bank Peninsula area and throughout Canterbury to demonstrate research relating to the objects, and to encourage the public to become involved with or to generally promote the aims and purposes of the Trust to the community;

(k) to carry out any other charitable purpose which is capable of being carried out in connection with the Objects or may directly, or indirectly, advance the Objects;

(l) to raise money and to seek, accept and receive gifts, donations, grants, endowments, legacies and bequests of money or in kind for the Objects; and

(m) to do all such other acts and things that are incidental or conducive to the attainment of the Objects.

In pursuance of the objectives of the RDBPT, the Trustees are required to have regard to:

(a) the views of Te Hapū o Ngāti Wheke (Rāpaki), Te Rūnanga o Koukourarata, Wairewa Rūnanga, Te Taumutu Rūnanga and Ōnuku Rūnanga in respect to the value of Banks Peninsula's Mana Whenua (Land), Mana Moana (Waterways) and Mana Tangata (People);

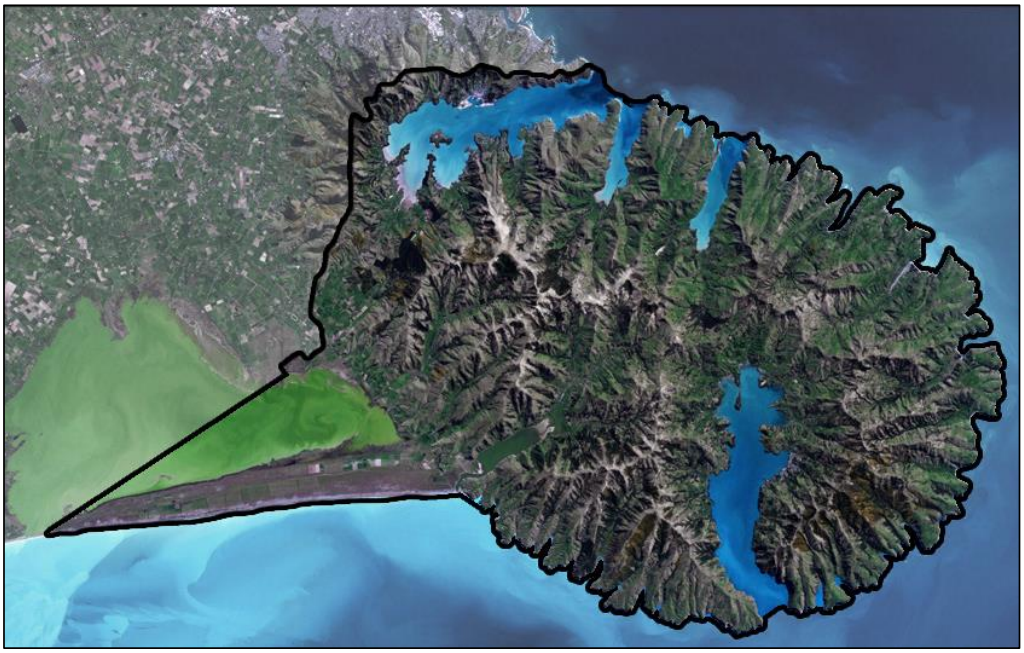
(b) the potential for alignment between the activities of the Trust and any existing or future projects or initiatives of the Christchurch City Council;

(c) whether other sources of funding or support are available, including assistance provided through industry or regional development policies and programmes of local authorities or central government;

(d) the objectives, roles and activities of any other organisation engaged in similar activities on Banks Peninsula.

Appendix B Trust's area of interest

The map below shows the area formerly administered by Banks Peninsula District Council. The Trust Deed directs that its funds are to be used to achieve objectives primarily within this area.



Appendix C Project detail

The following are projects which are either in progress and will continue into FY2026 and beyond, or new projects to be implemented in FY2026.

C.1 Te Ara Pātaka

This is a multi-day or day walk experience that connects Lyttelton and Akaroa craters via the summit ridgelines of Banks Peninsula, with a network of tracks linking to valleys below. The tramp was formally opened in 2016 and is popular, including with many families and youth groups. Overnight accommodation is provided at the Rod Donald Hut and the Sign of the Packhorse Hut.

Ongoing work includes maintenance and upgrading of tracks that are not the responsibility of the other four partners (CCC, DOC, Orton Bradley Park and Te Ahu Pātiki Charitable Trust). The main Te Ara Pātaka track can now be walked all year round with no seasonal closures for lambing. A signage manual and signage plans are being developed to help the five partners ensure the walkway has consistent and effective signage and wayfinding marking.

The Trust intends to extend Te Ara Pātaka to Akaroa, to Saddle Hill and to Little River. The Trust has considered options provided by a feasibility study into potential route options from Hilltop to Akaroa and will consider options for implementation. The Trust has negotiated access for a new route between Little River and Te Ara Pātaka via unformed legal road, Te Whenua Ora and private properties on the ridgeline between Little River and Prices and Kaituna Valleys. The Trust is now developing easements with landowners and preparing to add stiles, wayfinding marking, signage and interpretation. The Trust has undertaken a feasibility study of a new route from Hilltop to Saddle Hill and is now negotiating public access with landowners.

The Trust has developed a draft Memorandum of Understanding with the partners of Te Ara Pātaka outlining maintenance and management responsibilities. The other partners are the Department of Conservation, Christchurch City Council, Te Ahu Pātiki Charitable Trust and Orton Bradley Park.

The Trust intends to establish a new shelter on Te Ara Pātaka near Mt Sinclair. This will provide shelter from harsh weather, drinking water and a toilet. It will provide an additional daywalk from Hilltop or Port Levy Saddle.

C.2 Te Ahu Pātiki, Orton Bradley Park, Living Springs and Le Bons Bay Conservation Trust

RDBPT is providing annual funding support to Te Ahu Pātiki Charitable Trust from FY2025-2029 for track maintenance, signage, and weed and pest control. Te Ahu Pātiki will continue to work on securing further long-term income sources. RDBPT appoints two members to Te Ahu Pātiki Charitable Trust Board.

RDBPT is providing annual funding support to Orton Bradley Park from FY2025-2027 for track maintenance, signage, and weed and pest control.

The Trust intends to support Living Springs to make two walking tracks publicly accessible once Living Springs is ready.

RDBPT has provided $10,000 to Le Bons Bay Conservation Trust to help them purchase land in Le Bons Bay for conservation and public access.

C.3 Managing and maintaining existing assets

The Trust has built up a suite of assets that it intends to continue managing and maintaining. These include the Rod Donald Hut on Te Ara Pātaka, walking information products, and the Banks Peninsula Walking Festival. It is currently developing a shelter on Te Ara Pātaka near Mt Sinclair.

C.3.1 Rod Donald Hut

Rod Donald Hut is owned and managed by the Trust and provides one of the overnight stays on Te Ara Pātaka. Fees are charged through the Department of Conservation booking system. The Trust intends to continue

running the hut as a social enterprise and to use it to build goodwill and to broadening the diversity of communities that recreate on Banks Peninsula. The hut is currently in good condition, so no major upgrades are planned in FY26 beyond general maintenance. The Trust intends to consider extending the occupancy available by adding an additional separate bunkroom.

A 1km nature walk named Te Ara Māhuri has been developed near the hut, along with a field guide that includes experiential activities. It opened to the public on 22 February 2025 as part of the Banks Peninsula Walking Festival. The trail and field guide will continue to be improved, based on feedback from users.

C.3.2 Walking information products

The Trust has developed the Banks Peninsula Walk Directory, available both in print and online, and a suite of walking brochures. The Trust has also developed the Banks Peninsula Walks website. The Trust intends to continue these products as they benefit the Trust's audience and maintains profile.

Work over the three-year timeframe will include a new brochure for Wairewa, as it is anticipated there will be new short and long walkways available. A new brochure for Allandale may also be developed once the tracks at Living Springs that have been made publicly accessible. Walking and biking trails that are in Whakaraupō/Lyttelton Harbour will be added to the Banks Peninsula Walks website.

C.3.3 Banks Peninsula Walking Festival

The Banks Peninsula Walking Festival is a community collaboration led by the Trust and assisted by the Little River Wairewa Community Trust. It has been held annually since 2013 and has built up a strong reputation and following. It was previously held in November and is now held in February-March to incorporate better weather conditions. The goal is to provide at least 25 walks annually.

The Festival aims to cover its costs through grants and ticket sales. Grant funding has been provided by the Christchurch City Council and Selwyn District Council. The main cost is the Festival Coordinator, a position contracted through the Trust. The Trust has contracted the Walking Festival Coordinator to review the Walking Festival so that improvements can be made.

C.4 Supporting Head to Head Walkway in Whakaraupō Lyttelton Harbour

The Trust participates in the Head to Head Working Party, a sub-committee of the Banks Peninsula Community Board. The Trust's primary role is to assist the Council in finding access routes across private land to connect existing Head to Head walkway sections where there is currently no public access available, subject to the agreement of the Working Party.

C.5 Supporting Banks Peninsula Ecological Vision

The Trust is a signatory to the Banks Peninsula Ecological Vision. Te Ahu Pātiki Conservation Park is part of one of the four areas of contiguous 100ha protected land. The new route from Little River to Te Ara Pātaka is part of another of these large areas.

The Trust is providing annual grant funding for a five year period until March 2029 to enable the Banks Peninsula Conservation Trust to use the grant for its work towards the vision.

C.5.1 Banks Peninsula Pest Free 2050

The Trust, along with Department of Conservation, Banks Peninsula Conservation Trust, Christchurch City Council and others have signed the Banks Peninsula Pest Free Memorandum of Understanding, incorporating the government's NZ Predator Free programme. The Trust has supported this initiative to date with grants for the now near-complete feral goat eradication programme, a grant enabling trialling of a new feral pig eradication methodology, grants to the Feral Pig Control Committee for eradication work and an interim Pest Free coordinator position managed by Banks Peninsula Conservation Trust. Further funding has not been allocated or forecast but the Trust will keep a watching brief on progress and will consider allocation of funding and funding mechanisms to support future innovative initiatives to control pests on Banks Peninsula, including elimination of feral pigs and control of feral deer.

C.6 Building knowledge of carbon sequestration income to support native biodiversity

The Trust has provided ongoing support to the Banks Peninsula Native Forest Climate Change Group, an informal group of approximately forty people, representing various organisations. The group develops knowledge about carbon sequestration using native biodiversity so that landowners are better enabled.

C.7 Developing new walking and biking opportunities around Little River

There are currently no public off-road walks departing directly from Little River except for the Little River Rail Trail. The Trust is supporting the Little River Wairewa Community Trust to create a new off-road route for walking and cycling between the township and nearby attractions. The Trust is also creating a new route from Little River to Te Ara Pātaka via Te Whenua Ora and other private land. The Trust also intends to create a route from Saddle Hill to Hilltop if public access can be negotiated.

C.7.1 Little River Rail Trail

The Little River Rail Trail is an important recreational access route from the City to Banks Peninsula, and links with other recreational opportunities being developed in the Little River area. The Little River Rail Trail links the City's Major Cycle Routes with Little River across land administered by the Christchurch City Council, the Selwyn District Council, the Department of Conservation, and Environment Canterbury. These agencies also maintain and upgrade the Rail Trail.

RDBPT now coordinates and promotes the Trail. A joint MOU detailing ongoing maintenance and management responsibilities has recently been signed by most parties. The Trust is also creating a two year action plan and a strategic plan to help build and maintain momentum so that the trail is enjoyable for users. The Trust is also exploring partnership opportunities to add new features along the trail for users to enjoy and learn from. The Trust is undertaking weed control on the Rail Trail via a contractor on a Department of Conservation section of the trail, in partnership with High Bare Peak Ltd and Department of Conservation.

C.8 Building stronger relationships with Council and others

The Trust sees the need for an ongoing entity to create a thriving and enduring ecosystem of trails and regenerating landscapes on Te Pātaka o Rākaihautū Banks Peninsula. The Trust intends to seek additional capital funding beyond the FY2027 grant allocated in the Council's 2024-2024 LTP budget.

The Trust is working to build a stronger relationship with the Council through its projects and activities. These also help the Council achieve its Public Open Space and Biodiversity strategies and the Banks Peninsula Destination Management Plan.

The Trust has formalised its relationship with various government and non-governmental organisations though shared memorandum of understandings.

Central Plains Water Trust
Statement of Intent
For the year commencing
1 July 2025

CENTRAL PLAINS WATER TRUST STATEMENT OF INTENT FOR THE YEAR COMMENCING 1 JULY 2025

1. INTRODUCTION

Statutory requirement

- This Statement of Intent ("SoI") sets out for Central Plains Water Trust ("CPWT") the objectives, the nature and scope of the activities to be undertaken, and the key areas of focus of the Trust.
- The process of negotiation and determination of an acceptable SoI is an expression of the accountability relationship between CPWT and its settlors, the Christchurch City Council and Selwyn District Council under the Trust Deed.
- The SoI is reviewed annually with the Christchurch City Council and Selwyn District Council.

Contact addresses

- CPWT's registered office is at the offices of Central Plains Water Limited, 14 Nga Mahi Road, Christchurch.

Structure

- CPWT is a trust established for charitable purposes by a deed of declaration of trust (the Trust Deed) dated 9 August 2012 and is a Council-Controlled Organisation (CCO) established by the Christchurch City Council and Selwyn District Council.

2. TRUST OBJECTIVES

The Trust Deed sets out the following charitable purposes ("the Objects"), namely:

To promote the development of agriculture in the Central Canterbury Plains area of New Zealand for the benefit of all of the inhabitants of the Canterbury Region by:

1) Encouraging supporting and facilitating:

   a) sustainable development of the water resources of the Region

   b) agricultural and horticultural diversity in the Central Canterbury Plains area

   c) an appropriate balance of the benefits of agricultural development with the enhancement of ecological, social and recreational values in the Central Plains area.

2) Providing and facilitating education to the inhabitants of the Region in relation to water issues and sustainable agricultural development.

In pursuance of the objectives, the Trustees will have regard to:

a) appropriate strategic development plans for the water resources of the Regions;
b) whether other sources of funding or support are available, including assistance provided through industry or regional development policies and programmes of local authorities or central government;
c) the objectives, roles and activities of any other organisations engaged in economic development activities in the Regions;
d) inter-generational issues to order to promote long term sustainability of the water resources of the Regions;
e) the vision and principles agreed by the Trust to apply to the Scheme, as set out in the agreement in relation to the Scheme between Te Rūnanga o Ngai Tahu, Te Taumutu Rūnanga Inc, Te Ngai Tuahuriri Inc, Wairewa Rūnanga Inc, Te Rūnanga o Arowhenua Trust, Central Plains Water Trust and Central Plains Water Limited dated 29 May 2012, and any other matters that they believe are relevant;
f) a key role of the Trust to monitor use rights and compliance; and
g) the need to identify specific targets aimed at providing stakeholders with clear progress against the Trust's objectives.

3. NATURE AND SCOPE OF ACTIVITIES

CPWT is unique in that it holds the resource consents of the Central Plains Water Scheme and licences their use to Central Plains Water Limited under a Memorandum of Agreement dated 4 May 2016. Under the Agreement, CPWT's obligations include:

- reporting annually to the people of Canterbury on the Scheme's environmental, social and economic results; and
- administering the Environmental Management Fund (EMF) in the manner set out in the resource consents.

The reasonable costs of administering CPWT are agreed annually with CPWL, and these are paid annually by CPWL to CPWT.

4. GOVERNANCE

Role and responsibilities of the Board

The Trustees are required to manage the affairs of CPWT in accordance with the objectives of CPWT and otherwise in accordance with the terms of the CPWT Trust Deed.

The Trustees must also ensure that CPWT effectively carries out its responsibilities under the MoA.

The trustees see their prime responsibilities as:

- reporting to the public on the performance of the Scheme in relation to the trust's objects and community expectations over time;
- Encouraging supporting and facilitating an appropriate balance of the benefits of agricultural development with the enhancement of ecological, social and recreational values in the Central Plains area; and
- Providing and facilitating education to the inhabitants of the Region in relation to water issues and sustainable agricultural development.

The trustees discharge this responsibility through effective leadership and through excellent public communication.

The board of trustees seeks to maintain best practise systems, procedures, policies and guidelines to ensure that:

- plans and budgets reflect short and long term horizons;
- the performance of the Trust is monitored against the Trust's SoI by the board of trustees;
- all relevant matters are brought to its attention through a system of prompt and comprehensive reporting in accordance with the MoA;
- its financial statements are prepared and published in accordance with generally accepted accounting practice that give a true and fair view of the financial position of CPWT as at each balance date and the results of its activities and cash flows for each year;
- the assets of CPWT (the resource consents) are safeguarded by ensuring that internal control procedures are in place in order to provide a reasonable assurance that CPWT will function in a professional and lawful manner and that it follows this SoI to guide its future work in pursuit of CPWT's objectives; and
- all trustees subscribe to the principles of good governance and usually the accepted codes of best practice on corporate governance.

The Trust Board's reporting responsibilities

CPWT is a trust for charitable purposes and as such its beneficiaries are the people of Canterbury generally, however the trustees will ensure that the Councils as settlors are informed of all major developments affecting CPWT's affairs as required by the Trust Deed Information will be communicated to the Councils through both the Annual Report and the Half-yearly Report. CPWT will operate on a "no surprises" basis with regard to all issues which the Trustees consider to be of relevance to settlors.

The Board composition

Currently the board of trustees comprises:

- Pat McEvedy (chairperson)
- Elle Archer
- Robert Lawrence
- Murray Doak
- Richard McDowell

Process for appointment of Trustees

Trustees may be appointed in three ways:

- The Settlors jointly have the right to appoint Trustees for such term of office (not exceeding three years)
- The Trustees may themselves co-opt from time to time persons to serve as additional Trustees.
- Te Rūnanga o Ngai Tahu may appoint up to three trustees.

Board meetings

The board meets at least quarterly and at such other times as business shall require.

Board performance review

The board will conduct an internal annual performance review at its first meeting following the end of CPWT's financial year.

5. HEALTH AND SAFETY

CPWT has no employees and no physical operations, nor does it have any direct or indirect responsibilities for the operations of CPWL, nor any public liability for the Scheme operations.

6. FUNDING

CPWT has no commercial operations and operates exclusively through an annual funding regime in accordance with the MoA. The total level of such annual funding is currently approximately $130,000

7. STRATEGIC DIRECTION

Reporting to the public on the performance of the Scheme

CPWT publishes an Annual Sustainability Report for the Scheme on its website.

Environmental leadership

CPWT's environmental leadership arises generally in the pursuance of its objectives, and through its role as the holder of the Scheme's resource consents, and its public reporting functions.

The trustees wish to ensure that the Trust's effort is prioritised in areas which are not presently being undertaken by others and is commensurate with the capacity that the Trust has from time to time.

In 2025/26, the Trust will engage in the following activities, although the extent to which the Trust can undertake these activities and achieve meaningful outcomes is limited by its capacity and resources:

1. Consideration of the benefits and risks to the environment, ecology, community, and recreational values of the region from CPWL's activities, including but not limited to water quality, with reference to the objectives of the Canterbury Water Management Strategy and the Selwyn-Waihora Zone Committee ZIPA. For this purpose, the Trustees will present the Annual Sustainability Report, scheduled for completion by the end of December, to the representatives of the Councils at the bi-annual meeting planned for March each year.

2. Consideration of the ways in which the CPW Scheme is encouraging, supporting and facilitating an appropriate balance of the benefits of economic development, with the enhancement of ecological, social, cultural and recreational values in the Central Plains area. These matters will also be reported in the Trust's Annual report to the Councils, to be presented to the representatives of the Councils at the bi-annual meeting planned for March.

3. Consideration of biodiversity enhancement opportunities across the region associated with sustainable development of the water resources of the Region, with particular reference to the CPW Scheme, the role of mahinga kai and the national direction to give effect to Te Mana o Te Wai.
4. That the Annual Sustainability Report's reporting framework is reviewed and any additional information that would assist the councils to be well-informed of the risks of contaminants reaching drinking water supplies is included.

5. Engagement is undertaken with the councils' environmental staff on the Annual Sustainability Report's findings, following which the Trust presents the Report to the councils in an open public meeting each year.

Community Engagement and Education

CPWT maintains a website for the purposes of public information and engagement concerning the operation of the Scheme.

The Community Liaison Group required by the resource consent conditions was established in December 2013 and is being supported as required.

Consideration of educational opportunities in order to enhance public knowledge of water issues and the benefits of the proper management of water for sustainable economic development.

Engagement with Selwyn District Council and Christchurch City Council

Representatives of the Trust Board will meet with representatives of the Councils biannually and on such additional occasions as may be agreed to discuss the Trust's monitoring of the performance of CPWL in operating the Scheme. This will include the Trustees' presentation of its Annual Sustainability Report. The Report is scheduled for completion by the end of December and the Trust representatives will present it to the representatives of the Councils at the bi-annual meeting planned for March.

The trustees will also discuss and agree with the Settlors on any key potential areas of additional focus for the Trust. The extent to which the Trust can undertake these activities and achieve meaningful outcomes is limited by its capacity and resources.

Key outputs

• Reporting to the public on the performance of the Scheme	• Consider use of an independent consultant to obtain data from CPWL or undertake analysis to help prepare the Annual Sustainability Report • Continue to publish 'a user-friendly' Annual Sustainability Report on our website by March 31st.
• Environmental leadership	• Develop a plan to support education initiatives •
• Community engagement and Education	• Improve the website to make it more effective, accessible and current. • Company, Trust, Council and Ecosystem strategic alignment Align and assist with CPWL's education and outreach initiatives to provide an independent voice for the benefit of residents and stakeholders

• Engagement with Selwyn District Council and Christchurch City Council	• Six-monthly briefings by CPWT with additional briefings by exception. Present sustainability report to councils in a public meeting if requested.

Operational and Performance Targets

Education Targets	Facilitate, agree and report on CPWL's educational programme and outcomes.
• Environmental Targets	• To ensure compliance of resource consents • To ensure compliance of water rights • To report on any non-compliance to the Joint Settlor Committee • Commitment to meeting all legal, statutory and regulatory requirements
• Relationship Targets	• Stakeholder engagement and advice • Trust meetings with the Joint Settlor Committee and Councils as required. Communicate on a no surprises basis to settlor councils

8. ANNUAL AND HALF YEAR REPORTING TO COUNCILS

Frequency of reporting:

A half yearly report and an audited annual report as at end of June.

Accounting policies:

Refer to Schedule 1 attached.

Reporting on agreed key areas of focus

CPWT will provide formal reports to the settlor Councils on its agreed key areas of focus through half-yearly and annual reports.

CPWT representatives will meet with representatives of the settlor Councils to discuss current activities, progress against the agreed key areas of focus and future opportunities and risks generally on a half-yearly basis.

9. ESTIMATE OF COMMERCIAL VALUE OF THE TRUST'S ASSETS

CPWT's only asset is the resource consents for the CPW Scheme and otherwise has no non-current assets (for example, property, plant and equipment, etc.). Any current assets (for example, cash and accounts receivable) at any one time are held exclusively to fund the needs and commitments of the Trust. Accordingly, the estimated commercial value of the Trust is effectively nil.

SCHEDULE 1

STATEMENT OF ACCOUNTING POLICIES

Statement of reporting entity

Central Plains Water Trust was initially formed through a Declaration of Trust on 15 April 2003. This has been replaced by a deed of trust dated 9 October 2012. The Trust is a charitable trust and is a Council Organisation of both the Selwyn District Council and the Christchurch City Council under the Local Government Act 2002.

Basis of preparation

The financial statements of the Trust have been prepared in accordance with the requirements of the Local Government Act 2002 and Generally Accepted Accounting Practice in New Zealand (NZ GAAP). They comply with Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS).

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

The financial statements have been prepared on an historical cost basis.

The financial statements are presented in New Zealand dollars and the functional currency of the Trust is New Zealand dollars.

The Trust has designated itself as a public benefit entity for the purposes of PBE IPSAS.

Changes in accounting policies

There have been no changes in accounting policies during the year.

Standards and Interpretation issued and not yet adopted

There are no standards and interpretations issued and not yet adopted that are applicable to the Trust's operations.

Going concern

The financial statements of the Trust have been prepared under the going concern assumption.

The Trust is reliant on Central Plains Water Limited to fund both its operating expenses and its liabilities under the MoA.

Central Plains Water Limited was formed to investigate, construct and operate a water management scheme for the Central Canterbury Plains. It has completed the construction of, and has commissioned both Stages 1 and 2 of the Scheme and also the Sheffield Scheme. The Company is now operating the whole Scheme in the manner required by the resource consents granted by the consent authorities. The resource consents have been transferred to the Trust, which in turn has granted the Company an exclusive license to use the resource consents as set out in the MoA.

If CPWL was unable to continue in operational existence, the Trust would lose that source of funding. In such circumstances, other sources of funding would need to be obtained, so that the Trust could continue to carry out its functions effectively.

If the Trust was unable to obtain such additional funding, it may be unable to continue in operational existence. In this event, adjustments may have to be made to the financial statements to reflect the situation that assets may need to be realised other than in the amount at which they are currently recorded in the statement of financial position. In addition, the Trust may have to provide for further liabilities that might arise.

Significant accounting policies

The following significant accounting policies have been adopted in the preparation and presentation of the financial report.

Revenue

Revenue is measured at the fair value of consideration received or receivable.

Revenue from a contract to provide services is recognised by reference to stage of completion of the contract at year-end balance date.

Interest income is recognised using the effective interest method.

Revenue in Advance

Revenue in Advance is recognised as revenue when expenditure is incurred. This practice is based on the Reimbursement Agreement with Central Plains Water Limited dated 6 May 2004.

Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less.

Trade and other receivables

Trade and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

A provision for impairment of receivables is established when there is objective evidence that they will not be able to collect all amounts due according to the original terms of receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the effective interest method.

Financial assets

The Trust classifies its financial assets into the following categories: financial assets at fair value through surplus or deficit, held-to-maturity investments, loans and receivables and financial assets at fair value through other comprehensive income. The classification depends on the purpose for which the investments were acquired. The Trustees' or management determine the classification of investments at initial recognition and re-evaluate this designation at every reporting date.

Financial assets and liabilities are initially measured at fair value plus transaction costs unless they are carried at fair value through surplus or deficit in which case the transaction costs are recognised in the surplus or deficit.

Purchases and sales of investments are recognised on trade-date, the date on which the Trust commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Trust has transferred substantially all the risks and rewards of ownership.

The fair value of any financial instruments that are not traded in an active market is determined using valuation techniques. The Trust does not have any financial assets of this nature at this time.

The four categories of financial assets are:

Financial assets at fair value through surplus or deficit

This category has two sub-categories: Financial assets held for trading and those designated at fair value through surplus or deficit at inception. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term or if so designated by the Trustees'. Derivatives are also categorised as held for trading unless they are designated as hedges. Assets in this category are classified as current assets if they are either held for trading or are expected to be realised within 12 months of the balance date.

After initial recognition, they are measured at their fair values. Gains or losses on remeasurement are recognised in the surplus or deficit.

Currently, the Trust does not hold any financial assets in this category.

Loans and receivables

These are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market.

After initial recognition, they are measured at amortised cost using the effective interest method. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit. Loans and receivables are classified as 'trade and other receivables' in the statement of financial position.

Currently, the Trust has trade and other receivables in this category.

Held to maturity investments

Held to maturity investments are assets with fixed or determinable payments and fixed maturities that the Trust has the positive intention and ability to hold to maturity.

After initial recognition they are measured at amortised cost using the effective interest method. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit.

Currently, the Trust does not hold any financial assets in this category.

Financial assets at fair value through other comprehensive income

Financial assets at fair value through other comprehensive income are those that are designated as fair value through comprehensive income or are not classified in any of the other categories above.

This category encompasses:

- Investments that the Trust intends to hold long-term but which may be realised before maturity; and
- Shareholdings that the Trust holds for strategic purposes.

After initial recognition, these investments are measured at their fair value with valuations performed by an independent valuer with sufficient regularity to ensure no investments are included at a valuation that is materially different from fair value. The valuation changes are recognised and held in a revaluation reserve.

On de-recognition, the cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to the surplus or deficit.

Currently, the Trust does not hold any financial assets in this category.

Impairment of Financial Assets

At each balance date, the Trust assesses whether there is any objective evidence that a financial asset or group of financial assets is impaired. Any impairment losses are recognised in the surplus or deficit.

Income Tax

Up to 30 June 2008 the Trust was a Charitable Trust exempt from income tax under sections CW34 and CW35 of the Income Tax Act 2004. The Trust is not registered as a charitable entity under the Charities Act 2005 and its charitable tax exemption lapsed on 1 July 2008. The Trust is not currently seeking registration as it does not intend to make a financial profit from its activities.

As the Trust does not trade, and its costs are reimbursed under the Memorandum of Agreement with Central Plains Water Limited, the Trust does not have any tax expense, liabilities, or assets.

Item 12

12. Christchurch City Holdings Ltd - Final Statements of Intent 2025/26

Reference Te Tohutoro:	24/2330050
Responsible Officer(s) Te Pou Matua:	Linda Gibb, Performance Advisor, 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 to:

- present Christchurch City Holdings Ltd's (CCHL's) final Statement of Intent (SOI) for 2025/26 at **Attachment A.** CCHL's report to the Council accompanying the SOI is at **Attachment B**; and
- notify a modification to EcoCentral Ltd's SOI for 2024/25 – the modified SOI is at **Attachment C** and correspondence between Ecocentral and CCHL (EcoCentral's shareholder) regarding the modification is at **Attachment D**.

1.2 This report has been written following receipt of the above documents on 30 June 2025 (CCHL's final SOI) and 1 July 2025 (EcoCentral's modified SOI).

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives Christchurch City Holdings Ltd's final Statement of Intent for 2025/26; and
2. Notes the modification to EcoCentral Ltd's Statement of Intent for 2024/25 to amend its emission reductions performance target from 'year on year reduction in greenhouse gas emissions intensity (per tonne handled)' to 'year on year reduction in Scope 1 and Scope 2 greenhouse gas emissions';
3. Advises comments, if any on the proposed modification to EcoCentral Ltd's Statement of Intent (SOI); and
4. Notes that forecast dividends from Christchurch City Holdings Ltd to the Council of $65 million in both 2025/26 and 2026/27 and $66 million in 2027/28 are consistent with the Annual Plan 2025/26.

3. Background/Context Te Horopaki

3.1 A Statement of Intent (SOI) is a Council-controlled organisation's (CCO's) key accountability document. It publicly outlines the strategic objectives of the CCO and the activities it will undertake to achieve them. The Local Government Act 2002 (LGA) provides for shareholders to influence the organisation's direction and serves as a key tool for holding directors accountable for performance (refer section 64 of the LGA).

3.2 The way in which the Council influences the direction of a CCO is through its annual Letter of Expectations (LOE), triennial Enduring Statement of Expectations (SOE) and commenting on the CCO's draft SOI. The Finance and Performance Committee considered the CCHL group's draft SOIs at its meeting on 30 April 2025 (FPCO/2025/00001). This included consideration of the extent to which the LOE and SOE expectations were reflected in the SOIs.

3.3 Accountability is underpinned by setting key performance targets in a CCO's SOI, against which the CCO reports quarterly. As the shareholder, Council's role is at a governance level with the SOI performance targets presented to reflect this strategic focus. The performance targets evidence whether the CCO has completed or is on track to complete the activities its SOI identified towards delivering against its strategic objectives. The strategic focus of the SOI performance targets supports the distinction between governance and management. It also aligns with good governance practice that there are clear boundaries between governance and management to preserve the integrity of board accountability, which is a requirement of section 64(2)(c) of the LGA.

3.4 The Finance and Performance Committee considered CCHL's draft SOI for 2025/26 at its meeting on 30 April 2025 (FPCO/2025/00002 refers). It provided the following comments on the draft SOI for the CCHL board to consider:

- ***additional content that clarifies CCHL's leadership role and commitments in achieving greenhouse gas emission reductions across the CCHL group***

  On page 10 of its final SOI, CCHL has recorded its commitment to lead the group's transition to a healthier environment and low-emission economy and to prioritise environmental sustainability to minimise carbon emissions. It also acknowledges the pursuit of supporting the Council's carbon emission reduction objectives.

- ***acknowledgement that CCHL will continue to work closely with Council staff to share information on the approach the group is taking to reduce [carbon] emissions, the challenges it faces, and the individual subsidiary and consolidated group carbon emission reduction targets.***

  While the SOI does not refer to this, Council staff are comfortable that there is a constructive working relationship between CCHL's and the Council's sustainability groups. The comment was proposed by Council staff to publicly record the working relationship, not to correct any shortcoming.

3.5 The Finance and Performance Committee also noted that CCHL was requested to provide more context and detail, including on key performance indicators to measure engagement, culture, and industrial relations, across the CCHL subsidiaries. CCHL has included a new target in its final SOI to receive (for monitoring purposes) annual staff engagement outcomes from the subsidiary companies. CCHL has advised that the subsidiary companies have committed to providing this information to it and updates as they are available through quarterly reporting.

3.6 Staff consider that CCHL's approach to the request for enhanced reporting and transparency around organisational engagement and culture, and industrial relations will provide greater insight into these areas supporting improved oversight and accountability. Staff note that the CCHL group manages 250 targets, up from 233 last year. Staff propose to engage with CCHL with the aim of providing advice to Council on the draft Letter of Expectation (LOE) for 2026/27 later this year and the SOE.

3.7 Clauses 2 and 3, Part 1 of Schedule 8 of the LGA provide that a CCO board must consider any comments on the draft SOI that are made by the shareholders and deliver the completed SOI to the shareholders before the commencement of the financial year to which it relates. The CCHL group's final SOIs were received on 30 June 2025.

3.8 When considering shareholder comments on the draft SOI, a CCO board must consider directors' duties (refer Section 131(1) of the Companies Act 1993) to act in good faith and in what the director believes to be the best interests of the company.

3.9 As required by section 64(9) of the LGA, the SOIs have been published on the Council's website at www.ccc.govt.nz/the-council/how-the-council-works/council-controlled-organisations. They are also available through CCHL's website at Annual Reports & Statements of Intent | CCHL.

4. Considerations Ngā Whai Whakaaro

Financial forecasts

4.1 The following table shows the movement in the CCHL group's Net Profit After Tax (NPAT) forecasts from the draft to the final SOI:

CCHL Group – NPAT	2025/26 $m	2026/27 $m	2027/28 $m
Final SOI	131	146	167
Draft SOI	123	146	172
Change	+8	0	-5

4.2 The total change in Group NPAT forecasts over the three year period following the group's completion of business planning. The total change in forecasts over the three year SOI period total +$3 million (+0.6%), with the major changes attributable to:

- **CIAL +$3 million** from increased revenue from the hotel and property portfolio from higher occupancy rates;
- **City Care +$5 million**, most of which is in 2027/28 (year 3) from new contracts; and
- **Enable -$4 million** due to expectations of increasing customer churn and market competition.

4.3 Key financial metrics over the three year SOI period are:

CCHL group financial metrics	2025/26 %	2026/27 %	2027/28 %
Return on Equity	4.6	5.0	5.5
Shareholders' Funds/Total Assets	45.8	45.7	45.6

4.4 The dividends forecast to be paid by CCHL to the Council are in line with the draft SOI projections and with the Annual Plan 2025/26 as shown in the following table:

Dividends	2025/26 $ million	2026/27 $ million	2027/28 $ million
Dividends to CCHL	109	119	139
Dividends from CCHL to Council	65	65	66

4.5 Note that the difference between the dividends that CCHL receives from the subsidiary companies and its distribution to the Council in each year are costs of financing group debt held at the parent level of around $23-24 million, repayment of debt of $10-$40 million and the CCHL parent's operating costs of $5.2-$5.5 million.

Non-financial performance targets

4.6 The targets in CCHL's SOI are those that it is accountable for the group achieving. They are accordingly reflected in the respective subsidiary companies' SOIs. The targets that were in the draft SOI have been retained in the final SOI, with some minor wording changes.

4.7 There are new targets for diversity in leadership across the group (following completion of its Te Puna Manawa Women's Leadership Development Programme) and becoming a signatory to the United Nations Principles of Responsible Investment.

EcoCentral Ltd - Modified SOI for 2024/25

4.8 In June 2025 EcoCentral notified CCHL (its shareholder) that it intended to modify its SOI for 2024/25 as follows:

from: Year on year reduction in greenhouse gas emissions intensity (per tonne handled)

to: Year on year reduction in Scope 1 and Scope 2 greenhouse gas emissions.

4.9 The reason for this change is to mitigate the risk of a qualified audit opinion due to the current limitations of measuring tonnes handled across the business. The modification is also expected to avoid additional costs of up to $10,000 for AuditNZ seeking to validate the emission reductions.

4.10 To modify the SOI, the EcoCentral board notified its shareholder, CCHL of its intent to do so pursuant to Clause 4, Part 1 of Schedule 8 of the LGA. This clause provides that a CCO board may, by written notice, modify a SOI at any time if the board has first given written notice to the shareholders of the proposed modification and considered any comments made by the shareholders within one month after the date on which the notice was given.

4.11 The CCHL board has considered the modification and accepted it as reasonable and has accordingly advised EcoCentral that the modification is accepted. If the Council wishes to comment on the modification, it does so through CCHL as EcoCentral's shareholder.

4.12 Council staff are comfortable that the modification does not reduce the meaningfulness of reporting actual emission reduction achievements at this stage.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A	CCHL Final Statement of Intent 2025/26	25/1411154	300
B	CCHL Report on final SOIs 2025/26	25/1411128	313
C	EcoCentral Ltd - Modified SOI 2024/25	25/1411218	316
D	EcoCentral and CCHL correspondence re modified SOI 2024-25	25/1411226	340

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

Christchurch City Council

Statement of Intent

Christchurch City Holdings Limited

Te Tauāki Whakamaunga Atu

For the period ending 30 June 2026



A wholly owned subsidiary of Christchurch City Council



Christchurch City Holdings Limited

Statement of Intent 2026
Te Tauāki Whakamaunga Atu 2026

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About this report
Mō tēnei pūrongo

This Statement of Intent (SOI) for Christchurch City Holdings Limited (CCHL) sets out how it will operate over the 2026 financial year.

It outlines the organisation's performance targets and provides clarity on its operating objectives, including how it will work with the subsidiary companies it owns on behalf of Christchurch City Council (Council).

CCHL is a Council controlled organisation under the Local Government Act 2002 (LGA).

This SOI has been developed in partnership with Council as the owner of CCHL. It is CCHL's commitment to its shareholder.

CCHL adopts the principles of Integrated Reporting and this SOI reflects the organisation's four core operating capitals – the inputs from which CCHL delivers value.

These four capitals are:

Financial **Intellectual**

Social **Natural**

This SOI meets the priorities set under the LGA Act for Council controlled organisations and all relevant legislative requirements, including the LGA and its provisions relating to subsidiary companies.



CCHL's role serving Ōtautahi Christchurch[1]

Te mahi a CCHL hei hakarato i a Ōtautahi

Vision

Enhancing value from publicly owned infrastructure for the people of Christchurch and Banks Peninsula.

Mission

To support the future growth of Christchurch and Banks Peninsula by investing in key infrastructure assets that are commercially viable and environmentally and socially sustainable.

Who we are

Established in 1993, CCHL holds Council's shares in major economic infrastructure assets and service providers critical to the regional economy.

This includes four 100"% owned companies, Lyttelton Port Company Limited (LPC) Enable Services Limited (Enable), City Care Limited (Citycare) and EcoCentral Limited (EcoCentral) and two that are majority owned Orion New Zealand Limited (Orion) (89.275"%) and Christchurch International Airport Limited (CIAL) (75"%).

In addition, CCHL also holds investments in RBL Property Limited and Development Christchurch Limited (includes a majority shareholding in the Christchurch Adventure Park). Refer to 'The portfolio' on page 6.

What we do

CCHL's strategic intent reflects Council's desire to establish independent oversight and management of these commercial entities. CCHL's mandate and annual performance targets are established by Council through an annual letter of expectation and CCHL's **Statement of Intent** (this document).

CCHL takes an active and prudent approach to managing the subsidiaries within the CCHL Group. This reflects the expectations of Council, the ratepayers of Christchurch, and managing the assets with an intergenerational approach; balancing the needs of today, together with investing in the future.

CCHL has developed a **Responsible Ownership Framework** to guide its direction and programme of work.

[1] Inclusive of Banks Peninsula



The portfolio
Te kohinga

Ownership / Investment Value[2]

Orion New Zealand Limited
89% / $1.47B

Christchurch International Airport Limited
75% / $1.30B

Enable Services Limited
100% / $722M

Lyttelton Port Company Limited
100% / $393M

City Care Limited
100% / $128M

EcoCentral Limited
100% / $11M



Other

Development Christchurch Limited
100% / $25M

RBL Property Limited
100% / $22M

[2] Independently valued as at 30 June 2024

Value creation through responsible ownership

Te waihanga wāriu mā te rangatiratanga haepapa

At CCHL, we support the current and future growth of Christchurch through our stewardship of Christchurch City Council's investments in local infrastructure companies that are commercially, environmentally and socially sustainable.

We take our role as stewards of these intergenerational investments seriously. We understand that how we operate and behave as an organisation matters, and that the decisions we make today will have impacts well into the future.

Our approach is built on a foundation of strong leadership and long-term value creation that balances financial and non-financial performance with evolving social, ethical and environmental considerations.

Our actions and decisions are guided by our Responsible Ownership Framework. The Framework aligns with the UN's Principles for Responsible Investment (shown below) that promotes long-term thinking and establishes a broad view of stakeholder value creation.

It supports the strategic priorities and community outcomes outlined in Council's 'Long-Term Plan' and is aligned with the 'Christchurch Economic Ambition' report, further detailing the pathway to intergenerational prosperity and well-being for Ōtautahi Christchurch.

UN Principles for Responsible Investment

Principle 1	We will incorporate ESG issues into investment analysis and decision-making processes
Principle 2	We will be active owners and incorporate ESG issues into our ownership policies and practices
Principle 3	We will seek appropriate disclosure on ESG issues by the entities in which we invest
Principle 4	We will promote acceptance and implementation of the Principles within the investment industry
Principle 5	We will work together to enhance our effectiveness in implementing the Principles
Principle 6	We will each report on our activities and progress towards implementing the Principles

Responsible Ownership Framework

Objective	Shape resilient, sustainable and accountable businesses that enhance long-term value and positively contribute to Christchurch's economic, social and environmental well-being.
Purpose	Establish the guidelines for responsible corporate behaviour for CCHL and the subsidiaries by balancing Economic, Social and Governance (ESG) considerations in their corporate practices and culture that aligns financial performance with positive community impacts.
Inputs	Decisions and behaviours are guided by four core capitals based on our value creation model. These reflect our values, culture and ambition as a responsible owner. They align with what we, our owner – Christchurch City Council - and our subsidiary companies care about:



Outputs	Resilient commercial infrastructure	Strong stewardship	Social license	Healthy and low-emission environment

Responsible Ownership Strategies

Financial: Intergenerational Investment

Manage assets transparently and sustainably to deliver long-term value, balancing current operational needs with growth to benefit generations of the people of Christchurch.

Sustainable Growth

We will manage the portfolio to ensure there is a fair return to our owner today, while balancing the reinvestment needs of the assets to ensure financial and operational resilience.

Value Creation

We will work actively with subsidiaries to make thoughtful, future focused investment decisions that achieve long-term value creation for the Group, ensuring sustainable intergenerational benefits.

Intellectual: Governance and Leadership Transparency and Accountability

Provide highly effective governance and leadership with strict adherence to compliance, regulations and ethical standards.

Governance and Leadership

We will operate with a transparent and rigorous governance appointments process, undertake regular board reviews, and support director development.

Transparency and Accountability

We will deliver open, honest, compliant reporting, while demonstrating our values-led ethical behaviour, ensuring stakeholders are well informed.

Social: Culture, Values and Behaviour

Invest in people, culture, safety and relationships to create engagement and a strong social license within the communities we serve.

Stakeholder Engagement

We will actively engage with local communities, iwi, government bodies and stakeholders to understand their needs in support of fostering strong, open and transparent, working relationships.

People

We will foster a culture of safety, fairness, well-being and respect for all staff through developing equity, diversity and inclusivity across the Group.

Natural: Tiaki

Recognise the environmental impact of CCHL's assets and will lead the Group's transition to a healthier environment and low-emission economy.

Carbon Reduction

We will prioritise environmental sustainability to minimise carbon emissions in support of CCHL and Council's carbon emissions reduction targets, while reporting on our impact in a transparent manner.

Resource Management

We will focus on reduction and diversion in support of reducing the Group's use of resources and waste.





Financial year 2026 priorities

Ngā Whakaarotau o te Tau Ahumoni 2026

1. **Align the Group's strategic approach to responsible ownership**
   A framework including the principles underpinning our conduct as responsible owners is now in place (see page 8). The next step is ensuring Group alignment and embedding across operational matters.

2. **Retain resilience in our infrastructure**
   Strong financial management is required through a deep understanding of Group capital needs over coming years to achieve balance between sustainable dividends, asset quality, resilience and growth.

3. **Build shared understanding of commercial risks and opportunities across the portfolio**
   This is inherent to navigating the challenge we face in balancing financial returns with a long-term view of evolving infrastructure threats and needs to best serve our communities now and into the future.

4. **Protect our Natural capital as part of our commitment to kaitiaki**
   CCHL is committed to Council's targets to reduce emissions in Christchurch and the district, and this is reflected in the Group's Climate Strategy and a focus on fulfilling our climate-reporting obligations.

5. **Prioritise people and impact with a focus on health and safety, equity, diversity and inclusion**
   Uphold our commitment as a good employer and honour the communities we are connected with across the Group, through CCHL's Impact programme.

Underpinning our progress is CCHL's performance measures, structured by our integrated reporting framework encompassing four capitals (Financial, Intellectual, Social, and Natural) as outlined in this document.

CCHL is focused on delivering the outcomes requested by Council for FY26, on behalf of the city. Our commitment in this Statement of Intent affirms our alignment in purpose to support thriving communities, now and into the future.



Our performance commitments

Ō mātou takohanga whakatutukinga

Financial

Objective	How	Targets / Projections	2026	2027	2028
Long term value creation, stability, and improving returns over time	Sustainable dividends paid to the shareholder	Dividends ($m)	65	65	66
	Growing returns and maintaining balance sheet strength	Earnings before interest, tax,depreciation, amortisation and impairment ($m)	509	551	600
		Net profit after tax ($m)	131	146	167
		Return on capital (%)	5.9%	6.1%	6.5%
		Return on equity (%)	4.6%	5.0%	5.5%
		Debt to EBITDA (times)	5.0	4.8	4.6
		Shareholders' funds/total assets (%)	45.8%	45.7%	45.6%
	Ensuring CCHL maintains its interest cover requirements	Parent interest cover ratio covenant >1.5x (EBIT/interest)	2.5	2.7	3.0
	Effective monitoring and meaningful reporting	Assess portfolio performance by undertaking annual benchmarking and report this to the Board	Achieved/not achieved		
		Quarterly portfolio reporting to Council	Achieved/not achieved		

Intellectual

Objective	How	Target / KPI
Development of diversity in leadership	Successful delivery of Te Puna Manawa – CCHL Women's Leadership Development Programme	100% of participants recommend programme to others
Diverse, high performing boards across CCHL Group	Robust appointment process, through strategic recruitment and succession planning of boards of directors	A 40/40/20 male/female/any ratio Directors' skills matrix reported and reviewed annually
Development of future governance skills and expertise in Christchurch	Through the CCHL Associate Director Programme	Associate Directors (7) appointed across the CCHL Group

Social

Objective	How	Target / KPI
Continued improvement in health and safety	Health and safety-focused organisational culture Clear process for each subsidiary for management and mitigation of organisational risk	Quarterly subsidiary near miss reporting to CCHL Zero serious harm incidents across the group
A strong social license to operate	To understand the issues most important to its stakeholders CCHL companies will deliberately engage with a wide range of stakeholders	CCHL and each subsidiary will hold a current stakeholder engagement plan Materiality matrix completed by subsidiaries and reported to CCHL (6)
	Honour Te Titiri o Waitangi and enhance partnerships with mana whenua	Deliver programme of work to enhance cultural understanding and competency of the CCHL Group
Demonstrable progress on gender, diversity and equity	Progress towards gender diversity ratio across all employees of 40:40:20	1% more female across the CCHL Group on prior year
	Reduce the Gender Pay Gap for the CCHL group	Progress towards goal of at least 1% p.a. across the CCHL Group
	All CCHL subsidiaries publicly report their Gender Pay Gap and provide their action plan to close any gap	Subsidiaries publicly report their gender pay gap (6)
Strong employee engagement and culture	Subsidiaries to undertake a regular (at least annual) staff engagement assessment	Subsidiary staff engagement outcomes reported to CCHL (6)

Natural

Objective	How	Target / KPI
Tangible climate action	Robust measurement of scope 1, 2 and material scope 3 emissions across the Group Risk assessment of scenarios to test the resilience of the current strategy Ongoing investigation into alternative technologies, operating procedures and asset upgrades	Scope 1 and 2 emissions reductions targets are set across CCHL align with Council's interim target Climate report is published informed by consistent, accurate and timely data and subsidiary reporting Each subsidiary (6) has an emissions reduction plan in accordance with the targets
Transparent reporting of social and environmental outcomes	Monitor a range of performance data aligned with UN Sustainable Development Goals	Evidence-based integrated report
	Align to UN Principles of Responsible Investment (UNPRI)	Become a signatory to UNPRI
Identify long term environmental enhancement opportunities	Recognise environmental impacts, assets, indicators and mitigation/	Coordinated approach to nature and biodiversity outcomes making use of international frameworks

Corporate Governance
Te anga o te mana urungi ā-rangatōpū

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

Role of the Board of Directors

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

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

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

The Chair conducts a board effectiveness review with the board biennially.



Responsibility to shareholders
Te haepapa ki ngā kaiwhaipānga

Statement of Intent

In accordance with the LGA, the company submits a draft SOI for the coming financial year for consideration by CCHL's shareholder, the Council.

The SOI sets out the company's overall objectives, intentions and financial and performance targets.

Information flows

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

CCHL will provide quarterly updates to Council on SOI performance.

Board composition and fees

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

All Councillor directors are required to retire by rotation within three months following the triennial local government elections, but are eligible to be re-appointed. Where there are four or more independent directors, two of those directors must retire by rotation annually, but may offer themselves for re-appointment.

Appointments to CCHL are made in accordance with Council policy on Appointment and Remuneration of Directors' to Council Organisations. Fees for the CCHL board and all subsidiary boards are set triennially.

In relation to the CCHL board fees, CCHL recommends fee levels to Council, based on commercial norms, but reflecting a public service element. In relation to subsidiary board fees, CCHL will approve the board fees, based on commercial norms, but discounted to reflect a public service element.

The CCHL board generally meets on a six-weekly basis.

Board committees

Audit and Risk Management Committee (ARMC)

The responsibilities of the ARMC include reviewing the company's accounting policies, treasury policy, reporting practices, financial statements, managing the debt capital market programme and oversight of CCHL's sustainable finance programme.

The committee will also consider external audit reports, audit relationship matters and fees, and risk management issues. The CCHL Chair cannot be the Chair of the ARMC.

CCHL acknowledges the importance of independence on ARMC and has appointed a Chair who is not a current director of the company.

Governance and Appointments Committee (GAC)

The GAC is responsible for recommending new and renewals of Chair and director appointments to the subsidiaries.

Impact Committee

The Impact Committee was established in 2023 to advise the board on CCHL's strategies, policies and practices in relation to the Group's approach to Environmental, Social and Governance (ESG) issues, including external reporting on those areas.

Other committees

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

Remuneration policy

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

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

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

Subsidiary companies

Monitoring

Each subsidiary submits its own draft SOI annually for review by CCHL and sharing with Council for their consideration.

Representatives of the subsidiary board and management meet with CCHL regularly, to discuss the company's strategic direction, performance, and any significant issues that arise, including the content of CCHL's Letter of Expectation to subsidiary companies.

The board also receives other reports as are necessary to perform its monitoring function.

Board appointments

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

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

NZX listing rules

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

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

Distributions to shareholder

The CCHL Board will pay dividends to the shareholder subject to the requirement to meeting the solvency requirements of the Companies Act 1993.

CCHL's distribution strategy is based off consideration of the following key factors:

- Financial performance, actual and projected
- Maintaining balance sheet strength
- Supporting maintenance of CCHL's credit rating
- Consideration of subsidiary needs (climate action) that may require shareholder capital
- Meeting Council's needs
- Achieving a long-term sustainable dividend profile
- Potential new investment opportunities
- Meeting dividend projections

CCHL will typically target dividends in a range of 60%-90% of CCHL Parent NPAT depending on the key factors noted above.

The Board's forecast dividend payments are as follows:

Forecast Dividend Payments	FY26	FY26	FY28
Ordinary dividend ($ million)	$65m	$65m	$66m

CCHL will advise Council on a 'no surprises' basis in the event of any material change in CCHL's expected dividend profile.

Statutory information requirements

CCHL will provide an annual SOI in accordance with Section 64(1) of the Local Government Act 2002.

CCHL will submit an annual report within three months of each year end to the market and its shareholder, noting the five business day allowance provided by NZX listing rule 3.5.3.

The annual report will include audited financial statements and commentary to permit an informed assessment of the company's performance and financial position during the reporting period, and to comply with the requirements of the Companies Act, Financial Reporting Act, Financial Markets Authority and the NZX listing rules.

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

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

The company will provide regular updates to the shareholder on its activities and that of the subsidiary companies.

It will operate on a 'no surprises' basis in respect of significant shareholder-related matters, to the fullest extent possible in the context of commercial sensitivity, confidentiality agreements and NZX listing continuous disclosure requirements.

Acquisition / divestment policy

CCHL

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

Subsidiary of CCHL

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

If the transaction is a major transaction (as defined by the Companies Act), CCHL will consider the proposal, and as the shareholder of the subsidiary, CCHL is required to either approve or not approve the transaction. CCHL will consult with Council, prior to determining whether or not to approve the proposed transaction.

- If the transaction is material, but not a major transaction, CCHL will request that the subsidiary companies consult with CCHL prior to entering into the proposed transaction, and CCHL will inform Council under the "no surprises" policy.
- If the transaction otherwise requires shareholder approval from CCHL, CCHL will assess the transaction and determine whether or not to approve it, and CCHL will keep Council informed under the "no surprises" policy.
- Before a Council controlled organisation makes a decision that may significantly affect land or a body of water, it must take into account the relationship of Māori and it's culture and traditions with its ancestral lands, water, sites, wāhi tapu, valued flora and fauna, and other taonga.

Activities for which compensation is sought from any local authority

Currently there are no activities for which compensation will be sought from any local authority. Council has a contingent liability up to $1.5 billion in respect of uncalled issued capital in CCHL.

There is no current intention to make a call on any uncalled capital.

Commercial value of shareholder's investment

Council's investment in CCHL and the subsidiary companies was valued at over $3.4 billion in June 2024. This valuation is updated annually based on independent advice.

Christchurch City Council

Item 12

Attachment A

Christchurch City Holdings Limited

A wholly owned subsidiary of Christchurch City Council

+64 3 941 6530
info@cchl.co.nz

PO Box 1151
Christchurch 8140
New Zealand

Christchurch
City Holdings
Limited

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PO Box 1151
Christchurch 8140
New Zealand

+64 3 941 8475
www.cchl.co.nz

30 June 2025

Mary Richardson
Chief Executive
Christchurch City Council

By email

Tēnā koe Mary

FINAL STATEMENT OF INTENT FOR YEAR ENDING 30 JUNE 2026

Please find attached a final copy of the CCHL Statement of Intent for the Year Ending 30 June 2025 (SOI) which was approved by the CCHL Board on 23 June 2025.

Following the Council's review of CCHL's draft SOI for 2025/26 at the 30 April 2025 Finance and Performance Committee meeting and Council's Draft Statement of Intent 2025/26 letter dated 30 April 2025, CCHL has further updated its draft SOI to reflect comments from that session and letter.

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

Final SOIs
Final SOIs from CCHL and its subsidiaries (listed below) are attached, meeting the statutory deadline of 30 June 2025.

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

Group Financial Performance Targets
The tables below reflect the differences between the draft and final SOIs.

Group	Final	Draft	Var	Final	Draft	Var	Final	Draft	Var
	FY26			FY27			FY28		
EBITDA ($m)	509	498	11	551	548	3	600	604	-4
NPAT ($m)	131	123	8	146	146	-0	167	172	-4
Debt / EBITDA (times)	5.0	5.2	-0.2	4.8	5.0	-0.2	4.6	4.7	-0.1
Return on Capital (%)	5.9	5.7	0.2	6.1	6.2	-0.1	6.5	6.8	-0.3
Return on Equity (%)	4.6	4.4	0.3	5.0	5.1	-0.1	5.5	5.8	-0.3
Shareholders' funds/total assets (%)	46	45	0	46	45	1	46	45	1

Parent	Final	Draft	Var	Final	Draft	Var	Final	Draft	Var
	FY26			FY27			FY28		
Dividends to Council	65	65	0	65	65	0	66	66	0

The increase in EBITDA and NPAT in FY26 is largely due to Orion, as their financial forecast was revised after the completion of the draft CCHL SOI. Enable have slightly weaker forecasts than originally presented due to market conditions.

Movement in NPAT $m (Draft v Final FY26 Forecast)			
	FY26	FY27	FY28
Orion	6	-1	-7
CIAL	1	1	1
LPC	0	0	0
Enable	0	-2	-3
Citycare	1	1	3
EcoCentral	-1	0	1
Parent	1	1	1
Total Increase/(Decrease)	**8**	**0**	**-4**

We are pleased to confirm the dividends for the SOI period (FY26 -FY28), as previously advised to Council, remain unchanged. Should there be any change to our expectations in this respect we will be in contact at the earliest opportunity.

CCHL Non-financial Performance Targets
In response to Council's feedback amendments have been made to the Draft SOI. The substantive changes made to our performance commitments are listed below.

Intellectual - Inclusion of leadership development programme as this better aligns with the intellectual capital description (previously under "Social" capital).

Social – In response to Council's feedback, a KPI has been added to allow CCHL to better understand and communicate Group staff engagement and culture.

Objective	How	Target/KPI
Strong employee engagement and culture	Subsidiaries to undertake a regular (at least annual) staff engagement assessment	Subsidiary staff engagement outcomes reported to CCHL (6)

Natural – Inclusion of an additional KPI demonstrate CCHL's commitment to transparent reporting.

Objective	How	Target/KPI
Transparent reporting of social and environmental outcomes	Align to UN Principles of Responsible Investment (UNPRI)	Become a signatory to UNPRI

CCHL are committed to the Group's transition to a healthier environment and low-emission economy. CCHL acknowledge their leadership role in achieving greenhouse gas emissions reductions and will continue to work closely with the Group and Council staff to achieve Council's carbon emission reduction targets. The "Responsible Ownership Strategies" have been amended to reflect this.

If you require any further clarification please do not hesitate to contact us.

Ngā mihi nui

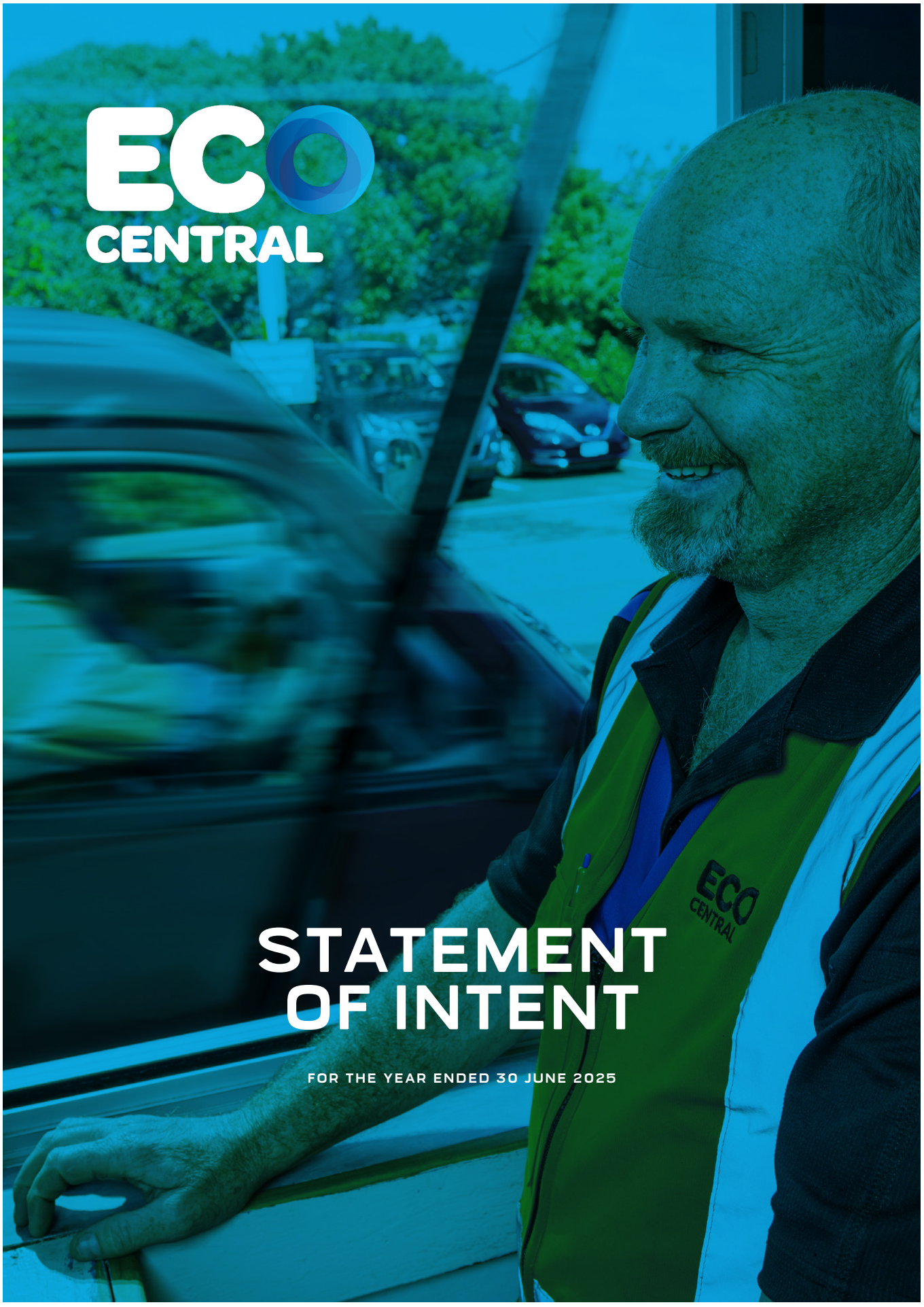


Matthew Slater
Chief Executive
CHRISTCHURCH CITY HOLDINGS LIMITED

cc: Bryan Pearson, CCHL Chair

Attachments:
- CCHL-SOI-2026 Final
- Combined Subsidiary SOI Final FY26

Christchurch City Council

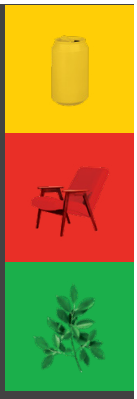


STATEMENT OF INTENT

FOR THE YEAR ENDED 30 JUNE 2025

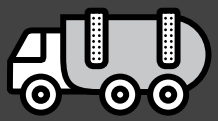

SORT
SHOP
DROP

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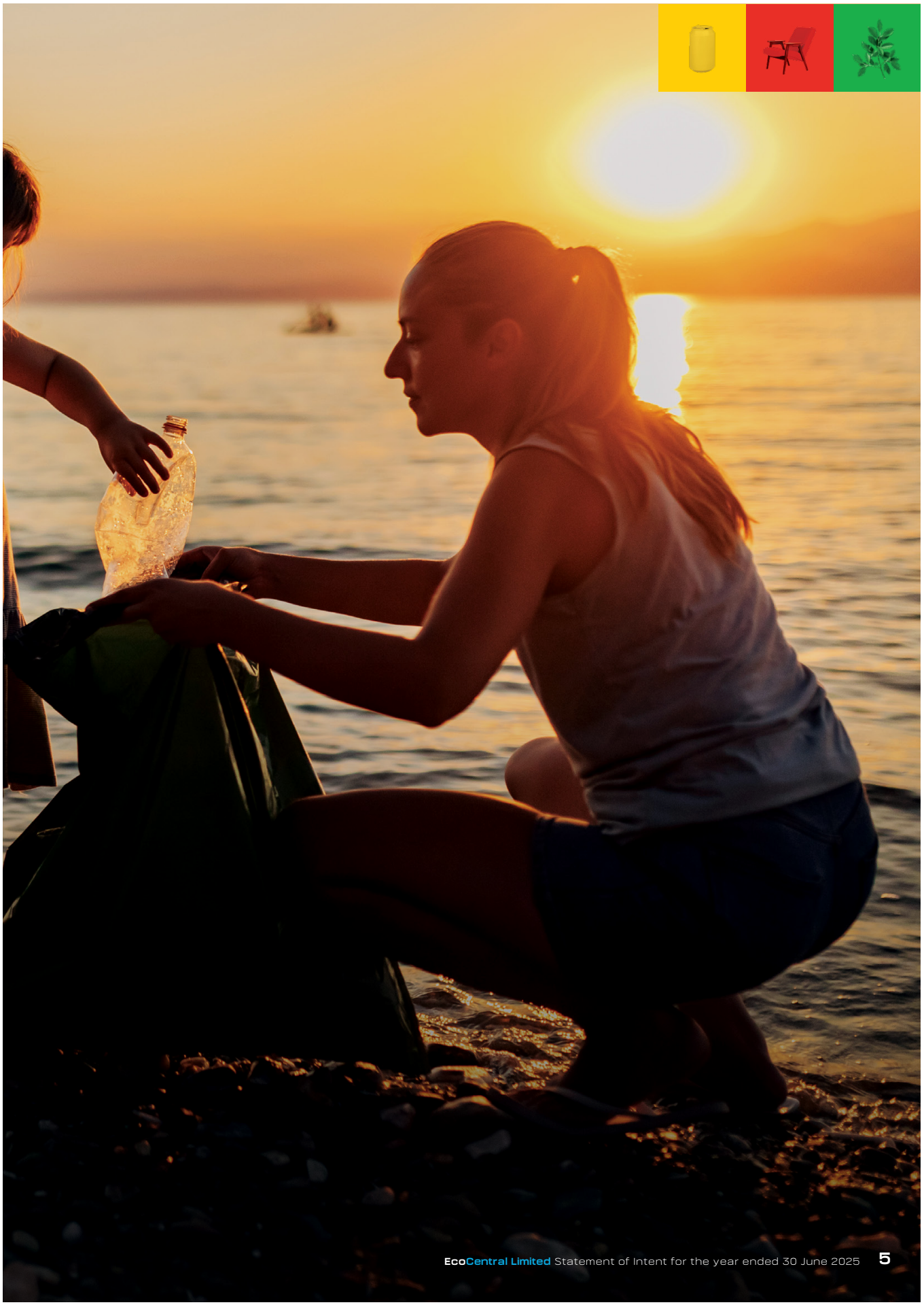




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ECO
CENTRAL
STATEMENT
OF INTENT
4 EcoCentral Limited Statement of Intent for the year ended 30 June 2025



1. INTRODUCTION

This Statement of Intent (SOI) is prepared in accordance with Section 64(1) of the Local Government Act 2002 (LGA).

The SOI specifies for EcoCentral Limited (ECL), the objectives, the nature and scope of the activities to be undertaken, and the performance targets and other measures by which the performance of the company may be judged in relation to its objectives, amongst other requirements.

The process of negotiation and determination of an acceptable SOI is a public and legally required expression of the accountability relationship between the company and its Shareholder, Christchurch City Holdings Limited (CCHL) and its ultimate owner, being the Christchurch City Council (CCC).

ECL is made up of three divisions:

ECO SORT



The Materials Recovery Facility (MRF) that the Company owns and operates at Parkhouse Road. It processes recyclable materials collected from the wider Canterbury region such as paper, glass, plastics and metals and then sells the output product commercially to external parties.

ECO DROP



ECL is contracted to operate the three solid waste transfer stations at Parkhouse Road, Metro Place, and Styx Mill Road on behalf of CCC. The facilities are open to the public, along with commercial customers, for the disposal of most household waste and commercial general waste. At each of the EcoDrops there are also Resource Recovery Centres where residential customers can drop off items for reuse.

ECO SHOP



This provides a reuse retail warehouse which runs in conjunction with the EcoDrop Resource Recovery Centres. All types of previously-owned goods are collected from EcoDrops, carefully sorted, priced and then sold to the public at our location on Blenheim Road.

The SOI is reviewed annually with CCHL and CCC covering a three-year period. ECL is a Council-Controlled Trading Organisation (CCTO) for purposes of the Local Government Act 2002.



2. CONTACT DETAILS

Address and Registered office:
Ground Floor, 9 Baigent Way,
Middleton, Christchurch 8442

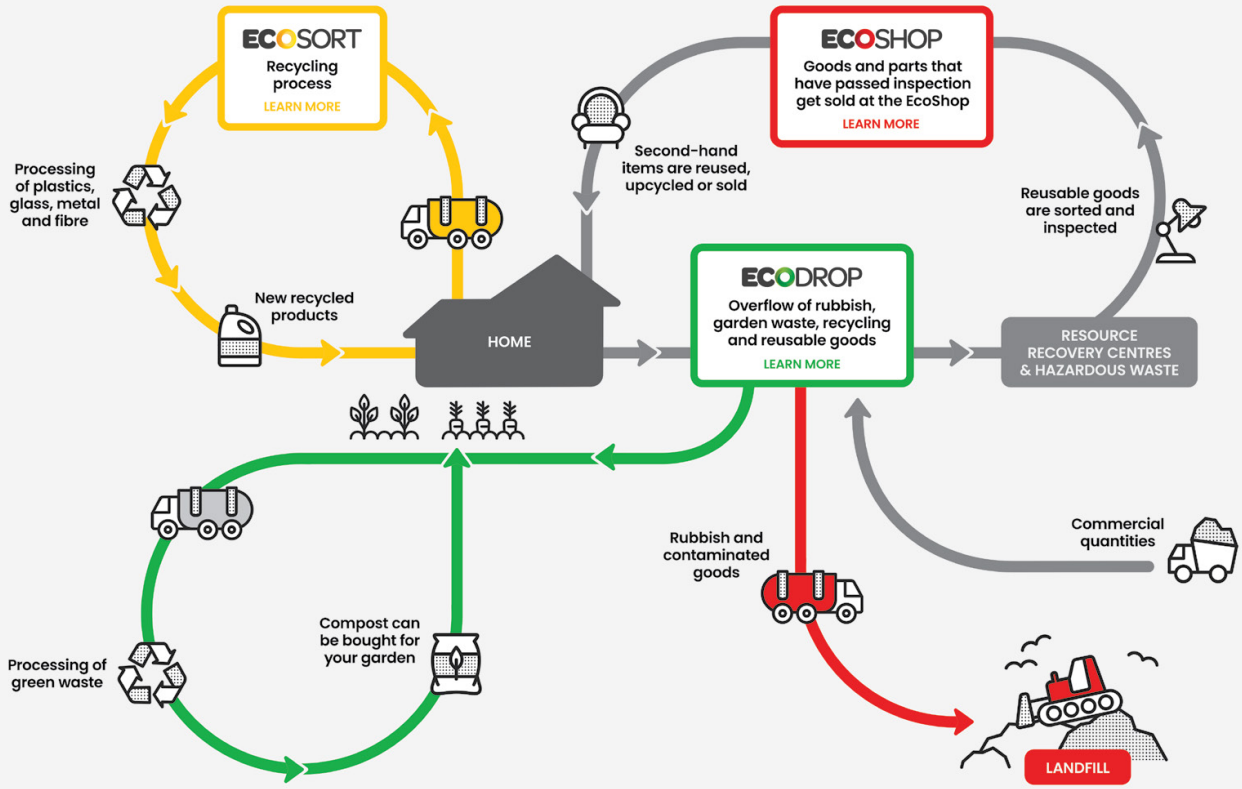
Directors
Mark Jordan (Chair)
Sinead Horgan
Ben Reed
Mark Christensen

Chief Executive Officer
Craig Downie

Telephone
03 336 0080

Email
admin@ecocentral.co.nz

Website
www.ecocentral.co.nz



3. MISSION

To lead and support best practice waste minimisation and provide enduring refuse and recycling services for South Island and New Zealand councils, businesses and communities.



SORT



ECO SORT

AUTOMATED RECYCLING

Where the Yellow Bin recycling from Canterbury region is sorted, baled and sold as reclaimed material

4. OBJECTIVES

ECL is responsible for the operation of the EcoSort (Materials Recovery Facility) and the refuse and recycling EcoDrops, which includes drop-off centres that assist in the handling, separating and disposal of all waste types. These facilities receive refuse and provide recycling collection options throughout the city for both households and commercial premises.

Additionally, ECL operates the EcoShop on 191 Blenheim Road. This facility receives reusable material from the EcoDrops and other sources, then prepares that material for sale and retails it to the public. This thereby diverts that material from landfill, supporting the circular economy.

The objectives of ECL are:

FACILITY OBJECTIVES

- To receive and process a high proportion of controlled waste into usable resources, with a target of minimising the residual waste to landfill.
- To ensure that the EcoSort, EcoShop and EcoDrops are available and fully operational throughout the entire year to achieve this objective.

ENVIRONMENTAL OBJECTIVES

- To encourage sustainable resource use and provide facilities to divert waste from the landfill that can be economically converted into resources and products that can be reused with minimal environmental impact.
- To support CCHL and the Sustainability Working Group's carbon reduction goals by reducing the Company's carbon footprint and implementing our sustainability strategy to support CCC's plan to be carbon neutral by 2030.
- To operate all facilities in compliance with consents governing their operation.

ECONOMIC OBJECTIVES

- Ensure that the operation is run in a cost-effective manner, returning an annual profit that translates into a dividend being paid back to the shareholder.
- To provide sound strategic and financial planning to ensure that capacity is available to meet the recycling processing needs of Christchurch City and the wider Canterbury region in a commercially viable manner.

SOCIAL OBJECTIVES

- To protect and ensure the safety and wellbeing of all staff, customers and contractors visiting our sites by driving a safety focused culture, adopting best-practice processes and equipment available to the industry.
- To maintain and advance initiatives that promote the improvement of gender equality, diversity and inclusion within the business.
- To provide safe and clean facilities for staff, contractors and customers at all times.
- To train and upskill our staff, to pay at least the Living Wage and to provide meaningful career pathway opportunities.
- To inform, empower and encourage the community in their recycling activities.
- To give back to the local community via the EcoShop, providing reusable household goods and packages for social housing enterprises and supporting community groups where appropriate.

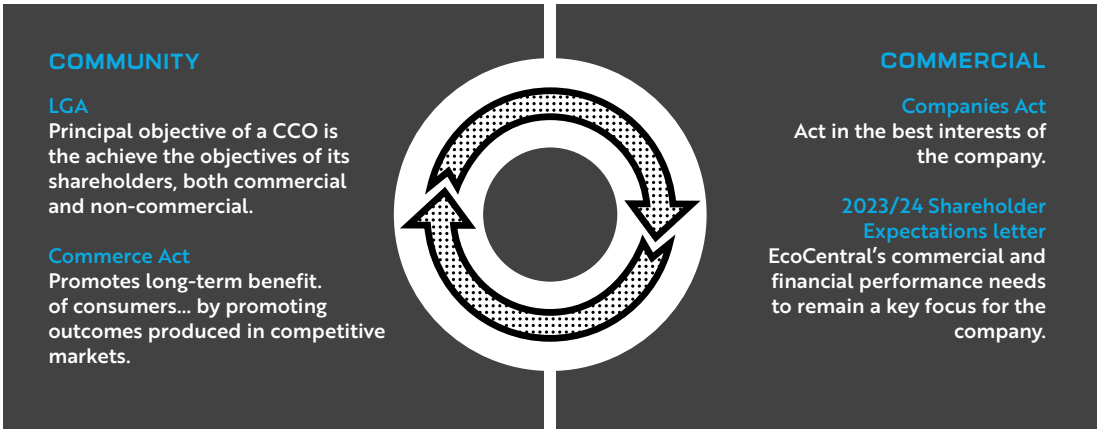






COMMUNITY AND COMMERCIAL TRADE-OFFS

One of the challenges embedded within ECL's ownership structure, particularly with its ultimate public ownership, is the need to balance community and commercial outcomes. The following chart has been developed to acknowledge the company's ongoing need to manage this balance.















5. KEY INITIATIVES AND INNOVATION

A resilient ECL is a key part of a waste and resource recovery system that minimises waste generation, maximises resource recovery, and works towards zero waste going to landfill. ECL's resilience is inherent in its commitment to continuous improvement through innovation and the introduction of new processes and technologies that improve the efficiency of the waste stream. ECL is aware of the essential service it provides Christchurch City and surrounding councils, and the need to ensure a stable, future focused waste minimisation business.

Waste and recycling continues to undergo global change and ECL recognises that it must respond by having processes in place to manage the risks associated with exporting product overseas and continually looking to identify and adopt, or partner in new technologies that will benefit ECL, CCHL and the wider Canterbury region.

ECL key initiatives and innovation strategy will include the following:

INNOVATION AND INVESTMENT IN NEW TECHNOLOGY FOR RECYCLABLES

EcoCentral is committed to continuing to research innovative technologies and processes that enable EcoCentral to produce industry-leading, high quality recyclable commodities. The recently completed Materials Recycling Facility upgrade ensures ECL is well placed to build on this, developing increased domestic partnerships and added-value process solutions that reduce our dependance on export and imports while growing the domestic economy.

SUSTAINABILITY TARGETS AND CARBON FOOTPRINT REDUCTION

ECL acknowledges its obligations to assess and to manage its climate impact and to target carbon neutrality by 2030. As part of this ECL will commit to the following:

- Support the CCHL Group to develop Group-wide sustainability targets.
- Progressing the Carbon Reduction Plan to reduce its carbon footprint.
- Seek to identify other sustainability targets that it can report against.
- Focus on continuous improvement of the Company's activities to ensure efficient and economic utilisation of available resources.
- Focusing on opportunities to reduce EcoCentral's dependance on exporting communities by working with business and industry to identify and implement domestic solutions.
- Continue in its journey towards integrated reporting.

PUBLIC EDUCATION/MAINTAINING RECYCLING QUALITY

Contamination in the recycling streams poses a significant risk for ECL's continued ability to sell its recyclable commodities in the global markets. ECL will continue to respond to this risk by:

- Supporting its customers in their efforts to improve the quality of the recycling they collect and deliver to ECL. Identifying and rejecting contaminated loads being delivered to the MRF.
- Providing unbiased expert advice to Central and Local Government regarding innovation, future opportunities and risks to the recycling industry.
- Actively maintaining its website and social media platforms, using these facilities to deploy ECL's marketing and supporting CCCs public education strategies.

To assist CCC to deliver on its public education strategy, ECL will continue to build on its strategic partnership with public transport providers to remove financial barriers to schools participating in the CCC Learning Through Action, "A Waste of Time" education programme. Schools that meet qualifying criteria will have transport to the recycling programme provided to them at zero cost by ECL. This support to schools assists in promoting key waste reduction messages and improving recycling knowledge throughout the community.











PARTICIPATION ON NATIONAL ADVISORY BOARDS & SUPPORT TO CENTRAL GOVERNMENT WASTE INITIATIVES

ECL will actively engage in supporting Central Government waste minimisation initiatives. As part of this commitment, ECL will maintain Its involvement in a number of key advisory roles, with the key aims of seeking to improve recycling behaviours and enhancing the circular economy at a national level. These involvements include:

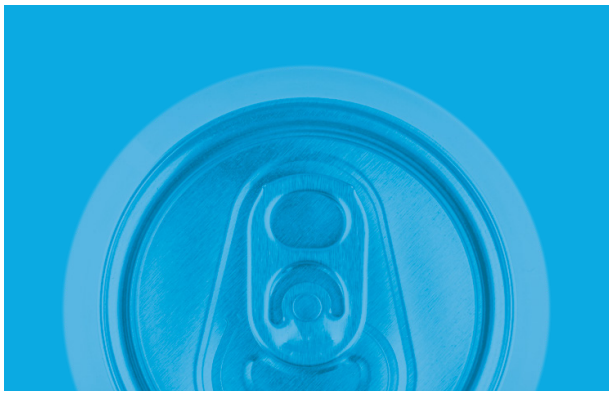
- Participation in the stewardship advisory group to WasteMINZ. This is aimed at holding suppliers to account for those products that are not easily recycled in the current environment. This includes such items as batteries, tyres and e-waste.
- Involvement with a collective of New Zealand-based recyclers providing guidance to the Ministry for the Environment on the proposed container return scheme.

LOW EMISSION VEHICLES

As a key priority within ECL's carbon reduction plan, ECL will ensure that suitable lower emission vehicles and machinery options are prioritised as part of procurement processes.

SUPPORTING CCHL'S CURRENT PROGRAMME OF WORK

ECL will actively support and engage in CCHL's current programme of work. This includes participation in the CCHL Group's Sustainability Working Group and aligning its objectives to CCHL's initiatives, including carbon reduction, honoring Te Tiriti o Waitangi, encouraging gender balance, diversity and inclusion.







6. NATURE AND SCOPE OF ACTIVITIES

ECL is a Council-Controlled Trading Organisation (CCTO) for the purposes of the Local Government Act 2002 and the Companies Act 1993.

ECL holds a contract with CCC to:

- Operate and maintain the EcoSort Materials Recovery Facility.
- Run the three CCC owned EcoDrops at Styx Mill Road, Metro Place and Parkhouse Road.

ECL also operates the EcoShop at 191 Blenheim Road, which receives material from the Resource Recycling Centres based at the EcoDrop sites. The EcoShop site is leased long term from a commercial third party.

ECL is regarded as a 'for profit' CCTO.

SHOP



ECO SHOP

THE SHOP WITH A CONSCIENCE

EcoShop is the retail outlet for reusable goods recovered from our three Resource Recovery Centres located at our EcoDrops

7. GOVERNANCE

ECL's Board of Directors is responsible for the corporate governance of the company. The Board and management are committed to ensuring the company operates to the recognised principles of best practice governance and adheres to high ethical standards.

This Statement presents an overview of the main corporate governance policies of the company.

ROLE OF THE BOARD OF DIRECTORS

The Board is responsible for the proper direction and control of the company's activities. The Board guides and monitors the business and affairs of the company on behalf of the shareholder, CCHL, to whom it is accountable. CCHL is in turn responsible to its shareholder, CCC.

The primary function of the Board is to ensure that the company meets its objectives and requirements as listed in the SOI. Additionally, the Board has obligations under the Local Government Act 2002 to deliver an annual Statement of Intent and relevant half-yearly and annual reports to the Shareholder.

All Directors endorse and are required to comply with the New Zealand Institute of Directors' Code of Proper Practice for Directors.

CONFLICT OF INTEREST

The Board is conscious of its obligations to ensure that Directors avoid conflicts of interest (both real and perceived) between the company and their interests. Where conflicts do exist, then the Directors concerned must disclose their interest, excuse themselves from any Board discussions and not receive any Board papers in respect of those interests.

BOARD COMPOSITION

The Directors of ECL are appointed by the shareholder, CCHL for terms of up to three years. Board membership currently consists of four non-executive directors.

The Board has delegated to the Chief Executive the day-to-day leadership and management of the company. The Chief Executive has formally delegated certain authorities to direct reports and has established a formal delegated authority framework for those direct reports to sub-delegate as appropriate.

The company may also make use of external advisors from time to time.

The Board is responsible for reviewing the company's accounting policies, reporting practices and resultant financial statements. It also considers external audit reports, audit relationship matters and fees as well as delegated authorities.

BOARD COMMITTEES

Audit & Risk Committee

Membership of the committee consists of at least two members of the Board. The committee is regulated by approved terms of reference that address membership, functions, responsibilities, authorities and reporting procedures. The committee is chaired by a director who is not the Board Chairman. The ECL Audit and Risk Committee monitors risk management processes, oversees the findings of external auditors and monitors legislative compliance.

Remuneration Committee

The Remuneration Committee is conducted by the full Board. The committee convenes at least annually to review the performance of the Chief Executive. The committee then makes recommendations on the Chief Executive's remuneration package. In considering the remuneration policy, the Company is especially conscious of its public responsibilities in the setting of remuneration for senior executives, which is closely managed by the Board and made publicly available via the annual report.

ECL ensures remuneration levels are set at responsible limits to enable the Company to attract and retain the people it needs to manage and operate its business.

HEALTH AND SAFETY

The issue of health & safety is deemed the responsibility of the full Board on a continuing basis.

CONTROLLING AND MANAGING RISK

The Board has a formal risk assessment framework identifying potential risks to the company and adopting appropriate mitigating measures to minimise or eliminate the risk.

8. PERFORMANCE TARGETS

FINANCIAL PERFORMANCE TARGETS

The financial performance targets for the company are as follows:

	2025 $'000	2026 $'000	2027 $'000
Total Revenue	54,963	56,553	58,190
EBITDA	7,809	8,363	8,941
NPAT	1,253	1,073	905
DEBT TO EBITDA	–	–	–
Return on Capital	18.9%	15.0%	11.9%

The forecast capital structure for the next three years is:

	2025 $'000	2026 $'000	2027 $'000
Equity	10,803	11,376	11,851
Debt	–	–	–
Shareholder Funds to Total Assets	33.4%	36.2%	42.6%











PERFORMANCE TARGETS

In addition to the above financial performance measures, ECL will use the following measures to assess its performance of the 2024/25 financial year:

CAPITAL	OBJECTIVE	HOW	TARGET
Intellectual	To improve performance through a demonstrable commitment to diversity, equity and engagement	A best practice gender diversity ratio Measure gender pay gap Measure by staff engagement index Annually report against these metrics	Develop retention and recruitment plan to achieve 40/40/20 male/female/any ratio Develop action plan to close gender pay gap by 2030 Improve staff engagement to achieve >72%
Social/Relationships	Continual improvement in health and safety	Through execution of an effective organisational health and safety plan Through inclusion of clear performance targets in all employment contracts and position descriptions Through proactive lead activity and training Through accurate measurement and timely reporting of health and safety metrics	Annual reduction in total recordable injury frequency rate <10 Zero serious harm incidents Zero workplace fatalities >150 Safe work observations Develop a board approved stakeholder engagement plan
	Effective stakeholder, iwi and community engagement	Understanding the issues most important to stakeholders and deliberately engage with them regularly as a matter of course	Develop (2024-25) and conduct (2025-26) regular stakeholder sentiment audits
Natural	Reduce greenhouse gas emissions Provide reduction activity data for reporting purposes	Develop and hold a business strategy to chart emissions reduction paths and climate resilience measures Develop and periodically review climate change scenario outcomes Capture and provide climate-related disclosure information to CCHL	YOY reduction in Scope 1 and Scope 2 greenhouse gas emissions
OPERATIONAL	**OBJECTIVE**		**MEASURE**
EcoDrop	Waste Minimisation		Divert >60,000 tonnes from landfill
EcoSort	Plastic & Fibre quality		>99.5% processing output purity (free from contamination)
EcoShop	Number of Customer sales		>130,000 per annum
Resource Recovery	Tonnes diverted from landfill		>6,500 tonnes

9. DISTRIBUTIONS

ECL will consider a dividend to the shareholder, CCHL from residual cash after operating cash flow is applied to necessary capital expenditure, finance costs and maintaining reserves sufficient to meet the company's future obligations. ECL recognises that a significant portion of its revenues are susceptible to commodity and foreign exchange price fluctuations. For this reason, the Directors consider it prudent for the company to maintain cash reserves and/or borrowing capacity to ensure the company can withstand unfavourable short-term commodity and foreign exchange movements. The dividends payable to the shareholder, CCHL will be determined by the ECL Board after consideration of the company's funding requirements and the requirement to meet the solvency test under the provisions of the Companies Act 1993.

The normal dividend policy is to forecast payments of one instalment in October of each financial year.

	2025 $'000	2026 $'000	2027 $'000
Dividend Paid	1,000	500	430

10. INFORMATION TO BE PROVIDED TO THE SHAREHOLDER

An annual report will be submitted to the Shareholder. The annual report will include audited financial statements and such other details as are necessary to permit an informed assessment of the company's performance and financial position during the reporting period.

ECL will provide regular updates to the shareholder on the ongoing performance of the entity which may include financial, strategic, risk and operational updates for any given period.

Half-yearly reports will also be provided to the Shareholder. These reports will contain unaudited information and comply with NZ IAS 34.

Annual reports will be produced and will provide:

- a comparison of the performance of ECL with the statement of intent; and
- an explanation of any material variances between that performance and the statement of intent.

The statement of intent will be submitted to the Shareholder for consultation annually, as required by the Local Government Act 2002. The Directors will include any other information they consider appropriate. Where it is appropriate, revised forecasts will be submitted to the Shareholder.

The company will operate on a "no surprises" basis in respect of significant Shareholder-related matters, to the extent possible in the context of commercial sensitivity and confidentiality obligations.

The company will provide information requested by the Shareholder in accordance with the requirements of the Local Government Act 2002.

As part of the Shareholder's initiative to narrow the gap between the highest and lowest remuneration levels across the CCHL Group, ECL will continue to provide annual reporting on the average remuneration for the highest paid 10% of employees compared to the average remuneration for the lowest paid 10% of employees.

ECL will also provide regular updates to the Shareholder of its progress in maintaining a Living Wage for all direct employees.

DROP



ECO DROP

TRANSFER STATIONS

around Christchurch accepting waste and recyclables
from both domestic and commercial customers

11. ACQUISITION AND DIVESTMENT POLICY

The subscription or acquisition of securities in any company or organisation, or a divestment of part of the existing business, will only be considered where it is consistent with the long-term commercial objectives of ECL.

When the subscription, acquisition or divestment is considered by Directors to be significant to the company's business operations, it will be subject to consultation with the Shareholder. Any significant investment or acquisition is subject to a post investment review.

12. COMPENSATION SOUGHT FROM LOCAL AUTHORITY

At the request of the Shareholder, the Company may undertake activities that are not consistent with normal commercial objectives. Specific financial arrangements will be entered into to meet the full commercial cost of providing such activities.

Currently, no such activities are undertaken or envisaged.

13. COMMUNITY FOCUS

EcoCentral places significant importance on community engagement, community good and customer service excellence. Through its stewardship of Council resources, ECL plans to deliver the following to the local community:

- Working to maximise resource recovery and reuse.
- Management of infrastructure, assets and resources in a way that supports economic growth of the city, providing employment for local staff, supporting sustainable waste minimisation initiatives and seeking additional waste diversion opportunities.
- Ensuring infrastructure, assets and financial resources are well-managed and used efficiently.
- Identifying partnering opportunities to support educational outcomes to increase recycling in the community.
- Demonstrate environmental leadership by using infrastructure, assets and resources in a sustainable manner which values natural resources and aims to reduce waste to landfill.
- Support of local community groups and social enterprises for the benefit of all residents.

14. RECOGNITION OF THE TREATY OF WAITANGI

Te Tiriti o Waitangi (The Treaty of Waitangi) is the founding document of Aotearoa (New Zealand). It defines the relationship between tangata whenua and the Crown and provides a basis for all citizens to live and belong here.

Recognition of Te Tiriti is an important part of working effectively within the communities we serve and the iwi stakeholders we engage with as ECL.

15. SUSTAINABLE BUSINESS PRACTICES

ECL will continue to pursue opportunities to innovate and improve efficiency within the EcoSort plant as equipment upgrades occur, considering better energy consumption and efficiency. The pursuit of sustainable, reliable alternative mobile plant – including electric and other fuel options – will be part of the annual capital review programme for the Company, supporting the extensive changes already achieved in this area to date.

ECL will continue to actively manage the sale of its recyclable commodities, to assure that all exported material is handled in an ethical and sustainable manner.

16. INNOVATIVE/DISRUPTIVE AND NEW TECHNOLOGIES

ECL will continue to seek further opportunities to utilise technology and engineering improvements to enhance the efficiency, productivity and customer experience across its business. It will also consider the opportunity to incorporate emerging technologies that expand recycling solutions and improve output quality.

17. ESTIMATE OF COMMERCIAL VALUE

The Board estimates the commercial value of ECL to be at least that which is stated as shareholders' equity in the Company's audited financial statements.

18. ACCOUNTING POLICIES

ECL has adopted accounting policies that are consistent with New Zealand International Financial Reporting Standards, and generally accepted accounting practice. The detailed accounting policies are available in our most recent annual report as published on Christchurch City Holdings' website.

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


ECO CENTRAL
NON-STI*KERED BOOKS
$1.00
22 EcoCentral Limited Statement of Intent for the year ended 30 June 2025

Christchurch City Council

Attachment C Item 12




ECO
CENTRAL
ECOCENTRAL.CO.NZ

29th May 2025

Alice Johnson
Portfolio Manager
Christchurch City Holdings Ltd
PO Box 73016
Christchurch 8140

Dear Alice,

RE: FORMAL NOTICE OF PROPOSED CHANGE TO ECOCENTRAL'S STATEMENT OF INTENT FOR THE YEAR ENDING 30 JUNE 2025

Following discussions with Audit New Zealand and EcoCentral's Audit and Risk Committee, and in accordance with Schedule 8 of the Local Government Act 2002, EcoCentral Limited hereby provides formal written notice to Christchurch City Holdings Limited (CCHL) of a proposed change to its Statement of Intent (SOI) for the year ending 30 June 2025.

The proposed change relates to the greenhouse gas emissions performance target on page 17 of the current SOI. The current target reads:

CAPITAL	OBJECTIVE	HOW	TARGET
Natural	Reduce greenhouse gas emissions Provide reduction activity data for reporting purposes	Develop and hold a business strategy to chart emissions reduction paths and climate resilience measures Develop and periodically review climate change scenario outcomes Capture and provide climate-related disclosure information to CCHL	YOY reduction in greenhouse gas emissions intensity (per ton handled)

We propose to amend the target to read:

CAPITAL	OBJECTIVE	HOW	TARGET
Natural	Reduce greenhouse gas emissions Provide reduction activity data for reporting purposes	Develop and hold a business strategy to chart emissions reduction paths and climate resilience measures Develop and periodically review climate change scenario outcomes Capture and provide climate-related disclosure information to CCHL	YOY reduction in Scope 1 and Scope 2 greenhouse gas emissions

This change is intended to mitigate the risk of a qualified audit opinion due to the current limitations, particularly in our ability to accurately measure tonnes handled at the EcoShop. The revised target will also help avoid additional audit costs (estimated up to $10,000) and ensure that audit and reporting timeframes are met as planned.

The EcoCentral Board has reviewed and supports this proposed amendment.

EcoCentral Limited. Ground floor, 9 Baigent Way, Middleton, Christchurch, 8024, New Zealand. T: +64 3 336 0080 F: +64 3 342 4578
PO Box 6320, Upper Riccarton, Christchurch, 8442, New Zealand

We respectfully request that CCHL consider this proposed change and provide any comments or confirmation of acceptance by Friday, 27 June 2025.

Please find attached the amended SOI reflecting the proposed change.

Should you require any further information or wish to discuss this matter, please do not hesitate to contact me.

Yours sincerely

Vaughan Whitehead
Chief Financial Officer

EcoCentral Limited. Ground floor, 9 Baigent Way, Middleton, Christchurch, 8024, New Zealand. T: +64 3 336 0080 F: +64 3 342 4578
PO Box 6320, Upper Riccarton, Christchurch, 8442, New Zealand

Christchurch City Holdings Limited

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

+64 3 941 8475
www.cchl.co.nz

24 June 2025

Vaughan Whitehead
Chief Financial Officer
EcoCentral

By email: Vaughan.Whitehead@ecocentral.co.nz

Tēnā koe Vaughan,

AMENDED FY25 STATEMENT OF INTENT – SHAREHOLDER ACCEPTENCE

The CCHL Board and Christchurch City Council (as the ultimate shareholder) have received and reviewed your amended SOI for FY25 (for the year ending 30 June 2025) and supporting letter dated 29 May 2025.

This letter confirms that CCHL has considered and agrees with the proposed amendment of the FY25 SOI and has no other comments.

The amended FY25 SOI will be made available on CCHL and Council websites. EcoCentral should report performance against the revised SOI going forward.

Ngā mihi nui
CHRISTCHURCH CITY HOLDINGS LIMITED

Matthew Slater
Chief Executive Officer

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 - 25 JUNE 2025			REFER TO THE PREVIOUS PUBLIC EXCLUDED REASON IN THE AGENDAS FOR THESE MEETINGS.	
15.	CHRISTCHURCH CITY HOLDINGS LTD - REAPPOINTMENT OF DIRECTORS TO CCO BOARDS	S7(2)(A)	PROTECTION OF PRIVACY OF NATURAL PERSONS	TO PROTECT THE REPUTATIONS OF THE CANDIDATES WHICH IS GREATER THAN THE PUBLIC INTEREST.	31 JULY 2025 AS SOON AS THE APPOINTMENTS ARE APPROVED BY THE COUNCIL AND THE CANDIDATES ARE NOTIFIED.
16.	ŌTAUTAHI CHRISTCHURCH ORGANICS PROCESSING FACILITY OPERATING COST	S7(2)(B)(II), S7(2)(C)(I)	PREJUDICE COMMERCIAL POSITION, PROTECTION OF SOURCE OF INFORMATION	THE INFORMATION IN THIS REPORT IS COMMERCIALLY SENSITIVE AND SUBJECT TO AN OBLIGATION OF CONFIDENCE WHICH OUTWEIGHS THE PUBLIC INTEREST.	30 JUNE 2027 AT COMPLETION OF PROCUREMENT PROCESS AND ON ADVICE FROM THE HEAD OF PROCUREMENT AND THE GENERAL COUNSEL / DIRECTOR OF LEGAL & DEMOCRATIC SERVICES.

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

Actions Register Ngā Mahinga

When decisions are made at meetings, these are assigned to staff as **actions** to implement. The following lists detail any actions from this meeting that were:

- Open at the time the agenda was generated.
- Closed since the last ordinary meeting agenda was generated.

Open Actions Ngā Mahinga Tuwhera

No open actions were remaining at the time the agenda was generated.

Actions Closed Since the Last Meeting Ngā Mahinga kua Tutuki nō Tērā Hui

No actions were closed since the last ordinary meeting.