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## Finance and Performance Committee

### AGENDA

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#### Notice of Meeting Te Pānui o te Hui:

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

**Date:** Wednesday 17 December 2025  
**Time:** 9.30 am  
**Venue:** Camellia Chambers, Civic Offices,  
53 Hereford Street, Christchurch

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#### Membership

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

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**11 December 2025**

#### Principal Advisor

Bede Carran  
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#### Meeting Advisor

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**Website:** [www.ccc.govt.nz](http://www.ccc.govt.nz)

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



# What is important to us?

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

## Our focus this Council term 2022–2025

### Strategic Priorities



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



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



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

Adopted by the Council on 5 April 2023



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



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



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

## Our goals for this Long Term Plan 2024–2034

### Draft Community Outcomes



**Collaborative and confident**

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



**Green and liveable**

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

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



**A cultural powerhouse**

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



**Thriving and prosperous**

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

## Our intergenerational vision

A place of opportunity for all.

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



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

## Finance and Performance Committee of the Whole - Terms of Reference / Ngā Ārahina Mahinga

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<b>Chair</b>	Councillor MacDonald
<b>Deputy Chair</b>	Councillor McLellan
<b>Membership</b>	The Mayor and all councillors are members of this committee.
<b>Quorum</b>	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
<b>Meeting Cycle</b>	Monthly
<b>Reports To</b>	Council

### Delegations

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

### 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.
- Approving amendments to the Capital Programme outside the Long-Term Plan or Annual Plan processes.
- Approving Capital Programme investment cases, and 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.
- 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, conditional on compliance with the procurement plan strategy).
- 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, conditional on compliance with the procurement plan strategy).

### 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.
- 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*

- Providing oversight and monitoring development of the Long Term Plan (LTP) and Annual Plan.

### *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, 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 of 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 of 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 agree 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

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## 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, 26 November 2025](#) be confirmed (refer page 8).

### 4. Public Forum Te Huīnga 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.

#### 4.1 Harrison McEvoy

Harrison McEvoy will speak on rates capping.

### 5. Deputations by Appointment Ngā Huīnga 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.

## Finance and Performance Committee OPEN MINUTES

**Date:** Wednesday 26 November 2025  
**Time:** 9.30 am  
**Venue:** Camellia Chambers, Civic Offices,  
53 Hereford Street, Christchurch

### Present

Chairperson Councillor Sam MacDonald  
Deputy Chairperson Councillor Jake McLellan  
Members Mayor Phil Mauger  
Deputy Mayor Victoria Henstock  
Councillor David Cartwright  
Councillor Melanie Coker  
Councillor Pauline Cotter  
Councillor Kelly Barber  
Councillor Celeste Donovan  
Councillor Tyla Harrison-Hunt  
Councillor Nathaniel Herz Jardine  
Councillor Yani Johanson  
Councillor Aaron Keown  
Councillor Andrei Moore  
Councillor Mark Peters  
Councillor Tim Scandrett

### Principal Advisor

Bede Carran  
General Manager Finance, Risk & Performance / CFO  
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**Website:** [www.ccc.govt.nz](http://www.ccc.govt.nz)

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

## **1. Apologies Ngā Whakapāha**

### **Part C**

#### **Committee Resolved FPCO/2025/00143**

That the apologies from Deputy Mayor Henstock for lateness and Councillor Fields for absence be accepted.

Councillor MacDonald/Councillor McLellan

**Carried**

Councillor Moore joined the meeting at 9.31 am during Karakia Tīmatanga.

## **Karakia Tīmatanga**

## **2. Declarations of Interest Ngā Whakapuaki Aronga**

### **Part B**

There were no declarations of interest recorded.

## **3. Public Forum Te Huinga Whānui**

### **Part B**

There were no public forum presentations.

## **4. Deputations by Appointment Ngā Huinga Whakaritenga**

### **Part B**

There were no deputations by appointment.

## **5. Presentation of Petitions Ngā Pākikitanga**

### **Part B**

There was no presentation of petitions.

Mayor Mauger joined the meeting at 9.34 am during consideration of Item 6.

Deputy Mayor Henstock joined the meeting at 9.43 am during consideration of Item 6.



## 6. Key Organisational Performance Results - October 2025

**Committee Resolved FPCO/2025/00144**

**Officer Recommendation accepted without change**

### Part C

That the Finance and Performance Committee:

1. Receives the information in the Key Organisational Performance Results - October 2025 Report.

Mayor/Councillor McLellan

**Carried**

For            16    Councillor Barber, Councillor Cartwright, Councillor Coker, Councillor Cotter, Councillor Donovan, Councillor Harrison-Hunt, Councillor Herz Jardine, Councillor Johanson, Councillor Keown, Councillor MacDonald, Councillor McLellan, Councillor Moore, Councillor Peters, Councillor Scandrett, Deputy Mayor Henstock, Mayor Mauger

Against      0

Abstain      0

Total        16

Absent       1    Councillor Fields

## 7. Financial Performance Report - October 2025

**Committee Resolved FPCO/2025/00145**

**Officer Recommendation accepted without change**

### Part C

That the Finance and Performance Committee:

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

Councillor MacDonald/Councillor McLellan

**Carried**

For            16    Councillor Barber, Councillor Cartwright, Councillor Coker, Councillor Cotter, Councillor Donovan, Councillor Harrison-Hunt, Councillor Herz Jardine, Councillor Johanson, Councillor Keown, Councillor MacDonald, Councillor McLellan, Councillor Moore, Councillor Peters, Councillor Scandrett, Deputy Mayor Henstock, Mayor Mauger

Against      0

Abstain 0  
Total 16

Absent 1 Councillor Fields

## 8. Capital Programme Performance Report October 2025

**Committee Resolved FPCO/2025/00146**

**Officer Recommendations accepted without change**

### Part C

That the Finance and Performance Committee:

1. Receives the information in the Capital Programme Performance Report October 2025.
2. Confirms the draft set of FY26 Watchlist projects (as set out in Attachment B).

Deputy Mayor/Councillor Donovan

**Carried**

For 16 Councillor Barber, Councillor Cartwright, Councillor Coker, Councillor Cotter, Councillor Donovan, Councillor Harrison-Hunt, Councillor Herz Jardine, Councillor Johanson, Councillor Keown, Councillor MacDonald, Councillor McLellan, Councillor Moore, Councillor Peters, Councillor Scandrett, Deputy Mayor Henstock, Mayor Mauger

Against 0

Abstain 0

Total 16

Absent 1 Councillor Fields

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

**Committee Resolved FPCO/2025/00147**

**Officer Recommendation accepted without change**

### Part C

That the Finance and Performance Committee:

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

Councillor Peters/Mayor

**Carried**

For 16 Councillor Barber, Councillor Cartwright, Councillor Coker, Councillor Cotter, Councillor Donovan, Councillor Harrison-Hunt, Councillor Herz Jardine, Councillor Johanson, Councillor Keown, Councillor MacDonald, Councillor McLellan, Councillor Moore, Councillor Peters, Councillor Scandrett, Deputy Mayor Henstock, Mayor Mauger

Against 0

Abstain 0

Total 16

Absent 1 Councillor Fields

Mayor Mauger left the meeting at 10.44 am during consideration of Item 10.

## 10. Christchurch City Holdings Ltd - Annual Report 2024/25

**Committee Resolved FPCO/2025/00148**

**Officer Recommendation accepted without change**

### Part C

That the Finance and Performance Committee:

1. Receives Christchurch City Holdings Ltd - Annual Report 2024/25.

Councillor Keown/Councillor MacDonald

**Carried**

For 15 Councillor Barber, Councillor Cartwright, Councillor Coker, Councillor Cotter, Councillor Donovan, Councillor Harrison-Hunt, Councillor Herz Jardine, Councillor Johanson, Councillor Keown, Councillor MacDonald, Councillor McLellan, Councillor Moore, Councillor Peters, Councillor Scandrett, Deputy Mayor Henstock

Against 0

Abstain 0

Total 15

Absent 2 Councillor Fields, Mayor Mauger

### Attachments

A Item 10 - Christchurch City Holdings Ltd Presentation to Committee

Councillor Barber left the meeting at 10.55 am and returned at 10.58 am during consideration of Item 11.

Councillor Cotter left the meeting at 10.58 am and returned at 11.01 am during consideration of Item 11.

## 11. ChristchurchNZ Holdings Ltd - Annual Report 2024/25

**Committee Resolved FPCO/2025/00149**

**Officer Recommendation accepted without change**

### Part C

That the Finance and Performance Committee:

1. Receives the information in the ChristchurchNZ Holdings Ltd - Annual Report 2024/25 and Quarter 1 2025/26 Performance Report.

Councillor Herz Jardine/Councillor Scandrett

**Carried**

For 15 Councillor Barber, Councillor Cartwright, Councillor Coker, Councillor Cotter, Councillor Donovan, Councillor Harrison-Hunt, Councillor Herz Jardine, Councillor Johanson, Councillor Keown, Councillor MacDonald, Councillor McLellan, Councillor Moore, Councillor Peters, Councillor Scandrett, Deputy Mayor Henstock

Against 0

Abstain 0

Total 15

Absent 2 Councillor Fields, Mayor Mauger

### Attachments

A Item 11 - ChristchurchNZ Holdings Ltd Presentation to Committee

The meeting adjourned at 11.19 am and reconvened at 11.39 am.

The Mayor returned to the meeting at this time. Councillors Barber and Johanson were not present at this time.

## 12. Council-controlled Organisations - Annual Reports 2024/25

**Committee Resolved FPCO/2025/00150**

**Officer Recommendations accepted without change**

### Part C

That the Finance and Performance Committee:

1. Receives the Annual Reports for 2024/25 with audited financial statements for the following Council-controlled Organisations:
  - Transwaste Canterbury Ltd;

- Riccarton Bush Trust;
  - Rod Donald Banks Peninsula Trust; and
  - Te Kaha Project Delivery Ltd.
2. Notes that all the above entities received unmodified audit opinions.
  3. Receives the Quarter 1 2025/26 Performance Report for Te Kaha Project Delivery Ltd; and
  4. Receives the Half Year Report 2025 for Civic Financial Services.

Councillor MacDonald/Councillor Moore

**Carried**

For 14 Councillor Cartwright, Councillor Coker, Councillor Cotter, Councillor Donovan, Councillor Harrison-Hunt, Councillor Herz Jardine, Councillor Keown, Councillor MacDonald, Councillor McLellan, Councillor Moore, Councillor Peters, Councillor Scandrett, Deputy Mayor Henstock, Mayor Mauger

Against 0

Abstain 0

Total 14

Absent 3 Councillor Barber, Councillor Fields, Councillor Johanson

Councillor Johanson returned to the meeting at 11.40 am during consideration of Item 13.

### **13. Council-controlled organisations - Annual General Meetings by Written Resolution**

**Committee Resolved FPCO/2025/00151**

**Officer Recommendations accepted without change**

#### **Part C**

That the Finance and Performance Committee:

1. Agrees to pass shareholder resolutions for the 2025 annual meetings of the following Council-controlled organisations:
  - a. non-trading 'shelf' companies - CCC One Ltd, CCC Five Ltd, CCC Seven Ltd and Ellerslie International Flower Show Ltd; and
  - b. trading companies –Te Kaha Project Delivery Ltd and Venues Ōtautahi Ltd; and
2. Notes that the decisions in this report are assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy.

Councillor MacDonald/Councillor Moore

**Carried**



For 15 Councillor Cartwright, Councillor Coker, Councillor Cotter, Councillor Donovan, Councillor Harrison-Hunt, Councillor Herz Jardine, Councillor Johanson, Councillor Keown, Councillor MacDonald, Councillor McLellan, Councillor Moore, Councillor Peters, Councillor Scandrett, Deputy Mayor Henstock, Mayor Mauger

Against 0

Abstain 0

Total 15

Absent 2 Councillor Barber, Councillor Fields

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

Committee Resolved FPCO/2025/00152

##### Part C

That at 11.40 am the resolution to exclude the public set out on pages 521 to 522 of the agenda be adopted.

Councillor MacDonald/Councillor Moore

Carried

For 15 Councillor Cartwright, Councillor Coker, Councillor Cotter, Councillor Donovan, Councillor Harrison-Hunt, Councillor Herz Jardine, Councillor Johanson, Councillor Keown, Councillor MacDonald, Councillor McLellan, Councillor Moore, Councillor Peters, Councillor Scandrett, Deputy Mayor Henstock, Mayor Mauger

Against 0

Abstain 0

Total 15

Absent 2 Councillor Barber, Councillor Fields

**The public were re-admitted to the meeting at 11.52 am.**

#### Karakia Whakamutunga

Meeting concluded at 11.53 am.

CONFIRMED THIS 17th DAY OF DECEMBER 2026

COUNCILLOR SAM MACDONALD  
CHAIRPERSON

Unconfirmed

Item 3 - Minutes of Previous Meeting 26/11/2025

## 7. Key Organisational Performance Results - November 2025

Reference Te Tohutoro: 25/2438129

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

Pou Matua:

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

### 1. Purpose and Origin of the Report Te Pūtake Pūrongo

- 1.1 To provide Council with an overview of organisational performance that is tracking progress towards delivering the second year of its Long-Term Plan 2024-34 (LTP), our 'contract with the community'. This report is for the five months ended 30 November 2025.
- 1.2 This is a staff generated report presented monthly to the Committee.

### 2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the information in the Key Organisational Performance Results - November 2025 Report.

### 3. Background/Context Te Horopaki

- 3.1 This is a standing report focused on a suite of the 'vital few' organisational performance targets and is a key component of the Council's Performance Framework and its reporting.

### 4. Considerations Ngā Whai Whakaaro

- 4.1 The key organisational performance targets include:
  - **Service Delivery** (levels of service (LOS)).
  - **Capital Projects** (both milestone delivery and planning).
  - **Value for Money** (finance – activity budgets and capital programme budgets).
- 4.2 This report provides, as at the end of November 2025, the year-end performance forecasts against the Executive Leadership Team's (ELT) performance priority targets for year two of the LTP 2024-34.
- 4.3 The table below summarises performance against the targets.

Executive Leadership Team (ELT) Organisational Performance Priorities	Target	Forecast
<b>Service Delivery</b>		
Deliver 'Community' Levels of Service to Target	>=85%	89.6%
Deliver 'Management' Levels of Service to Target	>=85%	90.1%
Overall Resident Survey Result <i>Enhance or maintain survey result for "Overall satisfaction with Council performance"</i>	Achieve	
<b>Capital Projects</b>		
Watchlist projects delivered to 'delivery complete' milestones (whole of life)	>=85%	59.1%
Non watchlist projects delivered to 'delivery complete' milestones (whole of life)	>=85%	79.8%
Planning % of FY27 funding programme budgets allocated (Projects Initiated) by 31 March 26	>=90%	89.6%
Planning % of FY28/FY29 funding programme budgets drawn down in CPMS by 30 June 26	>=90%	81.3%
<b>Value for Money</b>		
Demonstrate Value for Money by actively managing Activity Budgets	100%	92.3%
Deliver overall Capital Programme within approved budget	0% to -10%	-10.9%

- 4.4 Community Level of Service delivery is forecast at 89.6%, it is showing improvement from reporting for October and is slightly ahead of the year end (YE) position for 2024/25 and is tracking to achieve the ELT performance target of 85%.
- 4.5 Management Level of Service delivery is forecast at 90.1%, it is showing a slight increase from reporting for October and is also slightly ahead of the YE position for 2024/25 and is tracking to achieve the ELT performance target of 85%.
- 4.6 Watchlist project milestone delivery is forecast at 59.1%, showing a decrease from October reporting of 72.2%. The significance difference is due to changes to the Watchlist projects agreed with the Committee at the November meeting (refer paragraph 6.3 and **Attachment B** for further detail). Presently this measure is behind the combined YE result for 2024/25 (80.2%), the target of 85% is forecast to not be met.
- 4.7 Non watchlist project milestone delivery is forecast at 79.8%, remaining generally stable from October reporting, and slightly behind the previous YE position (80.2%). This measure is also forecast to not achieve the ELT performance target of 85%.
- 4.8 FY2027 Capital programme planning is forecast at 89.6%. It is expected the ELT performance target of 90% will be met.
- 4.9 FY2028/2029 Capital programme planning is forecast at 81.3%, a reduction from reporting for October due to revised calculations (see paragraphs 6.8 - 6.9 below for more information).
- 4.10 Activity budgets, actively managed to budget is forecast at 92.3%, an improvement on reporting for October. While some activities are unfavourable against budget, overall Council is within budget.
- 4.11 Deliver Capital Programme within approved budget is forecast at -10.9%, consistent with October, and is presently forecast to not achieve the ELT target of 0% to -10%.
- 4.12 Further detail and explanation of forecast performance against each of ELT's targets is provided below.

## 5. Service Delivery

- 5.1 The table below provides a summary of forecast level of service achievement for the organisation (all activities) against the performance targets. Additional information provides context and background; whether the target is forecast to be met, percentage forecast variance and relative movement compared to the previous reporting period, a count of levels of service, and the last three years year-end performance results.

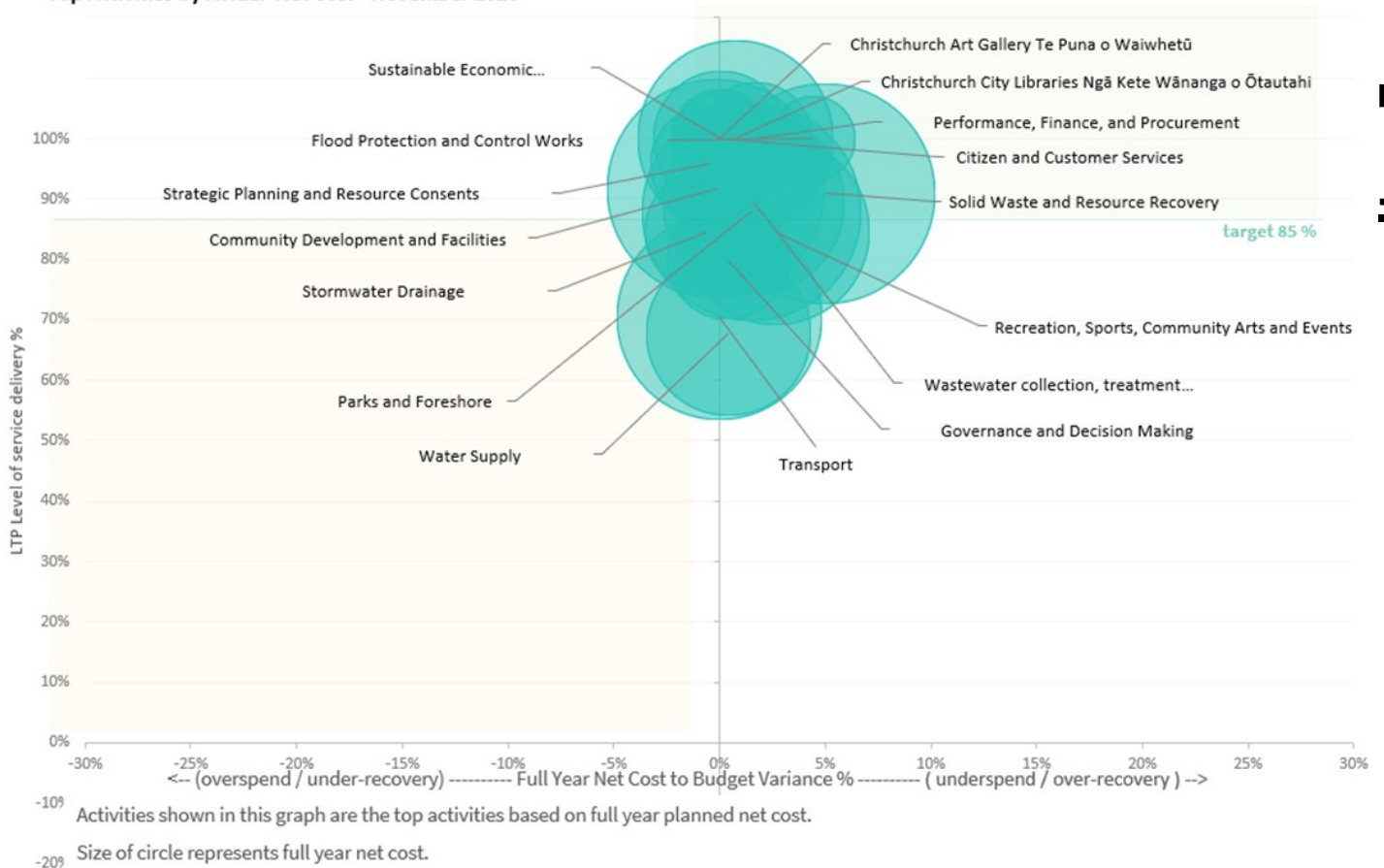
Service Delivery Community Levels of Service	2025/2026		B/R/A/G	2024/2025	2023/2024	2022/2023	Target
	✓	89.6%					
	▲	1.0%					
			0/6/14/173	87.5%	82.2%	81.8%	≥85%
Service Delivery Management Levels of Service	2025/2026		B/R/A/G	2024/2025	2023/2024	2022/2023	Target
	✓	90.1%					
	▲	0.7%					
			0/6/22/255	89.1%	84.8%	83.2%	≥85%

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

- 5.2 Community Level of Service delivery is forecast at 89.6%, an increase of 1.0% from reporting for October and ahead of the year-end June 2025 result, 87.5%.
- 5.3 Management Level of Service delivery is forecast at 90.1%, an increase of 0.7% from reporting for October. The forecast remains consistent with the year-end position for 2024/25 (89.1%).
- 5.4 Both targets are forecast to be met.
- 5.5 **Attachment A**, provides details for levels of service exceptions, including manager comments and remedial actions.
- 5.6 The scatter-diagram below shows forecast activity LOS delivery performance (Community and Management LOS), against forecast activity budget performance (over- or under-spend), noting:
- across all listed activities, level of service delivery forecasts ranges from 67.7% to 100%
  - the vertical y-axis shows forecast service delivery (LOS) performance.
  - the horizontal x-axis shows forecast budget over/underspend (scaled to relative budget).
  - while some activities are unfavourable against budget overall Council is within budget.



Level of Service Delivery vs Net Cost % Variance by Activity  
Top Activities by Actual Net Cost - November 2025



5.7 The table below provides further detail on all of Council's activities, and their forecast level of service delivery against budget.

Performance by Activity - November 2025

Activity	Full Year Forecast	Full Year Budget	Carry Forward	Variance after Carry Forward	Variance % after Carry Forward	Delivery Percentage
Regulatory Compliance and Licensing	\$2,811,000	\$2,616,999	\$0	-\$194,001	-7.41%	92.3%
Stormwater Drainage	\$13,108,196	\$13,026,099	\$0	-\$82,097	-0.63%	84.6%
Strategic Planning and Resource Consents	\$11,957,996	\$11,900,907	\$0	-\$57,089	-0.48%	95.8%
Programme Management Office	-\$187,500	-\$187,500	\$0	\$0	0.00%	100.0%
Building Regulation	-\$4,589,354	-\$4,589,355	\$0	-\$1	0.00%	84.6%
Ōtakaro Avon River Corridor (OARC)	\$587,175	\$587,175	\$0	\$0	0.00%	100.0%
Emergency Management & Community Resilience	\$1,706,984	\$1,706,984	\$0	\$0	0.00%	91.7%
Transport	\$37,219,562	\$37,219,563	\$0	\$0	0.00%	70.4%
Legal Services	\$4,426,981	\$4,426,981	\$0	\$0	0.00%	100.0%
Christchurch Art Gallery Te Puna o Waiwhetū	\$8,268,989	\$8,268,995	\$0	\$6	0.00%	100.0%
Risk & Assurance	\$2,953,028	\$2,953,030	\$0	\$2	0.00%	100.0%
Citizen and Customer Services	\$7,399,245	\$7,399,706	\$0	\$461	0.01%	100.0%
Community Housing	-\$10,032,105	-\$10,031,121	\$0	\$984	0.01%	100.0%
City Growth and Property	\$3,601,345	\$3,602,384	\$0	\$1,039	0.03%	100.0%
Vertical Capital Delivery	-\$353,500	-\$353,384	\$0	\$116	0.03%	100.0%
Sustainable Economic Development	\$15,700,626	\$15,710,438	\$0	\$9,812	0.06%	100.0%
Akaroa Museum	\$460,715	\$461,268	\$0	\$553	0.12%	100.0%
Community Development and Facilities	\$41,818,409	\$41,751,234	-\$129,019	\$61,844	0.15%	91.7%
Digital	\$58,670,560	\$58,858,247	\$0	\$187,686	0.32%	94.7%
Governance and Decision Making	\$12,580,683	\$12,630,684	\$0	\$50,001	0.40%	80.0%
Water Supply	\$23,875,100	\$23,972,301	\$0	\$97,201	0.41%	67.7%
Christchurch City Libraries Ngā Kete Wānanga o Ōtautahi	\$33,560,355	\$33,807,164	\$0	\$246,809	0.73%	100.0%
People and Capability	\$3,747,700	\$3,796,996	\$0	\$49,296	1.30%	87.5%
Facilities & Asset Planning	\$19,926,113	\$20,216,150	\$0	\$290,037	1.43%	85.7%
Parks and Foreshore	\$42,054,654	\$42,695,182	\$0	\$640,528	1.50%	87.9%
Wastewater collection, treatment and disposal	\$28,973,609	\$29,455,363	\$0	\$481,754	1.64%	89.3%
Performance, Finance, and Procurement	\$11,044,875	\$11,239,069	\$0	\$194,194	1.73%	100.0%
Mayoral, Councillor and Executive Support, and Treaty Relationships	\$3,691,728	\$3,779,878	\$0	\$88,150	2.33%	100.0%
Recreation, Sports, Community Arts and Events	\$30,941,958	\$31,779,955	\$0	\$837,997	2.64%	84.6%
Flood Protection and Control Works	\$6,218,989	\$6,507,120	\$0	\$288,130	4.43%	100.0%
Solid Waste and Resource Recovery	\$42,735,413	\$44,978,237	\$0	\$2,242,825	4.99%	90.9%
Communications and Engagement	\$4,996,458	\$5,266,459	\$0	\$270,001	5.13%	87.5%
Civic and International Relations	\$921,157	\$971,156	\$0	\$50,000	5.15%	100.0%
Parks Heritage Management	\$1,098,567	\$1,158,845	\$0	\$60,278	5.20%	100.0%
Strategic Policy and Resilience	\$4,413,785	\$4,709,056	\$0	\$295,272	6.27%	100.0%
Technical Services and Design	-\$4,409,220	-\$4,146,888	\$0	\$262,332	6.33%	33.3%
Business Support & Continuous Improvement	\$2,987,027	\$3,364,860	\$0	\$377,833	11.23%	100.0%
Strategic Asset Management	\$970,301	\$1,110,514	\$0	\$140,213	12.63%	100.0%
Land & Property Information Services	-\$2,519,802	-\$1,737,306	\$0	\$782,496	45.04%	100.0%

## 6. ELT Performance Priority: Capital Projects delivery

- 6.1 The table below provides a summary of the capital project delivery against milestones. Note, information relating to spend against budget is shown at paragraph 7.4 below (also referenced in the Financial Performance and the Capital Programme Performance Reports).

Capital Projects Watchlist projects	2025/2026		B/R/A/G	2024/2025	2023/2024	2022/2023	Target
	x	59.1%					
	▼	-13.6%					
			0/7/2/13	80.2%	88.0%	100.0%	≥85%
Capital Projects Non watchlist projects	2025/2026		B/R/A/G	2024/2025	2023/2024	2022/2023	Target
	x	79.8%					
	▼	-0.1%					
			2/149/8/630	80.2%	86.0%	84.0%	≥85%

- 6.2 Capital Watchlist project milestone delivery performance is forecast at 59.1%, a drop from the 72.7% reported in October. This measure is forecast to not achieve the ELT target of 85%.
- 6.3 The reason for the change is that the list of Watchlist projects was reviewed with the Committee at the November meeting which saw eight projects removed (7 of these forecast green/on track) and eight projects added (of which 4 are forecast green/on track). While the overall number of reported projects remains the same (22) the specific status of the selected

projects is what has led to the change in overall delivery forecast (decrease of 13.6% from 72.7% to 59.1%). Refer to Attachment B for the list of projects added and removed.

- 6.4 Capital Non-Watchlist projects milestone delivery performance is forecast at 79.8%, which is also forecast to not achieve the ELT target of 85%.
- 6.5 Both forecasts are presently behind the overall combined capital project milestone delivery result for 2024/25, 80.2%.

### Capital project planning

- 6.6 Council monitors capital project planning as lead indicators of future capital project delivery. The table below summarises the forward view of project planning for 2027 and 2028/2029.

Capital Projects	2025/2026		2024/2025	2023/2024	2022/2023	Target
Planning % of FY27 funding programme budgets allocated (Projects Initiated) by 31 March 26	×	89.6%	90%	93%	90%	≥90%
	▲	1.5%				
Capital Projects	2025/2026		2024/2025	2023/2024	2022/2023	Target
Planning % of FY28/FY29 funding programme budgets drawn down in CPMS by 30 June 26	×	81.3%	88%	86%	90%	≥90%
	▼	-8.6%				

- 6.7 Capital projects planning % for FY2027 is forecast at 89.6%, an increase of 1.5% from October reporting and remains forecast close to the ELT target of 90%. There is sufficient time remaining this financial year for this ELT performance target to be met if current progress is maintained.
- 6.8 Capital projects planning % for FY2028/2029 is forecast at 81.3%, a decrease of 8.6% from what was reported in October. When preparing the November reporting, a calculation error was identified for this ELT goal. The calculations have been corrected in this month's reporting. Adjusting for the error and presenting the correct amounts for the previous three months the results that would have been reported are as set out below:

	August	September	October
Reported - in error	88.4%	88.0%	89.0%
Actual	79.2%	79.4%	80.5%

- 6.9 Noting the revised starting point (79.2%), and progress to date (to 81.3% between August and November 2025), continued focus will be applied for the remainder of the financial year for the 2028/2029 ELT planning target to be met.
- 6.10 For further information and underlying project detail, refer to the Capital Programme Performance Report.

## 7. ELT Performance Priority: Value for Money

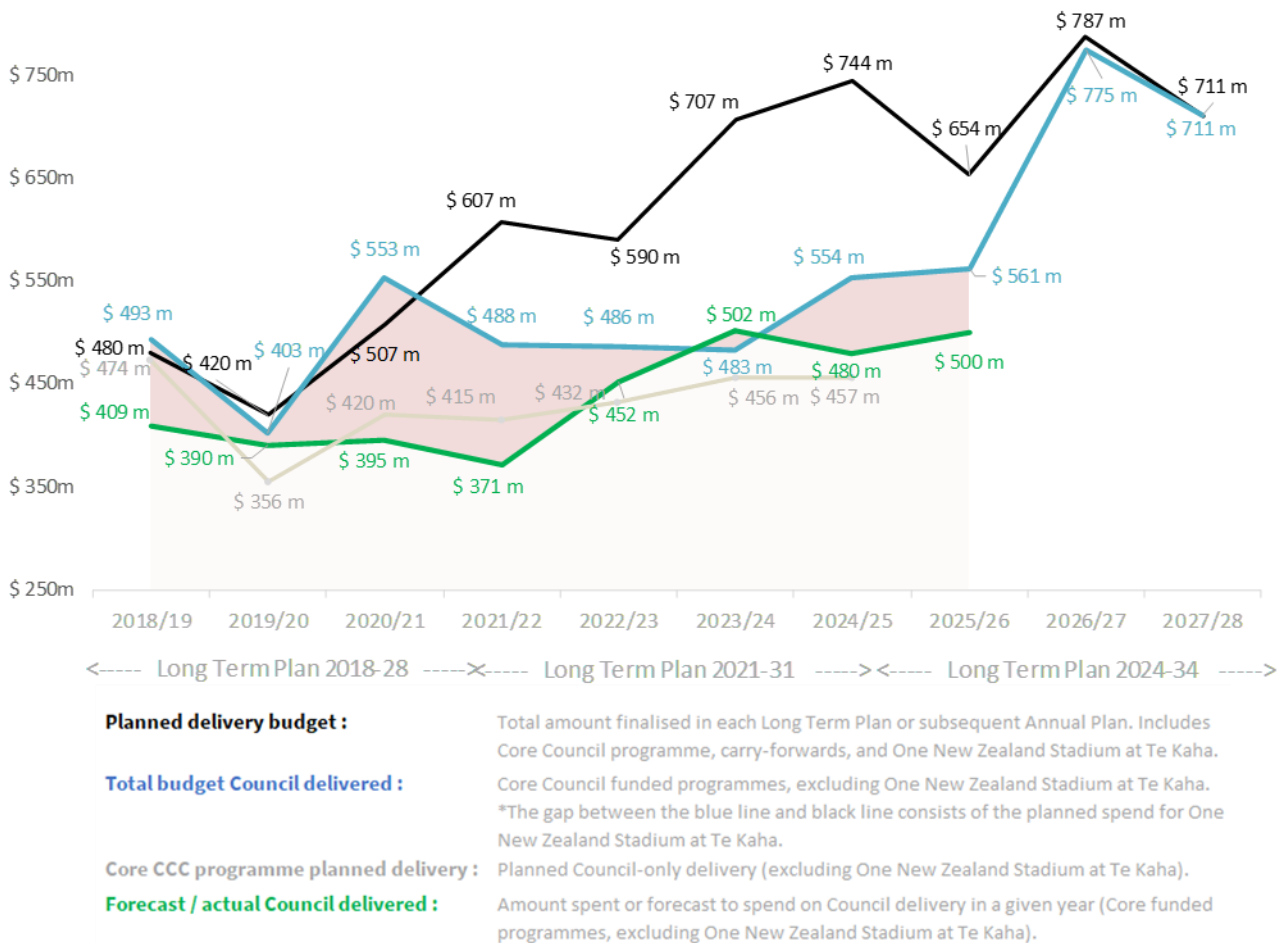
- 7.1 A key financial performance goal is Value for Money, used for monitoring both operational and capital budget performance.
- 7.2 The table below summarises the year end position for all activities (operational, whether activities are operating within the budgets for controllable costs).

Value for Money	2025/2026		On Track	2024/2025	2023/2024	2022/2023	Target
Activities Managed to Budget	×	92.3%	36 of 39	79.5%	New measure 2024/25		= 100%
	▲	2.6%					

- 7.3 92.3% (36/39) of activities are forecast to achieve budget (nett controllable cost, after carry-forwards). While some activities are unfavourable against budget, overall Council is within budget. **Attachment A** (summary of performance targets for major Council activities, with detailed levels of service results, exceptions, activity budget results, with manager commentary) and the Financial Performance Report provide analysis of the exceptions and variances.
- 7.4 Monitoring capital programme budget performance is also part of the Value for Money goal. The table below summarises the forecast capital spend and indicates that capital expenditure is forecast to not meet the ELT target of between 0% to -10%.

Value for Money Capital Expenditure	2025/2026		Forecast	Budget	2024/2025	2023/2024	2022/2023	Target
	x	-10.9%	\$500m	\$561.3m	\$480.3m	\$501.7m	\$452.1m	=< 0%
	▼	-0.001%						

- 7.5 Reporting against the performance target includes Council's core and externally funded work, regardless of funding source, but excludes One New Zealand Stadium at Te Kaha.
- 7.6 The current year forecast variance of -10.9% remains generally consistent with reporting for last month (October). This is based on the current year budget of \$561.3M against a forecast of \$500M (underspend -\$61.3M).
- 7.7 This compares with the prior year's year end, budget of \$553.7M with underspend of -\$73.4M, a calculated unfavourable variance of -13.3%. More detailed information is available in the Financial and Capital Programme Performance reports.
- 7.8 Set out below is the forward view of capital delivery performance for the LTP 2024-34 (financial), which looks at commitments for the first few years of the LTP 2024-34, accompanied by confirmed capital delivery in preceding LTP-cycles against plan.



- 7.9 This view includes the adopted capital programme from the LTP 2024-34 as updated through the 2025/26 Annual Plan.
- 7.10 The view does include adjustments to budgets for years 2025/26 to 2027/28 for carry-forwards (-\$57.4M) [as approved through the Financial Performance Report – June 2025](#), by Finance and Performance Committee, Part C (3)), noting however that the forecast capital programme for outer years do not yet incorporate the updates from the PMO's review of deliverability.
- 7.11 The extended black line is the full planned delivery budget including One New Zealand Stadium at Te Kaha (as adopted through the Annual Plan 2025/2026), including confirmed carry forwards.
- 7.12 The extended blue line shows the full Council planned delivery budget (excluding One New Zealand Stadium at Te Kaha, including confirmed carry forwards):
- from a consistent \$488M to \$483M planned budget for the previous three years (2021-2024);
  - to \$554M for 2025, to between \$561M to \$775M (back to \$711M) planned budget for the years (2026-2028).
- 7.13 The Council capital delivery (green line) for 2025/2026 is forecasted at \$500M against the programme budget of \$561M (rounded) (blue line). This equates to 89.1% of budget spent.
- 7.14 A review of capital programme future years' deliverability has been undertaken with Council through a series of workshops, in preparation for the Annual Plan 2026/27. Updates to the forecast capital programme will be applied once Council formally adopt the changes (generally at the draft AP and/or final AP adoption stage).









7.15 Figures align with the Financial and Capital Programme Performance reports.

8. Responses to questions from Councillors

- 8.1 A question was raised regarding the Digital spend at the last meeting: staff responses to questions from Councillors asked at the Committee meeting of 26 November 2026 can be found in **Attachment C**.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	Service Delivery Summary (Levels of Service)	25/2511323	26
B  	Watchlist Projects as agreed with Finance and Performance Committee 26 November 2026	25/2559892	60
C  	Staff responses to Councillor questions	25/2533490	62

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

Document Name – Location / File Link
Not applicable

Signatories Ngā Kaiwaitohu

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

Long-term Plan 2024-34

Activity: Water Supply (November 2025)

Overall Level of Service Forecast



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

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$23,875,100	\$23,972,301	\$0	\$97,201	0%	We are forecasting to be within budget. Underspend of \$784k	Monitor budgets

( Controllable net cost of service after carry-forwards )

Activity: Water Supply - Level of Service Details

Council operates water supplies in a reliable manner



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Weekly average of the number of unplanned interruptions of greater than 4 hours duration each year (12.0.1.1)	M	$\leq 1.2$		5.23	November - 294 reactive water shut offs occurred across the network.	Continuing to work with maintenance contractor to improve results.




Council provides high quality water that residents are satisfied with



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




Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Water supplied is compliant with the DWQA Rules (Bacteria compliance) (DIA 1a) (12.0.2.9)	C	Compliant			The target was not met during FY24.In Christchurch City, apart from Main Pumps (and Tanner in the future) which are bacterially compliant via UV, we are unable to meet the bacterial requirements for treatment by chlorine that are listed in the DWQARs. Our current infrastructure does not allow for us to be able to provide the required amount of contact time. Level 3 Rules are currently under consultation by Taumata Arowai.	We are working with Taumata Arowai on determining a pathway to compliance in this area (medium to long-term).

LTP/AP25: Water supplied is compliant with the DWQA Rules (Protozoal compliance) (DIA 1b) (12.0.2.10)	C	Compliant		Partially met	The target was not met during FY24.	Once Tanner Treatment Plant UV upgrade is completed (expected by December 2025), the compliance status for this objective will improve even more.
LTP/AP25: Maintain a register of the location of all point of supply testable backflow prevention devices, device types, assessed risk levels and the results of testing (12.0.2.20)	M	100%		Unknown.	The backflow register is now operational, and we will be able to provide accurate reporting moving forward. Issues with reporting functionality are being tested in early December.	Continue to actively manage the backflow register. There is still risk that the LoS wont be met as we need 100% of all devices to have had an annual compliance check. If one is missed or late the measure wont be achieved.
LTP/AP25: To protect the network, annual testing of all testable backflow prevention devices installed is completed at point of supply (12.0.2.2)	M	100%		Unknown.	The backflow register is now operational, and we will be able to provide accurate reporting moving forward. Issues with reporting functionality are being tested in early December.	Continue to actively manage the backflow register. There is still risk that the LoS wont be met as we need 100% of all devices to have had an annual compliance check. If one is missed or late the measure wont be achieved.


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






Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: The proportion of residents satisfied with Council responsiveness to water supply problems (12.0.1.14)	C	>=70%		Waiting on annual resident's survey results.		Continue with improvements being made within our water supply network, including equipment upgrades, as well as planned improvement in communications to the community. We will also continue to work on improving response time performance internally and with our contractor

**Council water supply networks and operations are sustainable**



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Average consumption of drinking water in litres per resident per day (DIA 5) (12.0.7)	C	<=210			<p>The target was not met during FY24. Leak detection works are almost finished and an update on the current goal will be provided in December Status Reporting. This performance measure was updated last year, and Three Waters Unit has proposed new targets to match the new requirements as well as updating the methodology for measuring it. The current target doesn't include water losses, while the new methodology to calculate this measure includes water losses.</p> <p>Current consumption (l/resident/day) = (Total volume of water abstracted - leakage from the public network)/ total population served</p> <p>New consumption (l/resident/day) = (D-EH4</p>	

					Water supplied to the drinking water network - D-EH7 Non-residential water use)/ D-EH3 Total population served by the drinking water network	
LTP/AP25: Percentage of real water loss from Council's water supply reticulated network (DIA 2) (12.0.6)	C	<=25%			The target was not met during FY24. The Minimum Night Flow tests are almost finished, and partial results will be provided in December 2025 Status Report. This performance measure was updated last year, and Council is working on the new reporting requirements.	
LTP/AP25: Annual average power (kWh of electricity) used to pump each cubic metre of water (12.0.4)	M	<=0.35		November result 0.39 against the target of <=0.35, year to date is trending above target at 0.39	The rating has been changed from "Requires remedial action" to "Will not meet target " as the results are sufficiently beyond the target that they will not recover in time to meet the end of year target.	Have logged on the improvement register with the Planning and Asset Team to install power meters which will provide real time data to allow the data to be reviewed for optimisation opportunities to try and meet the target
LTP/AP25: Average Infrastructure Leakage Index (ILI) for all Council water loss zones (12.0.6.2)	M	<=3.28			The target was not met during FY24. The Minimum Night Flow tests are almost finished, and partial results will be provided in December 2025 Status Report.	

Long-term Plan 2024-34

Activity: Wastewater collection, treatment and disposal  
(November 2025)



Overall Level of Service Forecast



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

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$28,973,609	\$29,455,363	\$0	\$481,754	2%	We are forecasting to be within budget. Underspend of \$784k	Monitor budgets

( Controllable net cost of service after carry-forwards )

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

Council has high wastewater discharge quality complying with resource consents



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



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Proportion of residents satisfied with the reliability and responsiveness of wastewater services (11.0.1.16)	C	>=70%		Waiting on annual resident's survey results.		Target was missed by 1% last FY. Continue to make improvements where we can across Three Waters. Quarterly report provides further insights to improvements being made.
LTP/AP25: Percentage of wastewater mains with high or very high consequences of failure inspected as scheduled in their lifespan (11.0.1.19)	M	>=80%		70.59%	At present 142.16 kms of high consequence of failure pipe are at a point in their lifespan where inspection is required with 100.36 kms of this length inspected. This equates to 70.59% performance against the target. To meet the current years target 6.26 kms pipe requires inspection, costing \$200,470. There is an existing multi-year CCTV contract in place and based on the scope of the current years quantity of works, the actual score by June 2026 (or sooner) will be 72.3%. To meet the target of 80% an additional spend of \$254,450 of OPEX would be required.	Investigate provision of additional funding for increasing the amount of CCTV to be carried out within the existing contract.

Council operates wastewater services in a responsive manner following notification of an issue



**Council wastewater networks and operations are sustainable**



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Proportion of electricity used at the Christchurch wastewater treatment plant that is self-generated from treatment by-products (11.1.6)	M	>=30%		November result 44.8% against the target of >=30%, year to date is 36.4%	November's results are marginally lower than previous months, but the YTD trend is still above target. This was due to further unplanned downtime on one of the co-generation engines. Due to the proximity to the target rating, and the continuing unreliability of the co-generation engines, it has been left as "Requires remedial action".	Resources are being allocated to prioritise the quick return to service time of the co-generation engines when they stop running. Support for the capital delivery programme is also ongoing.

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



Long-term Plan 2024-34

Activity: Transport (November 2025)

Overall Level of Service Forecast



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

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
■	\$37,219,562	\$37,219,563	\$0	\$0	0%		

( Controllable net cost of service after carry-forwards )

Activity: Transport - Level of Service Details

Our networks and services are environmentally sustainable and increasingly resilient



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Increase the share of non-car modes in daily trips (10.0.2)	C	>=37% of trips undertaken by non-car modes	●	31.4% of trips undertaken by non car mode	This Level of Service comes from the results of the Life in Christchurch survey. This is undertaken once a year, usually towards the end of the year, with the results being made available in April 2026. Therefore this is not empirical usage data but self-reported data. The current year result was down from the previous years survey by 1.1%. This was primarily due to a drop in the number of cycle users	The results here were inconsistent with empirical data: - Cycle counters had increased through the first half of FY25, then levelled off - Bus patronage numbers for FY25 were around 5% higher than in FY24  Remedial actions include: The completion of Shovel Ready projects to add to the MCR network: NorWest Arc Section 3 is on site with other sections about to be tendered, and South Express section 3 is currently out to tender Work to the Te Kaha surrounding streets is mostly complete, which will support non-car arrivals to the new stadium when it opens in 2026. Installation of new or improved bus lanes on Cranford Street and Lincoln Road (including Halswell Road, where NZTA are installing bus lanes) Working with strategic partners to ensure effective delivery of PT programmes including, improved infrastructure (shelters, stops, etc), enforcement and intersection priority.

Our networks and services protect the safety of all road users



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Limit deaths and serious injury crashes per capita for cyclists and pedestrians (10.5.1)	C	<=12 crashes per 100,000 residents		In FY26 Q1&2, there were 11 Death or Serious Injury crashes involving pedestrians/cyclists per 100,000 residents.  All measures are on CCC controlled roads, based on Waka Kotahi Crash Analysis System (CAS) report (for period 1 April 2025 to 31 September 2025)	Between 1 April 2025 and 31 September 2025: Cyclists: 0 fatal crashes; 12 serious injury crashes Pedestrians: 0 fatal crash; 10 serious injury crashes This accounts for nearly half the D&SI crashes on CCC roads this year	Against growing cycle usage (as measured with the cycle counters), FY25 had been very encouraging as the number of DSIs for pedestrians and cyclists was extremely low. The first half of FY26 is trending more in line with historical averages for these groups.  Design measures that support safe cycling and walking, in line with the safe system approach, would be expected to support further improvements to this number in the longer term. This comes from works such as the MCR programme, the safety programmes, intersection upgrades, and street renewals.
LTP/AP25: Reduce the number of death and serious injury crashes on the local road network (10.0.6.2)	M	Five year rolling average <95 crashes per year		To end September 2025, we are averaging 102.8 crashes per year as a five year rolling average  All measures are on CCC controlled roads, based on Waka Kotahi Crash Analysis System (CAS) report (for period 1 April 2022 to 31 September 2025)	To get below 95 for the 5 year rolling average would require FY26 to have <62 DSI crashes.  FY25 saw the lowest number of DSIs (93 crashes) since CAS records began. Therefore it is not realistically expected that below 62 DSIs can be achieved, particularly given the first half results (48 DSIs). Furthermore, it will be extremely challenging to meet the target in the next few years due to the relatively high number of incidents in FY23 & FY24.  FY22: 95 DSIs FY23: 108 DSIs FY24: 116 DSIs FY25: 93 DSIs FY26: 96 DSIs (first half annualised)  The longer run trend (over the past 15 years) has been a steady decline in DSIs, of around 3.5 DSIs per year.	Council will continue to develop and deliver intervention programmes to improve safety outcomes on the network. This includes some safety interventions at high-risk locations and schools, building safety measures into other projects, as well as maintenance and renewals programmes.  Council continues its road safety education programme, with a particular focus on the safety of school children and other vulnerable groups.  These remedial actions, even if successful, will take time to show in the numbers due to the 5-year rolling nature of the measure, and the high numbers of DSIs in FY23 & FY24.

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



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Improve resident satisfaction with footpath condition (16.0.9)	C	>=43%		39% - As per Performance Team guidance, the actuals of 39% will remain in place until the new residents survey results are collected for the year.	Footpath date completed. Council Transport Asset team reviewing and working with contractors to develop future work programmes. Rapid Reponse footpath crews continue to deliver well.	Ensuring we have a forward works programme from the asset teams combined with efficient prioritisation of works across footpaths.
LTP/AP25: Improve roadway condition, to an appropriate national standard, measured by smooth	C	>=75% of the sealed local road network		CCC achieved 73% of the sealed local road network meeting the appropriate STE national standard, against a set target of >=75%.	We have transitioned to the Apopo Traffic Monitoring Estimation Guideline calculation methodology for STE calculation. We have a	Given that the STE result is affected by: i) pavement condition (cracking, potholes, and surface deformation); ii) traffic loading (high



travel exposure (STE)(DIA 2) (16.0.2)		meets the appropriate national standard			monthly reconciliation with TEAMS TRAFFIC to ensure that we accurately capture all actual traffic counts from our traffic count contractor and seek opportunity to increase our traffic counts (number per annum and rotational to cover total network over a 10-year period). We have improved administrative capturing of our statement of works from Beca and TEAMS, as well as a template of discoveries (located in AWM) by TAM for improvement of data quality.	traffic counts and heavy traffic movements); iii) environmental conditions (freeze-thaw, heavy rain, uV exposure, temperature extremes, and moisture ingress into the structural layers); iv) construction quality (poor materials, poor designs, and poor-quality control); v) pavement age (oxidization and cracking); vi) drainage and subsurface conditions (poor drainage and subsurface water ingress) - it is imperative that strategies and maintenance measures are undertaken to improve all the above to allow for an improvement in this result to better match our minimum level of service set (increased routine maintenance (crack sealing, pothole patching, and edge repairs), increased heavy maintenance (rehabilitations), increased preventative maintenance (resurfacing), structural upgrades (full-depth reconstruction); regular condition ratings (algorithm development using live big data); targeted investment (prioritise high-volume roads and strategic routes that strongly influence the STE calculation improvement).
LTP/AP25: Maintain the condition of footpaths (on a scale of 1-5, 1 is excellent condition and 5 is very poor condition) (DIA 4) (16.0.8)	C	>=82% footpaths rated 1,2 or 3		51% of assessed footpath network was rated 1, 2 or 3, across 73% of the network. 89% of the footpath network has now been videoed to date and will have the AI machine learning applied to understand what the current % of the 89% is rated between 1-3.	The AI assessment methodology used to assess footpath network condition is aligned with the Apopo (Infrastructure Asset Management Professionals) Footpath Condition Rating Guide. It identifies individual faults and assigns a severity score to each, which it deducts from a base score of 100 to determine the overall condition. This methodology allows for more targeted maintenance planning and the ability to generate dispatches for high-priority sections based on real-time condition data. The footpath is now assessed every 5m (not the traditional 100m based on carriageway sections) and more fault types identified (machine learning) for the provision of focussed remedial strategies moving forward, i.e. cracking, or trip hazards, or edge fretting, etc.	Continue with condition-based assessments to develop appropriate renewals programmes for footpaths. Continue with current maintenance regimes, including rapid response crews, to ensure high risk sites are addressed quickly. Continue to monitor progress of footpath condition assessment and apply this methodology and application to our off-road and separated cycleways once completed.
LTP/AP25: Maintain the perception (resident satisfaction) that Christchurch is a walking friendly city (16.0.10)	C	>=85% resident satisfaction		Annual Resident Satisfaction Survey recorded 74% satisfaction.	Annual Resident Satisfaction Survey recorded 74% satisfaction and matches or exceeds all previous surveys from 2021 onwards. The 85% target satisfaction rate relates to a score in 2019 however a methodology change in 2021 means that only a loose comparison can be made between results recorded prior to 2021.	Council will continue the delivery of walking improvement projects across the city in line with the LTP. Maintenance and renewals programmes will continue across the city. Council will also continue its road safety education programme, with a particular focus on the safety of school children and other vulnerable groups.  Following Council endorsement of footpath prioritisation method, several new footpaths have been initiated for delivery.
LTP/AP25: Maintain roadway condition, to an appropriate national standard (16.0.19)	M	Average roughness of the sealed road network measured: <=118		127 was achieved for FY24/25, 7.6% short of the minimum level of service target set for FY25/26.	The latest roughness assessment for NAASRA of our sealed roads should be available end January 2026 thru NZTA's	To reduce average street roughness the following factors need to be considered and budgeted for as part of the Long-Term Plan

					<p>CCDC programme for comparison to the new target of <math>\leq 118</math>.</p>	<p>and Annual Plan processes:</p> <p>Assess Current Conditions: Identify the areas with the highest roughness. Conduct a detailed survey to determine specific trouble spots.</p> <p>Prioritize Repairs: Focus on the worst sections of a street first. Consider patching potholes, resurfacing, or grinding down rough spots.</p> <p>Implement Regular Maintenance: implement and monitor the available maintenance schedule. This will include periodic inspections and repairs to prevent further deterioration.</p> <p>Use Quality Materials: When resurfacing or repairing, ensure high-quality materials are used to withstand wear and tear and provide whole of life value.</p> <p>Consider Pavement Treatments: Subject to budget provision, explore options like sealcoating or using smoother asphalt mixtures, which can help reduce roughness.</p> <p>Monitor Progress: this is undertaken through annual or bi-annual roughness surveys.</p> <p>Community Feedback: Utilise feedback received through multiple resident surveys and engagement loops.</p>
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Long-term Plan 2024-34

Activity: Technical Services and Design (November 2025)

Overall Level of Service Forecast



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

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	-\$4,409,220	-\$4,146,888	\$0	\$262,332	-6%	This figure is expected to reduce over the next few months as a consequence of the REM settlement, staff taking leave over the Christmas break, and the establishment of new vacant positions from the upcoming restructure of TSD.	

( Controllable net cost of service after carry-forwards )

Activity: Technical Services and Design - Level of Service Details

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



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Define and agree briefs and key performance measures with the customer within 20 working days of request being received (13.7.25.2)	M	95%		96%	Currently exceeding target	LoS statistics are reviewed fortnightly as part of our Unit Leadership Meetings. Team Leaders continue to reinforce the importance of maintaining accurate and timely updates in the RPS system with their teams.
LTP/AP25: Deliver information within performance measure agreed with the customer (13.7.25.3)	M	95%		92% on budget 78% on time	Stats continue to trend upwards.	LoS statistics are reviewed fortnightly during our Unit Leadership Meetings. Team Leaders are continuing to work with their teams to ensure task holders enter scope changes into RPS system to capture revised delivery dates and fee estimates.

Long-term Plan 2024-34

Activity: Strategic Planning and Resource Consents (November 2025)

Overall Level of Service Forecast



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

						Activity manager financial comment	
Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
■	\$11,957,996	\$11,900,907	\$0	-\$57,089	0%		

( Controllable net cost of service after carry-forwards )

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

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



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



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



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



Provide timely and effective resource management public advice




Resource management applications are processed in a timely and legally defensible manner



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
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LTP/AP25: Resource management applications processed within statutory timeframes (9.2.1)	C	95% within statutory timeframes		86% of applications were processed in statutory timeframes in November. 90% of applications have been processed in statutory timeframes in the year to date		Ongoing use of consultants and commissioners Ongoing methods to enhance processes incl. efficiencies in the processing of applications.
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Urban design advice is provided to improve and promote urban design outcomes to support city making partnerships and initiatives, and resource management act processes



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



Long-term Plan 2024-34

Activity: Stormwater Drainage (November 2025)

Overall Level of Service Forecast



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

						Activity manager financial comment	
Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$13,108,196	\$13,026,099	\$0	-\$82,097	-1%	We are forecasting to be within budget. Underspend of \$784k	Monitor budgets

( Controllable net cost of service after carry-forwards )

Activity: Stormwater Drainage - Level of Service Details

Council maintains waterway channels & margins to a high standard



Council manages the stormwater network in a responsible and sustainable manner



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Increase Land Drainage Asset Management Maturity towards agreed appropriate level (14.0.15.3)	M	>=77		Last partial maturity assessment carried out in 2023, with the 3 waters result being between 45-80.	Full AMMA has been carried out with DRAFT results circulated for review and feedback to be provided to Management and Strategic Asset Management team. Results are likely to be able to be reported on next month.	Nil
LTP/AP25: Stormwater Service potential - 10yr rolling historic ratio of renewals to depreciation: The ratio of asset renewals to depreciation per year (14.0.15.2)	M	50%		This is a target that can only be confirmed at the end of the year	Capital Programme needs to be fully delivered to meet target.	Monitor delivery programme.

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



Implement Flood Plain Management Programme works to reduce risk of flooding to property and dwellings during extreme rain events



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



Stormwater network is managed to minimise risk of flooding, damage, and disruption



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Percentage of stormwater mains with high or very high consequences of failure inspected as scheduled in their lifespan (14.0.11.10)	M	>= 80%		65.67%	<p>At present 38.54 kms of high consequence of failure pipe are at a point in their lifespan where inspection is required with 25.31 kms of this length inspected. This equates to 65.67% performance against the target.</p> <p>To meet the current years target, 4.7 kms pipe requires inspection at an estimated cost of \$115,075.</p> <p>There is an existing multi-year CCTV contract in place and based on the scope of the current years quantity of works, the actual score by June 2026 (or sooner) will be 68.11%.</p> <p>To meet the target of 80% an additional spend of \$111,296 of OPEX would be required.</p>	Reviewing existing OPEX budgets to ascertain if funding can be reallocated to meet this level of service.
LTP/AP25: Percentage of total Stormwater waterway linings at condition Grade 5 (14.0.15.1)	M	<= 7%		The actual result can not be currently measured.	<p>The data held about the condition and ownership of the waterway linings is old and unclear. When the data was collected in 2015/16, there was no differentiation in public vs private linings. Additionally, the information is almost 10 years old - for an asset with an estimated life of 40-50 years - so is becoming less reliable for being able to be used for assessing overall network condition.</p> <p>A data collection tool has been developed to carry updated condition information. Interviews to select summer students to carry out the work are currently being under taken. Data will be collected over the 25/26 summer.</p>	Nil. Processes are inplace.

Long-term Plan 2024-34

Activity: Solid Waste and Resource Recovery (November 2025)

Overall Level of Service Forecast



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

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$42,735,413	\$44,978,237	\$0	\$2,242,825	5%		

( Controllable net cost of service after carry-forwards )

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

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



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Recyclable materials collected by Council services and received for processing at the Materials Recovery Facility (MRF) (8.0.1)	C	70kg (+40%/-10%) recyclable materials / person / year		71.55kg/person.	No significant change in tonnages from the previous month.	Council continues to promote the correct use of kerbside recycling bins, and diversion of recyclable material from landfill.

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



Engaging with community and industry to encourage positive waste disposal behaviour



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Use of App (8.0.9)	M	35,000 Active users of the App		34,155 active users	Monthly users tracked slightly down against October however this is still a 5% increase vs November last year which is positive to see.	A dedicated campaign on the app began during November



Long-term Plan 2024-34

Activity: Regulatory Compliance and Licensing (November 2025)

Overall Level of Service Forecast



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

						Activity manager financial comment	
Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$2,811,000	\$2,616,999	\$0	-\$194,001	-7%		

( Controllable net cost of service after carry-forwards )

Activity: Regulatory Compliance and Licensing - Level of Service Details

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



Animal Management Services prioritise activities that promote and protect community safety



Food premises are safe and healthy for the public



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Scheduled Food Control Plan verification visits are conducted (9.0.5)	C	98%		YTD 38% of verifications have been completed (662 of 1070)	There is a risk that due the staffing shortage achievement of this LOS could be at risk	Discussions have commenced in relation to engaging a third party provider to support service delivery.

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



Protect community safety through the timely and effective response to notifications of public health incidences



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



The community is not subjected to inappropriate noise levels



Long-term Plan 2024-34

Activity: Recreation, Sports, Community Arts and Events  
(November 2025)

Overall Level of Service Forecast



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

						Activity manager financial comment	
Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$30,941,958	\$31,779,955	\$0	\$837,997	3%		

( Controllable net cost of service after carry-forwards )

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

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



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



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



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Achieve a cost-efficient level of service for recreation and sport facilities per resident (7.0.9.2)	M	Less than \$24.65 per resident		YTD cost per resident is \$33.32	Unlikely to meet target based on 2024/25 results. There have been further costs increases ie 4.2% increase on living wage.	Ratio to be reset to \$51.01
LTP/AP25: Achieve a cost-efficient level of service for recreation and sport facilities per visitor (7.0.9.1)	M	Less than \$2.40 per visitor		YTD \$2.58 per visit	Unlikely to meet target based on 2024/25 results. There have been further costs increases ie 4.2% increase on living wage.	Ratio to be reset to \$3.95 per visit

Long-term Plan 2024-34

Activity: People and Capability (November 2025)

Overall Level of Service Forecast



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

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$3,747,700	\$3,796,996	\$0	\$49,296	1%	timing and budget phasing for November driving monthly budget overspent	Continue to monitor YE forecast and month-by-month planned and actual

( Controllable net cost of service after carry-forwards )

Activity: People and Capability - Level of Service Details

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



Deliver fit for purpose, streamlined day to day HR support



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Resolve employment relations problems using the lowest-level mechanism appropriate (13.0.16)	M	At least 90% of employment relations problems using the lowest-level mechanism appropriate within 30 working days of the reported issue		15 new cases were opened in November 2025, of which 5 (33%) are being resolved using lowest level mechanism appropriate for the issue. 7 of the 15 cases raised in November (47%) were able to be resolved within 30 working days. 8 remain open. This month there are a total of 24 open ER Cases, 9 of these are considered formal processes, and the remaining 15 are being managed at the lowest possible level. Formal cases are typically more complex and ongoing in nature and/or would reasonably take longer than 30 days to resolve.	Some matters are due to be closed within the next couple of weeks at lowest level mechanism. It is important to note that the nature of the matter does directly impact the ability for resolution within 30 days. Formal cases typically involve complexity and risk and require thorough investigation and careful navigation following due process and the requirement to demonstrate good faith and can take time. Informal cases (e.g. involving discussions around concerns raised, wellbeing matters and support for people leaders) can be ongoing in nature.	

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



Foster and build a high engagement, capable, diverse, equitable and inclusive culture within Council



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



Long-term Plan 2024-34

Activity: Parks and Foreshore (November 2025)

Overall Level of Service Forecast



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

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$42,054,654	\$42,695,182	\$0	\$640,528	2%	Still cautious at this point of the year	

( Controllable net cost of service after carry-forwards )

Activity: Parks and Foreshore - Level of Service Details

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



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Volunteer participation at community opportunities across parks network (6.3.7.4)	C	Volunteer hours - maintain or grow compared to previous year		Volunteer hours year to date are 16217.25		

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



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Customer satisfaction with the presentation of Community Parks (6.0.3)	C	>=60%		Previous years goal not achieved, Measure is annual residents satisfaction survey, results later in the year	November has historically been our biggest month for tickets, this year's in-house teams have focused on delivery to see: Tickets down 47% vs last year (425 tickets) Down 35% on average compared to 2022 to 2024	We continue to target areas where public tell us they are dissatisfied. Survey underway in parks now and results to follow in the new year.
LTP/AP25: Greenspace increases with intensified population growth in urban development areas (6.8.1.1)	C	Neighbourhood parks are provided in urban areas at a rate of at least 1.9 ha/1000 population		No progress, on hold by GM	City Form & Function PCG & PSG do not support proposed Land Acquisition Plan so further discussion needed on how to proceed	
LTP/AP25: Network Plans and reserve management plans are developed to guide management and investment in parks (6.8.10.2)	M	At least one new or revised management or network plan approved each year		Progressing BP Reserves Mgmt Plan, Sports Parks Mgmt Plan, Port Hills Plan, Play Spaces Network Plan. Uncertain if any will be completed this FY due to timeframes. Play		



				Space Plan timeframe has been pushed out to FY27 for LTP.		
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**Delivery of Red Zone Areas Action plans (excluding the Otakaro Avon River Corridor)**



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



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



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



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



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



Long-term Plan 2024-34

Activity: Governance and Decision Making (November 2025)

Overall Level of Service Forecast



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

						Activity manager financial comment	
Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$12,580,683	\$12,630,684	\$0	\$50,001	0%		

( Controllable net cost of service after carry-forwards )

Activity: Governance and Decision Making - Level of Service Details

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



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Elected member satisfaction that their governance capacity has increased from participation in learning experiences (4.1.34)	M	65%		No known counter indicators to meeting target except that it is reliant on elected member participation.	A survey will go out to review compliance however, given the very low turnout to last year's survey, this target can only be met if more members take part.	

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



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



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Schedule, support, and record Council meetings unless committee structure provides otherwise (4.1.28.1)	M	Between 500 and 600 governance meetings are supported		November = 30 YTD = 137	Target needs to reduce. The LoS target will be amended in the next annual plan as the number of meetings fluctuates depending on the Council structure each year	Target not met, the LoS target will be amended in the next annual plan as the number of meetings fluctuates depending on the Council structure each year



Long-term Plan 2024-34

Activity: Emergency Management & Community Resilience  
(November 2025)

Overall Level of Service Forecast



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

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$1,706,984	\$1,706,984	\$0	\$0	0%		

( Controllable net cost of service after carry-forwards )

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

Co-ordinates effective civil defence emergency management readiness and response



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



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



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Sufficient capacity within Council to maintain an Incident Management Team (IMT) or EOC response for 5 consecutive days (2.5.7.2)	C	An IMT or EOC is stood up a minimum of at least 3 times per annum either in response or to practice		EOC has been stood up twice this calendar year so far. Another activation planned to coincide with Te Kaha Opening in Apr 26. Experience suggests at least one activation over summer is likely.	An EOC will be set up to respond to a simulated fire event prior to the end of January 2026. An EOC will be set up to respond to a simulated wet weather event prior to the end of April 2026.	

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



Long-term Plan 2024-34

Activity: Digital (November 2025)

Overall Level of Service Forecast



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

Activity manager financial comment

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$58,670,560	\$58,858,247	\$0	\$187,686	0%	Tracking 180K under budget.	

( Controllable net cost of service after carry-forwards )

Activity: Digital - Level of Service Details

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



Ensure IT Operational Resilience (availability and return to operation)



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



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



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Software and applications: Renewal policy compliance and cycles (13.2.35)	M	90% of application licenses are within vendor support		85%	The % below target of 90% results from applications with multiple versions and software no longer in use.	Digital will continue to work on removing unused software.

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



Provide a safe and secure network



Long-term Plan 2024-34

Activity: Community Development and Facilities (November 2025)



Overall Level of Service Forecast



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

						Activity manager financial comment	
Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$41,818,409	\$41,751,234	-\$129,019	\$61,844	0%		

( Controllable net cost of service after carry-forwards )

Activity: Community Development and Facilities - Level of Service Details

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



Lead a collaborative volunteer -centric approach to keeping our city clean, safe, and free of graffiti



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Maintain partnerships and develop volunteerism related to graffiti management and mitigation (2.2.6.6)	M	Maintain and support a volunteer roster, 120 individuals, 40 groups, 9,000 hours		November actuals will be updated in the December 2026 Report.	<p>Lower reported volunteer hours is primarily due to a change in reporting procedure whereby graffiti reported on certain non-council assets such as Orion junction boxes is sent directly to the owner and not recorded on the Council system. Another change is that the reporting of graffiti goes to "Snap, Send, Solve" app which means graffiti volunteers are no longer visibly reporting over 50% of graffiti.</p> <p>There are the same number of volunteers supported but we can no longer measure their reporting.</p> <p>These changes have increased efficiency, and our partners are satisfied.</p> <p>Another change is that we no longer classify community artists as volunteers as we know pay them a modest fee as opposed to providing compensation via a Prezzy Card</p>	Discuss changes to how we measure LOS with Council

					(same value)  These changes combined have contributed to the drop in recorded volunteer hours by about 60%, even though similar or increased levels of service are being delivered.  The LOS target needs adjustment to reflect these changes. Until then we will be in the red.	
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Provide and manage Community grants, funding and community loans, on behalf of Council and other funding bodies to make Christchurch a place of opportunity for all



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



Long-term Plan 2024-34

Activity: Communications and Engagement (November 2025)

Overall Level of Service Forecast



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

Value for Money: Manage Activity to Budget =/ < \$0						Activity manager financial comment	
Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$4,996,458	\$5,266,459	\$0	\$270,001	5%		

( Controllable net cost of service after carry-forwards )

Activity: Communications and Engagement - Level of Service Details

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



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Elected members and Governance Managers satisfied with content, format, and tone of information (4.1.14.6)	M	68%		We will continue to work with the newly elected Mayor and Council regarding the best way to measure their satisfaction with content, format and tone of information. We will also talk to them about any suggested improvements they have around communications.		

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



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



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



Long-term Plan 2024-34

Activity: Building Regulation (November 2025)

Overall Level of Service Forecast



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

Value for Money: Manage Activity to Budget $\leq$ \$0						Activity manager financial comment	
Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	-\$4,589,354	-\$4,589,355	\$0	-\$1	0%	Currently forecasting to be on budget at year-end	

( Controllable net cost of service after carry-forwards )

#### Activity: Building Regulation - Level of Service Details

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



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



Maintain and operate a quality assurance system to ensure continued accreditation as a building consent authority



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



Provide a public advice service to support building consenting customers



Receive and process project information memoranda applications in a timely manner



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



Undertake an audit regime of each building warrant of fitness, issue new and amend existing compliance schedules



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



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Grant Code Compliance Certificates within 20 working days (9.1.7)	C	Issue minimum 95% of Code Compliance Certificates within 19 working days from the date of acceptance		73.6% of Code Compliance Certificates issued within 19 working days for the month of November 2025  86.3% of Code Compliance Certificates have been issued within 19 working days for the year-to-date	There has been a slight drop in the response rate for November.	Continue with the restrained use of overtime to manage peak volumes and the ongoing improvement programme. Additionally, we are actively recruiting for additional Code Compliance Processors to help manage workloads.
LTP/AP25: Carry out building inspections (9.1.12)	M	98%		93.1% of inspections were completed within three working days of customer request for the financial year-to-date  94% of inspections were completed within three working days of customer request for the financial year-to-date  Both results exceed the statutory requirement of 80% of inspections completed within three working days of the customer requested date	This target is anticipated to be met at year-end	Additional inspections resources are being engaged by way of contractors, and remote inspection technology continues to be promoted and utilised when requested by customers. This is resulting in an ongoing improvement in response times. We are also working with the industry to reduce the number of failed inspections, which will free up inspectors and decrease our response times.



Long-term Plan 2024-34

Activity: Asset management & Facilities (November 2025)

Overall Level of Service Forecast



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

						Activity manager financial comment	
Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Comment	Remedial actions
	\$19,926,113	\$20,216,150	\$0	\$290,037	1%	All Activities are currently forecast to be under budget	

( Controllable net cost of service after carry-forwards )

Activity: Asset management & Facilities - Level of Service Details

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



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



Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Reduce greenhouse gas emissions, excluding methane (Based on Greenhouse Gas Emissions Target for Christchurch, Option 1) (13.4.29.2)	M	At least 3.3% reduction year on year		Overall emissions increased from 169.48 tCO <sub>2</sub> e in October 2024 to 183.05 tCO <sub>2</sub> e in October 2025, a 8.01% increase across major facilities. Higher emissions mainly drove this increase at the Civic Offices and the Art Gallery, where more diesel was used this year. However, because we are still using last years electricity emission factor (as the updated factor for this year is not yet available), the reported increase is likely overstated. Given the high utilisation of the hydro this year, we expect the actual electricity emission factor to be significantly lower, meaning the real emissions are likely to have remained stable or even decreased.	CIVIC (+32.07%) Emissions increased mainly because the TriGen was offline for most of this month. Without landfill gas generation, the building relied far more on grid electricity and diesel for heating. Although grid electricity is relatively low-carbon, the additional diesel required to compensate for the TriGen outage increased overall emissions. Once the TriGen is restored, emissions are expected to return to normal levels. Art Gallery (+55.09%) The significant increase is driven partly by an unexpected issue in which the diesel generator ran unintentionally, leading to a substantial increase in diesel consumption before the fault was corrected. Pools (Taioia QEII minus2.99%, Jellie +0.46%, Pioneer minus10.00%, Te Pou Toetoe Linwood Pool +12.62%, Graham Condon +0.38%) Overall, pool facilities showed mixed results. Pioneer achieved reductions due to the	

					<p>electrification and ventilation upgrades done earlier this year, replacing the diesel usage. QEII, Jellie and Graham Condon remained essentially unchanged from last year. Te Pou Toetoe Linwood Pool saw a moderate increase; we are investigating this.</p> <p>Libraries (Turanga minus1.96%, Orauhata Bishopdale minus6.69%, Lyttelton minus32.17%, Sumner minus4.79%, Upper Riccarton +7.09%)</p> <p>Most libraries recorded reductions. Bishopdale continues its strong performance. Lyttelton saw a significant drop following the correction of HVAC scheduling that previously caused unnecessary overnight operation. Sumner also decreased slightly due to stable, efficient conditions. Upper Riccarton was the exception, with a slight increase linked to ongoing work at this site.</p>	
LTP/AP25: We provide advice and projects that reduce the energy used in Council facilities (13.4.29)	M	1.7% reduction year on year	●	<p>Overall, the energy consumption across CIVIC, Turanga, Taiora QEII, Jellie, Pioneer, Te Pou Toetoe Linwood Pool, Graham Condon, Orauhata Bishopdale Library, Lyttelton Library, Sumner Library, Upper Riccarton Library, and the Art Gallery decreased by 10.64% in October 2025 compared to October 2024. This reduction is mainly due to the TriGen system being offline throughout October, resulting in a much greater reliance on grid electricity, which is more efficient and therefore lowers the overall energy intensity.</p>	<p>Key Observations CIVIC (minus44.11%) The significant decrease this month is mainly due to the TriGen system being offline for most of the time, resulting in a much higher reliance on grid electricity. Grid supply is more efficient, which significantly lowers the buildings overall energy intensity. However, the TriGen outage also caused higher diesel use for heating. Art Gallery (minus6.37%) During Mid-month, we identified that the diesel generator was unintentionally running, temporarily increasing diesel consumption; this issue has now been fixed. Landfill gas use was lower than last year. Despite all this, we see a reduction in overall energy usage, driven by the recent optimisation work and milder weather. We will keep monitoring this next month and confirm whether the trend continues.</p> <p>Pools Taiora QEII (minus2.99%), Jellie (+0.46%), Pioneer (minus3.02%), Te Pou Toetoe Linwood Pool (+12.62%), Graham Condon (+0.38%) Pool facilities remained within normal operating ranges. Variations this month are driven by seasonal heating demand. Te Pou Toetoe shows the most significant increase; we are currently reviewing the reasons. Turanga (minus1.96%) Energy use remains stable, reflecting ongoing optimisation and consistent operational performance. Libraries €" Bishopdale (minus6.69%), Lyttelton (minus32.17%), Sumner (minus4.79%), Upper Riccarton (+7.09%) Most libraries showed reductions due to stable operation and improved HVAC efficiency. Lyttelton in particular had a</p>	



					significant decrease. Upper Riccarton increased slightly this month, likely due to ongoing ventilation work onsite; we will continue to observe usage over the next period. Bishopdale achieved a further 6.7% reduction compared to Oct 2024, building on the significant 20.5% reduction achieved in 2024.	
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Provide the organisation with a safe, efficient, and well utilised vehicle fleet that supports Council to achieve its fleet emissions targets



Attachment C – Watchlist Projects as at November 2025

Current Watchlist as agreed at Finance & Performance Committee - 26 November 2025

Project Id	Project	Activity	Milestone Status
			Nov-25
596	WW Akaroa Reclaimed Water Treatment & Reuse Scheme	WW Collection, Treatment & Disposal	Critical
917	Lincoln Road Passenger Transport Improvements (Curletts to Wrights)	Transport Environment	On Track
2356	Akaroa Wharf Renewal	Parks & Foreshore	On Track
20836	Ōmōkihi (South Library replacement)	Christchurch City Libraries	On Track
23101	Major Cycleway - Nor'West Arc Route (Section 3) University to Harewood	Transport Environment	Critical
26608	Major Cycleway - South Express Route (Section 1) Hei Hei to Jones	Transport Environment	On Track
26611	Major Cycleway - Wheels To Wings Route (Section 1) Linking Nor'West Arc And Northern Line MCRs	Transport Environment	On Track
27273	Pages Road Bridge Renewal (OARC)	Transport Access	Critical
30172	WW Riccarton Interceptor (Upper Riccarton)	WW Collection, Treatment & Disposal	On Track
41663	Harewood Road Traffic Signals - Harewood/Gardiners/Breens Intersection And Harewood School	Transport Safety	On Track
41987	SW Addington Brook & Riccarton Drain Filtration Devices	Stormwater Drainage	On Track
42154	WW Selwyn Street Pump Station (PS0152), Pressure Main and Sewer Upgrades	WW Collection, Treatment & Disposal	At Risk
61615	SW South New Brighton & Southshore Estuary Edge Flood Mitigation	Flood Protection & Control Works	Critical
66000	SW Ōtākaro Avon River Corridor Stopbank Anzac Drive to Waitaki Street (OARC)	Stormwater Drainage	Critical
67421	SW Ōtākaro Avon River Corridor Stopbank Pages Road to Bridge Street (OARC)	Flood Protection & Control Works	Critical
67806	CWTP Activated Sludge Plant	WW Collection, Treatment & Disposal	On Track
68173	Ōtākaro-Avon River Corridor City to Sea Shared Use Pathway (OARC)	Parks & Foreshore	On Track
70633	WW Fitzgerald Ave Brick Barrel Mains Renewal	WW Collection, Treatment & Disposal	Critical
71996	WW Grassmere Wet Weather Storage Facility	WW Collection, Treatment & Disposal	On Track
77561	WW Wairakei Collector Renewal	WW Collection, Treatment & Disposal	At Risk
80775	Delivery Package - School Speed Zones	Transport Safety	On Track
82587	Improving Bromley's Roads - Stage 2	Transport Safety	On Track
The projects that were added to the watchlist			

Historical Watchlist Projects (no longer reported monthly), as agreed at Finance & Performance Committee – 26 November 2026

Project Id	Project	Activity	Nov-25
924	Halswell Junction Road Extension	Transport Access	On Track
1017	Parakiore Recreation and Sports Centre (formerly Metro Sport Facility)	Recreation, Sports, Comm Arts & Events	On Track
18396	Te Kaha Surrounding Streets	Transport Access	On Track
26601	Major Cycleway - Otakaro Avon Route (Section 1) Fitzgerald to Swanns Road Bridge (OARC)	Transport Environment	On Track
64048	Performing Arts Precinct - Court Theatre Building	Corporate Capital	On Track
64671	Major Cycleway - Northern Line Route (Section 1) Railway Crossings	Transport Environment	On Track
67989	Improving Bromley's Roads - Stage 1	Transport Safety	On Track
76081	WS Tanner PS1095 Treatment Equipment & Controls	Water Supply	Critical

## Appendix B – Responses to Questions from Finance & Performance Committee

The following is a response to a question asked during the meeting held 26 November 2025.

### Key Organisational Performance Results – October 2025 Question

In reference to the chart on page 12, performance by activity, why is the budget for Digital activity greater than that of other activities? What's included?

#### Staff response

The net controllable budget for the Digital activity for the current financial year (as reported on the referenced chart, p12.) is \$58.8M. The shift away from investing in capital technology assets toward procuring Software-as-a-Service (SaaS) solutions, reflecting changes in market offerings, has fundamentally altered how we allocate staff time and vendor support for ongoing digital optimisation and enhancements, and growth initiatives. This year, the impact has been significant: staff time can no longer be offset against capital budgets, and external resourcing previously funded through the capital programme now sits within the operating budget, driving a substantial increase in the net operating cost of Digital by \$22.8m this year. However, this has also reduced the capital programme by \$22.8m, meaning we are no longer borrowing to fund this work (excluding hardware). For reference, this change was driven from Treasury guidance for managing intangible assets and better aligns Council with accounting standards, and this recommendation was moved without change on the 28<sup>th</sup> of May 2025 by the Finance and Performance Committee, in agenda item 17.

Additionally, Digital costs are currently exceeding LGCI due to the changing landscape from on-premises solutions to SaaS (software as a service). A Vertice report has shown that the inflation rate for SaaS was 12.8% and 13.9% for 2024 and 2025, respectively. Staff are working hard to mitigate these cost pressures and reduce consumption where possible.

The table below shows the change in budget between 2022/25 and 2025/26 due to above.

Operating Costs/(Revenue) - (Controllable)	LTP Projected FY26 (\$m)	Annual Plan Projected FY26 (\$m)	\$ Change	% Change
Controllable Revenue	(0.08)	(0.03)	0.05	(67%)
Personnel Costs (Salaries & Wages, service allowance, training etc)	22.7	23.8	0.8	3.5%

Software fees & licenses	16.1	17.0	0.9	5.63%
Digital Portfolio external resourcing (for R&R + Growth)	-	10.9	11.2	∞
Service Contracts (Network costs, support agreements).	5.9	6.1	0.2	2.9%
Communication equipment (firewall support etc.)	0.6	0.7	0.1	11.8%
GM Cost Allocation	0.4	0.4	-	-
Internal Staff Time (Time charged to capital)	(11.6)	-	11.6	undefined
<b>Total</b>	<b>34.1</b>	<b>58.8</b>	<b>24.7</b>	<b>73%</b>

Capital Expenditure	LTP Projected FY26 (\$m)	Annual Plan Projected FY26 (\$m)	\$ Change	% Change
Replacements & Renewals (Hardware)	11.5	4.2	(7.3)	(63.8%)
Improvements	15.5	-	(15.5)	Undefined
<b>Total</b>	<b>27.0</b>	<b>4.2</b>	<b>(22.8)</b>	<b>(84.6%)</b>

The net controllable cost of the Digital activity is more than for the Transport activity, due to NZTA revenues received subsidising Transport, this revenue lowers their net cost.

The table below provides a comparison of controllable costs for Digital, Transport, and Three Waters activities (Water Supply, Wastewater Collection, Treatment and Disposal, Stormwater Drainage, and Flood Protection), including revenues.

*FY2026 Budget controllable opex*

Net Cost of Activity (\$m)	Digital	Three Waters	Transport
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Controllable Revenue	(0.03)	(13.3)	(48.0)
Controllable Costs	58.8	86.3	85.2
<b>Total</b>	<b>58.8</b>	<b>73.0</b>	<b>37.2</b>

Net Capital Cost (\$m)	Digital	Three Waters	Transport
Capital Expenditure	4.7	149.0	248.3
Capital Revenue		(28.8)	(43.9)
<b>Total</b>	<b>4.7</b>	<b>120.2</b>	<b>204.4</b>

The Digital activity includes operational costs for services across the organisation such as personnel costs, software application fees and licenses, service contracts/infrastructure costs, security and network costs, existing and new software development etc.

### Benchmarking

There is significant variability across NZ Councils in how they manage digital services making it difficult to provide viable benchmarking insight. Noting while the Association for Local Government Information Management (ALGIM) ALGIM offers an IT satisfaction benchmark, long-running, standardised, technical/financial benchmarks across all councils are still trying to be developed. Attempts in 2024 to provide a sector-wide cost comparison proved challenging due to the variability arising from the following factors:

- Even for “core” activities, councils vary across what services IT is required to support e.g. Auckland Council costs exclude Transport and Water support given their CCO models but includes regional council services, and Wellington has a shared service arrangement for digital services across multiple districts.
- Councils run different enterprise systems across finances, customer relationship management, asset management, consenting, and geospatial platforms, they are at different stages of SaaS/IaaS adoption (influencing capex and opex cost profiles), and have mixed on-prem/cloud footprints, so cost and performance profiles don’t align.
- Population, geography, and service complexity vary widely e.g., large metros vs. mid-size and small provincial councils, unitary or standalone Council functions affecting digital workload, service level agreements, staffing, and cost baselines.



- The convergence of IT, Operational Technology (OT)/Internet of Things (IoT) e.g., water networks, transport systems, building management systems, radio networks influence the risk, resilience, and security spend in ways that differ by council.
- Benchmarking depends on consistent digital service catalogues, KPIs, and cost models with many councils still strengthening performance reporting frameworks and meaningful measures.
- Inflation, infrastructure deficits, and rising operating costs push different trade-offs between capex vs opex spend, outsourcing vs in-house service provision, producing non-comparable cost structures and service levels.
- Talent shortages, especially for niche skills in particular technology or project management, drive differing outsourcing patterns, labour delivery models, and service quality.
- Where councils collaborate or share services, benefits depend on strong governance and clear scope; piecemeal sharing hasn't consistently yielded comparable outcomes.



## 8. Financial Performance Report - November 2025

Reference Te Tohutoro: 25/2451456

Responsible Officer(s) Te  
Pou Matua: Bruce Moher, Head of Finance

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

### 1. Purpose and Origin of the Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to inform the Committee on Council's financial performance to 30 November 2025, which includes providing an updated year-end forecast.
- 1.2 This is a standing report that is presented to the Committee.

### 2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

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

### 3. Executive Summary Te Whakarāpopoto Matua

- 3.1 This is the second report for 2025/26 and the new triennium. There is no material change from the October report regarding the year to date or forecast Opex and Capex position.
- 3.2 The year-to-date operational surplus of \$12.9 million is \$30.2 million greater than budget, slightly higher than the \$27.7 million reported last month. This is driven by: savings in insurance costs, reduced personnel costs due to staff vacancies, lower than budgeted landfill and resource recovery operations expenditure, a stronger than forecast building market increasing consenting revenue, increased recreation and sports participation revenues, reduced reactive infrastructure maintenance and late 24/25 rating growth.
- 3.3 The forecast year end operating surplus is currently \$16.9 million, a small improvement from the \$14.3 million reported in October. The forecast is driven by: \$2.3 million additional revenue, primarily related to interest earnings, rates and rates penalties, and Land Information Memorandum (LIM) and property files income. The improved year end forecast also reflects lower forecast costs of approximately \$15.8 million, mainly due to \$7.1 million of insurance renewal savings, \$1.9 million of personnel cost savings due to vacancies, \$2.3 million in landfill and resource recovery operations and reduced rates of \$1.9 million on Council owned properties due to the rates reductions arising after budgets had been set. \$1.2 million of the surplus relates to and is retained in the Housing Account.
- 3.4 Capital expenditure is \$46.8 million under budget year to date (\$37.5 million in October) primarily due to Transport (\$18.1 million) and Three Waters (\$18.1 million) projects. The Project Management Office (PMO) forecasts the underspend to extend to \$71.7 million by year end.

### 4. Operational Revenue and Expenditure

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

\$m	Year to Date Results				Forecast Year End Results				After Carry Forward		
	Actual	Budget	Var		Forecast	Budget	Var		C/ fwd	Var	
<b>Operational</b>											
Revenues	(519.7)	(515.2)	4.5		(1,146.8)	(1,144.5)	2.3		-	2.3	
Expenditure	370.3	396.9	26.6		876.3	892.1	15.8		(0.1)	15.9	
Funds not available for Opex	136.5	135.6	(0.9)		253.6	252.4	(1.2)		0.1	(1.3)	
<b>Operating (Surplus)/Deficit</b>	<b>(12.9)</b>	<b>17.3</b>	<b>30.2</b>		<b>(16.9)</b>	<b>-</b>	<b>16.9</b>		<b>-</b>	<b>16.9</b>	

4.3 After five months the year to date operating surplus variance is \$30.2 million and forecast to reduce to \$16.9 million by financial year end. Summaries of the material revenue and expenditure variances and changes are highlighted below.

4.4 **Revenue** is \$4.5 million more than budget year to date and forecast to be \$2.3 million more than budget at year end.

4.5 Key drivers of actual and forecast revenue variances to budget include: [amounts in () are unfavourable variances, i.e. revenues below budget]

Revenue Variance (\$m)	Annual Budget	YTD Variance	Forecast Variance
Building & Planning consent volumes (refer also to cost variances)	37.2	2.8	-
Transport – NZTA, parking & commercial rent	48.4	0.4	-
Recreation & Sports – additional community participation	26.3	0.7	(0.3)
Interest earnings	38.4	0.1	1.0
Rates penalties	5.5	0.4	1.0
Rates – additional late growth	825.7	0.5	0.6
LIM & Property file volumes – strong property market	3.3	0.5	0.8
Transwaste dividend – SOI update	5.6	0.1	(0.2)
Water Billing and Trade Waste revenue	12.8	(1.0)	-
Resource Recovery transfer stations, organics processing and landfills	24.4	(0.5)	(0.9)
Other revenues	116.9	0.5	0.3
<b>Total</b>	<b>1,144.5</b>	<b>4.5</b>	<b>2.3</b>

- 4.6 **Expenditure** is \$26.6 million under budget year to date and forecast to be \$15.9 million (1.8%) under budget, after carry forwards, at year end.
- 4.7 Key drivers of actual and forecast expenditure variances to budget include: [amounts in () are unfavourable variances, i.e. expenses are greater than budget]

Expenditure Variance (\$m)	Annual Budget	YTD Variance	Forecast Variance
Insurance – renewal savings	37.3	9.1	7.1
Personnel costs (units with vacancies which were planned to be filled)	293.7	2.4	1.9
Waste Management lower recycling processing fees and organic processing fees, and landfill costs	67.7	4.5	3.2
Three Waters – timing of reactive maintenance & operating works and higher capitalisation rates	60.6	2.9	2.1
Parks – timing of activity (pre-Spring) and no major fire or flooding events	20.7	1.0	0.3
Rates on Council owned properties	39.9	1.1	1.7
Digital – timing of software renewals and portfolio delivery	35.0	0.9	-
Transport – timing of maintenance works	68.1	2.6	(0.6)
Riskpool insurance call	-	(0.4)	(0.4)
Governance – timing of remaining election costs vs budget phasing	6.5	0.6	0.1
Other expenditure variances	262.6	1.9	0.4
<b>Total</b>	<b>892.1</b>	<b>26.6</b>	<b>15.8</b>

## 5. Capital Expenditure and Revenue

- 5.1 This section covers the capital programme spend and funding relating to it (details on the delivery of capital projects is contained in the Capital Programme Performance Report).

\$m	Year to Date Results			Forecast Year End Results			After Carry Forwards	
	Actual	Budget	Var	Forecast	Budget	Var	Carry Fwd	Var
Core Programme	174.9	220.3	45.4	516.8	561.3	44.5	30.5	14.0
Less unidentified Carry Forwards	-	-	-	(16.8)	-	16.8	30.8	(14.0)
<b>Core Programme</b>	<b>174.9</b>	<b>220.3</b>	<b>45.4</b>	<b>500.0</b>	<b>561.3</b>	<b>61.3</b>	<b>61.3</b>	-
One New Zealand Stadium at Te Kaha	47.6	49.0	1.4	82.1	92.5	10.4	10.4	-
<b>Total Capital Programme</b>	<b>222.5</b>	<b>269.3</b>	<b>46.8</b>	<b>582.1</b>	<b>653.8</b>	<b>71.7</b>	<b>71.7</b>	-
Revenues and Funding	(140.4)	(151.4)	(11.0)	(310.4)	(310.4)	-	-	-
<b>Borrowing required</b>	<b>82.1</b>	<b>117.9</b>	<b>35.8</b>	<b>271.7</b>	<b>343.4</b>	<b>71.7</b>	<b>71.7</b>	-

### Capital Expenditure

- 5.2 Capital expenditure is \$46.8 million under budget year to date primarily due to Transport (\$18.1 million) and Three Waters (\$18.1 million) projects.
- 5.3 The PMO's current core programme year end forecast is \$500 million. This is \$61.3 million (11%) lower than budget, most of which will likely be requested to be carried forward to future years. The project managers' forecast is currently \$16.8 million higher than PMO's at \$516.8 million. The primary reason for the variance is that the project managers forecast on a

project-by-project basis. In contrast the PMO forecasts using a programme level analytical review and historic delivery trends of prior years.

- 5.4 The project managers core programme end of year forecast is \$44.5 million (8%) under budget before carry forwards due to underspends on three waters (\$28.2 million, 11% of its total capex) and mainly related to delays arising from dependencies on other project work proceeding, transport (\$13.5 million, 9% of its total capex) and landfill and transfer station projects (\$6.9 million, 62% of its total capex).

#### Capital Revenues and Funding

- 5.5 Capital revenues and funding is \$11.0 million lower than budget year to date. This is largely due to the timing of New Zealand Transport Agency capex payments (\$9.8 million), Parakiore and Court Theatre capital grant receipts (\$4.2 million), offset by higher Development Contributions (DCs) of \$2.9 million.
- 5.6 Capital revenues and funding are forecast to align with budget by year end.

### Attachments Ngā Tāpirihanga

There are no attachments for this report.

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

Document Name – Location / File Link
Not applicable

### Signatories Ngā Kaiwaitohu

<b>Authors</b>	Mitchell Shaw - Principal Advisor - Finance Nick Dean - Finance Business Partner
<b>Approved By</b>	Bruce Moher - Head of Finance Bede Carran - General Manager Finance, Risk & Performance / Chief Financial Officer

## 9. Capital Programme Performance Report November 2025

Reference Te Tohutoro: 25/2445128

Responsible Officer(s) Te Pou Matua: Paul Dadson - Senior Capital Programme Advisor Parks & Facilities

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 to present the Finance and Performance Committee with the Capital Programme Performance Report for November 2025. This report provides Elected Members with oversight on the performance of the Capital Programme.
- 1.2 This report has been prepared by the Programme Management Office.

### 2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:



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

### 3. Background/Context Te Horopaki

- 3.1 As of November month-end, the FY26 year-end forecast for the overall capital programme is **\$582.1m**, or 89% of budget. This is based on the PMO Forecast for CCC Capital, and the year-end forecast for One New Zealand Stadium at Te Kaha.
- 3.2 For CCC Capital (excluding One New Zealand Stadium at Te Kaha):
  - 3.2.1 The PMO Forecast for FY26 year-end remains at **\$500m**, or 89% of budget, which is 3% lower than the aggregated project management forecast of \$516.8m.
  - 3.2.2 Year-to-date expenditure is closely aligned with monthly forecasts and consistent with the prior year's expenditure profile.
- 3.3 Full results are provided in the Capital Programme Performance Report for November 2025 (Attachment A). This includes the Watchlist Report as Appendix 1.
- 3.4 The set of projects in the Watchlist Report has been updated this month as agreed at the Finance and Performance Committee Meeting on 26 November 2025.
- 3.5 Active risks / issues affecting Watchlist projects include budget risks and shortfalls, consenting timelines and uncertainty, some programme delays, challenging ground conditions, contaminated land, and third-party interdependencies.
- 3.6 Two Watchlist projects have had a change in Overall Status flag since the prior report, following the re-baselining of the delivery timelines via Change Request:
  - 27273 - *Pages Road Bridge Renewal*: Updated from 'Red – Critical' to 'Amber – At Risk'
  - 66000 - *SW Ōtākaro Avon River Corridor Stopbank Anzac Drive to Waitaki Street (OARC)*: Updated from 'Red – Critical' to 'Green – On Track'.
- 3.7 The Monthly Change Report is included in the public excluded section due to contract commercial sensitivity.



Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	Attachment to report 25/2445154 (Title: Capital Programme Performance Report - November 2025 - Final)	25/2530574	73

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

Document Name – Location / File Link
Not applicable

Signatories Ngā Kaiwaitohu

Authors	Lauren Barry - Senior PMO Business Analyst Paul Dadson - Senior Capital Programme Advisor Parks & Facilities
Approved By	Brent Smith - General Manager City Infrastructure



# Capital Programme Performance Report

November 2025

## Introduction

This report provides a monthly status update on capital programme performance in the current Financial Year (FY26), including the overall capital programme, CCC Capital (excluding One New Zealand Stadium at Te Kaha), and each major area of capital delivery grouped by activity.

All forecasts in the report are aggregated project management forecasts, except for the Programme Management Office (PMO) Forecast in the CCC Capital section. The PMO Forecast is a top-down forecast based on programme analysis, including year to date actuals, historical trends, and the current outlook. The variance tables on the area dashboards provide an indication of projects in the current financial year that are being delivered slower than originally budgeted (positive variance - possible carry forward at year end) or faster than originally budgeted (negative variance – possible bring back at year end). The variance relates to current financial year budget only; it does not necessarily indicate an overall project over or underspend.

The report contains status updates on key Watchlist projects (Appendix 1). Projects are selected for the Watchlist based on the following principles: Scale and significance, strategic importance, public profile, cost, immediacy (construction in current financial year), and delivery risk. In the area dashboard commentary, Watchlist projects are denoted by the '(+)' symbol for reference.



*Omōkihi (South Library Replacement) (+), where construction phase is progressing well, and the project remains on track to time and budget.*

Overall

CCC Capital

Three Waters

Transport

Parks, Heritage &  
Foreshore

Citizens and  
Communities

Other Activities

Watchlist

## Capital Programme Overview

Expenditure for the overall capital programme continues to track closely against monthly forecasts, with a result of 104% in November (see chart, below right). November expenditure was the highest for the financial year to date, with larger project spends including:

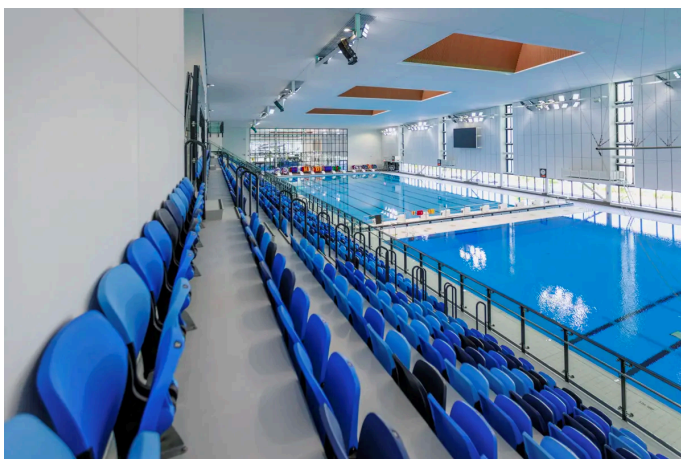
- One New Zealand Stadium at Te Kaha (+) [Video update: https://vimeo.com/1137939589](https://vimeo.com/1137939589)
- Ōmōkihi (South Library Replacement) (+)
- Neighbourhood parks land purchases
- Funding contributions towards the Robert McDougall Gallery Base Isolation
- Transport's annual resealing programmes (Chipseal and Asphalt)
- The Selwyn Street Pump Station project (+) in the Wastewater activity
- Parakiore Recreation and Sports Centre equipment purchasing.

## Month Highlight

The opening dates for **Parakiore Recreation and Sport Centre** have been announced this month. Following Crown Infrastructure Delivery's handover of the building at the end of October, the Council's fit-out, testing and commissioning programme has been taking place and remains on track to programme.

The opening dates are:

- 9 December: Formal ceremony
- 10 - 14 December: Special Olympics National Summer Games
- 17 December: Open to the public.



## Year Budget

\$653.8M

## Year Forecast

\$598.8M

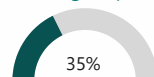
## Forecast Result

92%

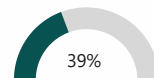
## Year Actuals

\$231.1M

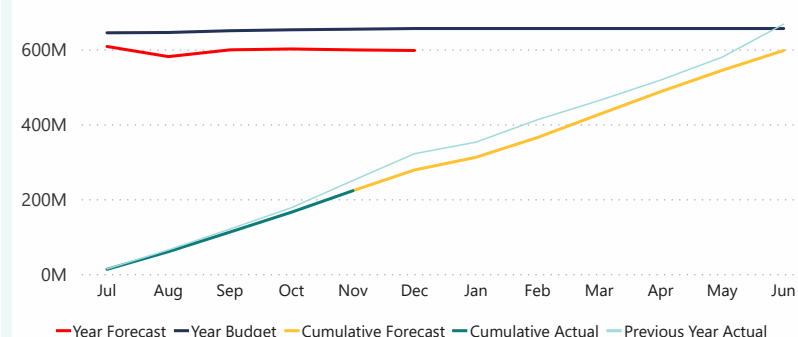
## % Budget Spent



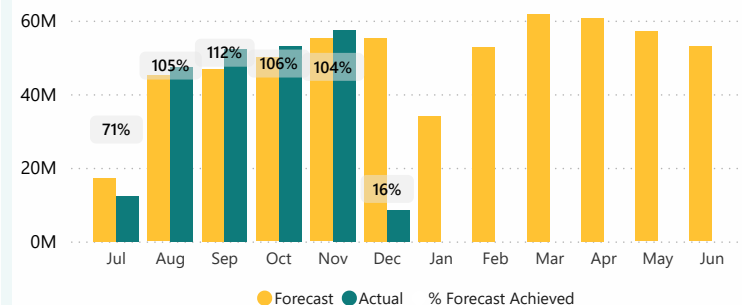
## % Forecast Spent



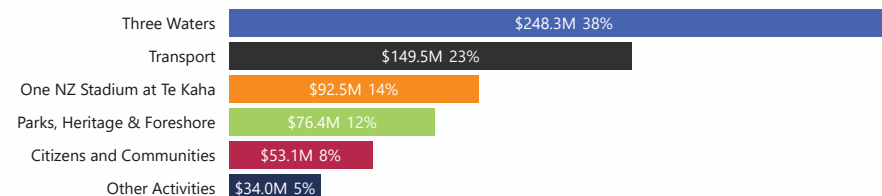
## Monthly Financial Time Line

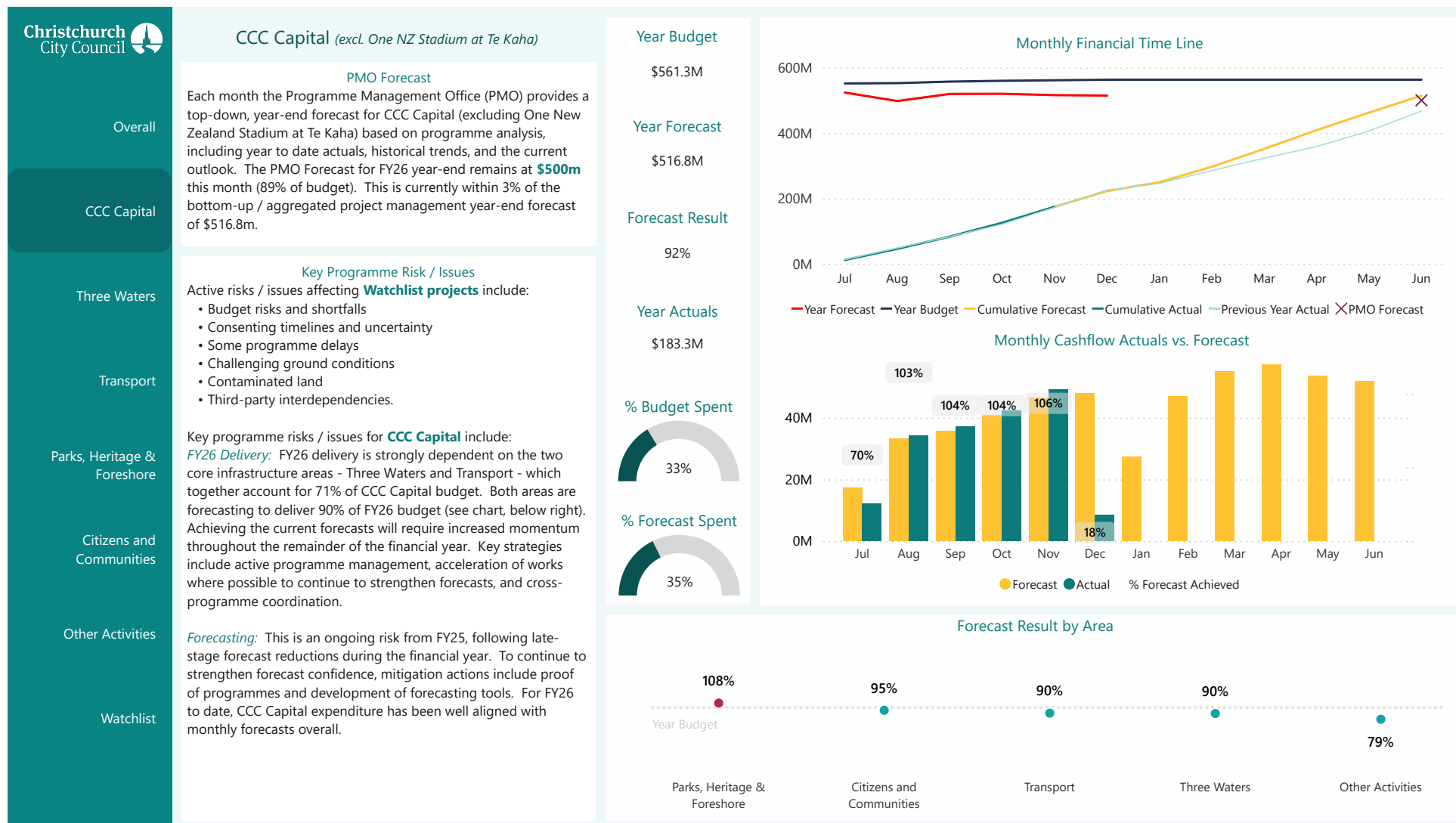


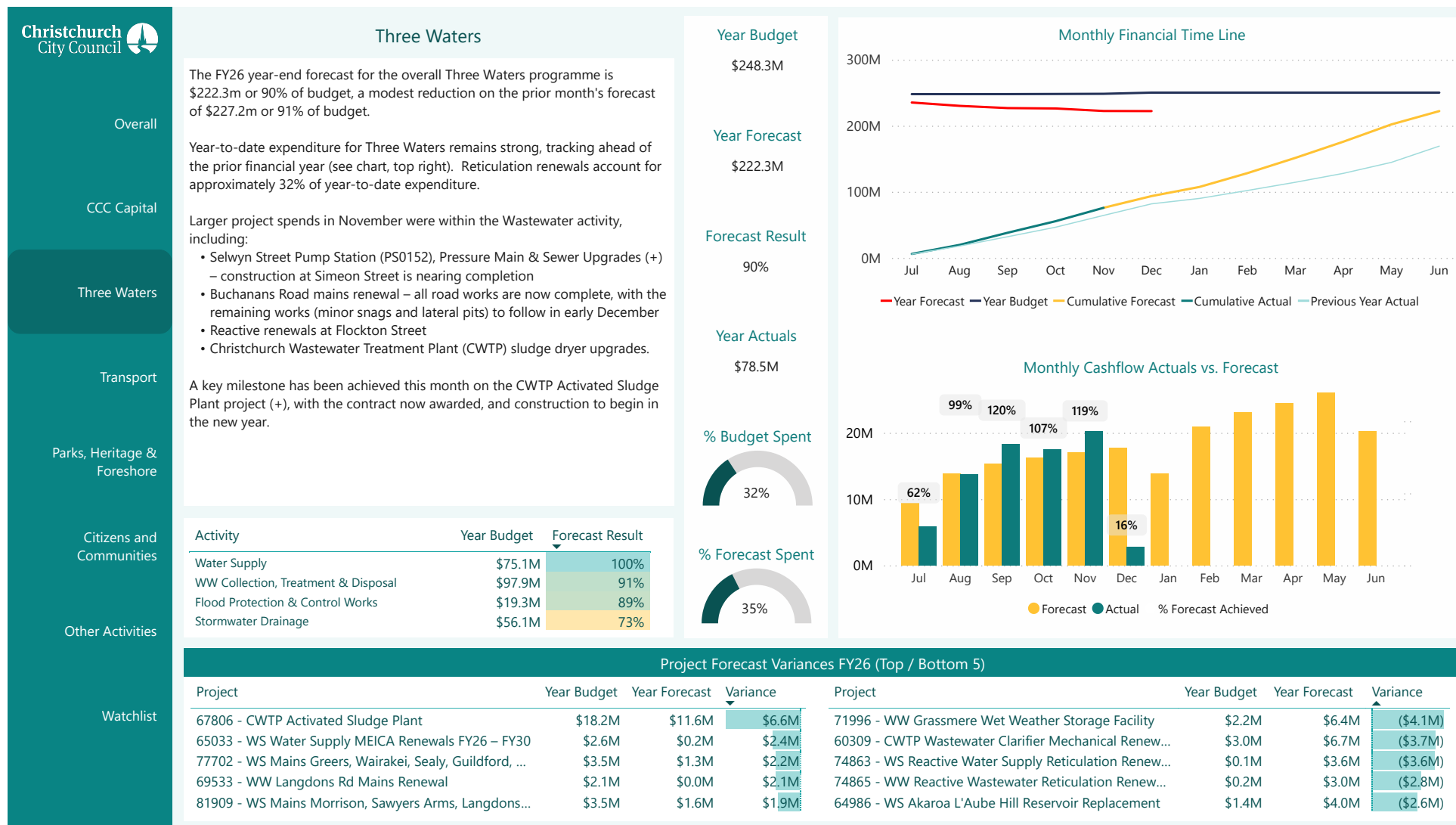
## Monthly Cashflow Actuals vs. Forecast

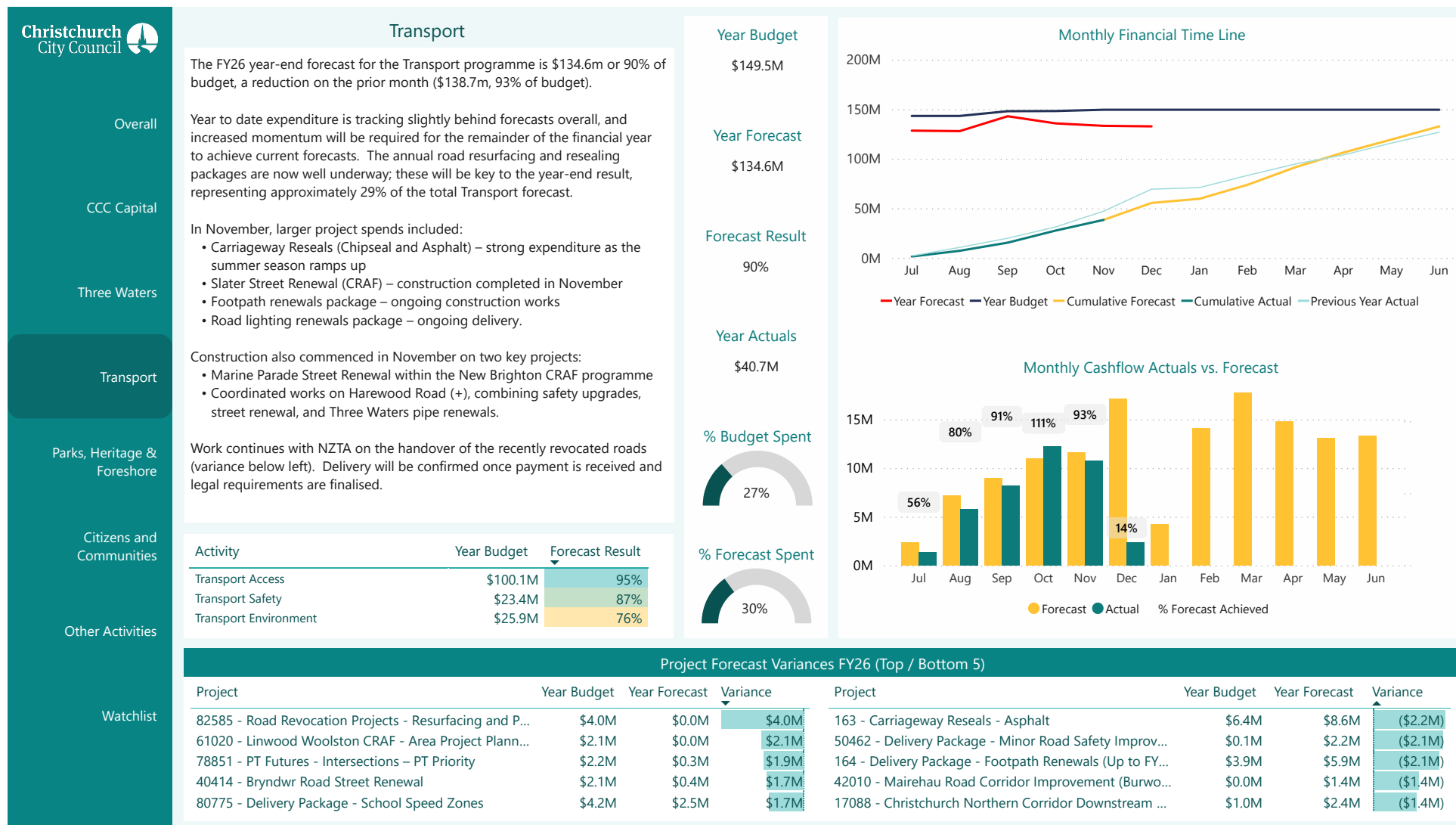


## Year Budget by Reporting Area











Christchurch  
City Council

Overall

CCC Capital

Three Waters

Transport

Parks, Heritage & Foreshore

Citizens and Communities

Other Activities

Watchlist

### Parks, Heritage & Foreshore

The FY26 year-end forecast for the Parks programme is \$82.3m or 108% of budget, a slight increase on the prior month (\$81.8m or 107% of budget).

At the end of November, 50% of the Parks FY26 budget has been expended, with actuals tracking ahead of the prior year (see graph, top right).

The higher expenditure in November was driven by some major payments and projects in construction, including:

- Land purchases for development-funded neighbourhood parks (Milns Road and Cashmere Road)
- The final major payment towards the base isolation works at Robert McDougall Gallery
- Parks Maintenance Depots Development, with the Wigram Road depot operational, and the final fit out of the Pages Road Depot taking place in early December
- Construction of the turf nursery for One New Zealand Stadium at Te Kaha, which is progressing well.

A key milestone was achieved this month with the formal opening of the new Lancaster Park community centre and change rooms on 28 November.

Activity	Year Budget	Forecast Result
Parks & Foreshore	\$63.3M	111%
Parks Heritage Management	\$13.1M	93%

#### Year Budget

\$76.4M

#### Year Forecast

\$82.3M

#### Forecast Result

108%

#### Year Actuals

\$38.5M

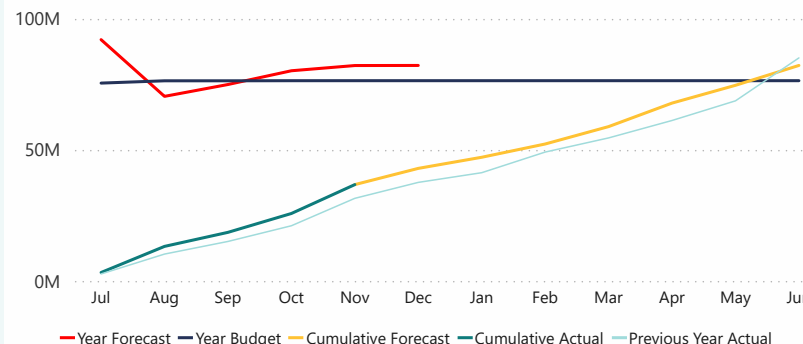
#### % Budget Spent

50%

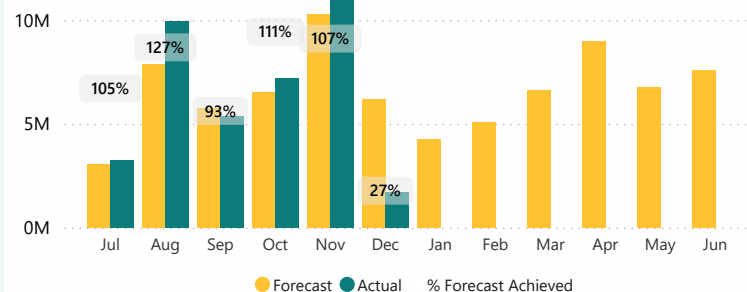
#### % Forecast Spent

47%

#### Monthly Financial Time Line

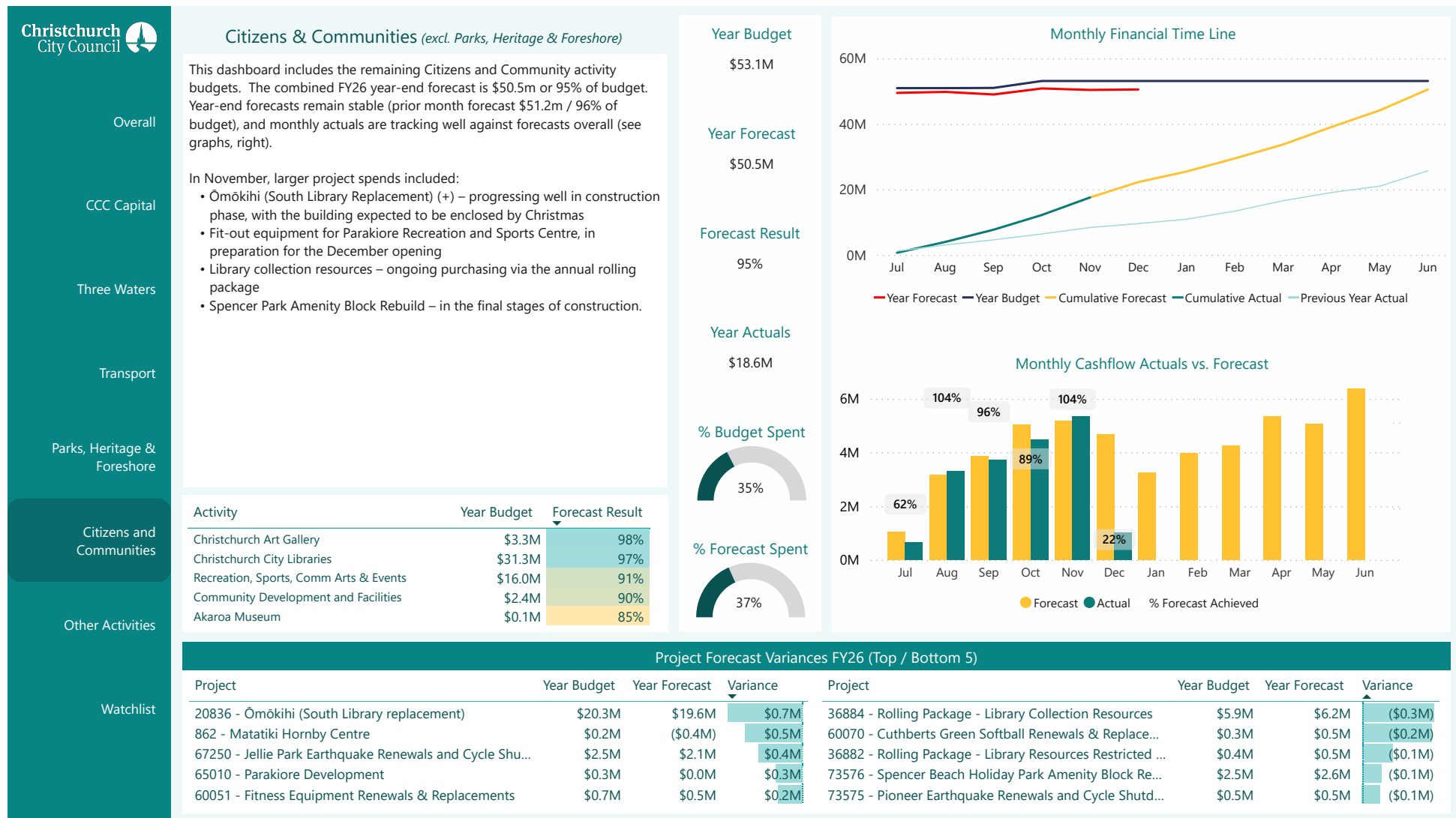


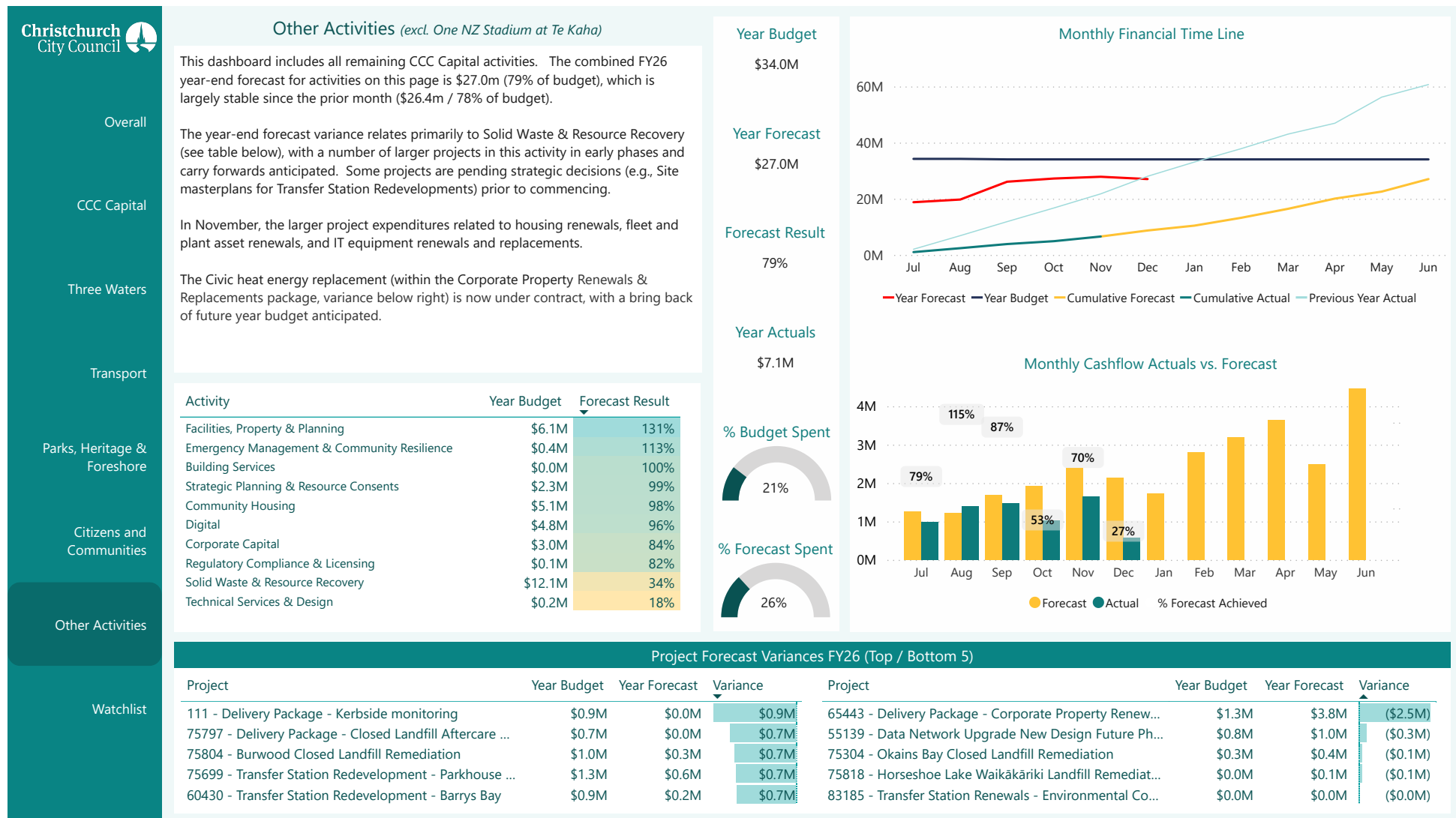
#### Monthly Cashflow Actuals vs. Forecast



#### Project Forecast Variances FY26 (Top / Bottom 5)

Project	Year Budget	Year Forecast	Variance	Project	Year Budget	Year Forecast	Variance
74022 - Hoon Hay Sports Pavilion and Toilets	\$1.1M	\$0.2M	\$0.9M	3177 - Development Funded Neighbourhood Parks G...	\$0.4M	\$3.3M	(\$2.9M)
61713 - Hagley Park Planned Buildings Renewals	\$0.9M	\$0.1M	\$0.9M	61805 - Parks Maintenance Depots Development	\$3.9M	\$5.8M	(\$2.0M)
61821 - Cuninghame House Building Renewals (Herita...	\$6.7M	\$5.8M	\$0.9M	1436 - Takapūneke Reserve Development	\$1.4M	\$2.8M	(\$1.4M)
74093 - Ōtākaro-Avon River Corridor - Avon Park Red...	\$1.7M	\$1.0M	\$0.7M	63952 - Ōtākaro-Avon River Corridor Ecological Resto...	\$0.5M	\$1.5M	(\$1.0M)
2356 - Akaroa Wharf Renewal	\$3.0M	\$2.3M	\$0.7M	61787 - QEII Park Development	\$0.3M	\$1.3M	(\$1.0M)







### Watchlist Projects

The set of projects in the Watchlist Report has been updated this month as approved by the Finance & Performance Committee on 26 November 2025.  
Projects with no Prior Overall Status below are new to the Watchlist.

Projects	Activity	Overall Status	
		Prior	Current
596 - WW Akaroa Reclaimed Water Treatment & Reuse Scheme	WW Collection, Treatment & Dis...	Critical	Critical
917 - Lincoln Road Passenger Transport Improvements (Curletts to Wrights)	Transport Environment	At Risk	At Risk
1026 - One New Zealand Stadium at Te Kaha	Corporate Capital	On Track	On Track
2356 - Akaroa Wharf Renewal	Parks & Foreshore	At Risk	At Risk
20836 - Ōmōkihi (South Library replacement)	Christchurch City Libraries	On Track	On Track
23101 - Major Cycleway - Nor'West Arc Route (Section 3) University to Harewood	Transport Environment	At Risk	At Risk
26608 - Major Cycleway - South Express Route (Section 1) Hei Hei to Jones	Transport Environment	At Risk	At Risk
26611 - Major Cycleway - Wheels To Wings Route (Section 1) Linking Nor'West Arc And Northern Lin...	Transport Environment	On Track	On Track
27273 - Pages Road Bridge Renewal (OARC)	Transport Access	Critical	At Risk
30172 - WW Riccarton Interceptor (Upper Riccarton)	WW Collection, Treatment & Dis...	On Track	On Track
41663 - Harewood Road Traffic Signals - Harewood/Gardiners/Breens Intersection And Harewood Sc...	Transport Safety		On Track
41987 - SW Addington Brook & Riccarton Drain Filtration Devices	Stormwater Drainage	On Track	On Track
42154 - WW Selwyn Street Pump Station (PS0152), Pressure Main and Sewer Upgrades	WW Collection, Treatment & Dis...		On Track
61615 - SW South New Brighton & Southshore Estuary Edge Flood Mitigation	Flood Protection & Control Wor...	Critical	Critical
66000 - SW Ōtākaro Avon River Corridor Stopbank Anzac Drive to Waitaki Street (OARC)	Stormwater Drainage	Critical	On Track
67421 - SW Ōtākaro Avon River Corridor Stopbank Pages Road to Bridge Street (OARC)	Flood Protection & Control Wor...		At Risk
67806 - CWTP Activated Sludge Plant	WW Collection, Treatment & Dis...	On Track	On Track
68173 - Ōtākaro-Avon River Corridor City to Sea Shared Use Pathway (OARC)	Parks & Foreshore	On Track	On Track
70633 - WW Fitzgerald Ave Brick Barrel Mains Renewal	WW Collection, Treatment & Dis...		Critical
71996 - WW Grassmere Wet Weather Storage Facility	WW Collection, Treatment & Dis...		At Risk
77561 - WW Wairakei Collector Renewal	WW Collection, Treatment & Dis...		At Risk
80775 - Delivery Package - School Speed Zones	Transport Safety		On Track
82587 - Improving Bromley's Roads - Stage 2	Transport Safety	On Track	On Track

### Watchlist Key

Overall Status	Financial Status (All Years)	Time Status
Green - On Track	Forecast within budget	< 30 days delay
Amber - At Risk	Forecast overspend < 5%	31 – 60 days delay
Red - Critical	Forecast overspend > 5%	> 61 days delay
<i>Set by Project Manager</i>	<i>All Years Forecast vs. Budget</i>	<i>Project Delivery Complete Milestone Forecast (or Actual) vs. Baseline</i>

## Appendix 1 Watchlist Report

Christchurch  
City Council

596 - WW Akaroa Reclaimed Water Treatment & Reuse Scheme

Overall Status  
Critical

Project Description

The Akaroa Treated Wastewater Irrigation Scheme (ATWIS) will provide alternative and improved treatment and disposal of wastewater at Akaroa, to meet cultural considerations and long term resource consent conditions. The new wastewater treatment plant will replace the existing plant at Takapūneke Reserve and the outfall discharging treated water to Akaroa Harbour. Pumping, piping, treatment and disposal of wastewater from Duvauchelle was combined into this project through the 2025/26 Annual Plan Process.

Primary Ward

Banks Peninsula

Activity

WW Collection, Treatment & Disposal

Year Budget

Previous FYs

21.0M

Current FY

1.2M

2027

5.8M

2028


4.5M

2029

54.3M

2030

37.2M



Project Phase

Concept

Initiate

Plan

(Execute)  
Investigate

(Execute)  
Design

(Execute)  
Procure

(Execute)  
Construction

(Execute)  
Handover

Close

Overall Status Commentary

Council staff are currently compiling additional consent applications to support the Akaroa consent, which are expected to be submitted at the end of 2025 / early 2026. The consent hearing is expected to reconvene in the first half of 2026, to hear the Akaroa and Duvauchelle wastewater irrigation consents, treated wastewater release consent application to Childrens Bay, and raw wastewater overflow consent from the Akaroa and Duvauchelle reticulation consent applications. Based on the draft preliminary design, Council staff have completed an updated estimate of the remaining project costs to complete at around \$167m. This is significantly over the existing available project budget (est 2023), much of which is attributed to the poor ground conditions at the proposed treatment plant location, additional storage requirements at Robinsons Bay, construction inflation and treated water release infrastructure. Council staff will not progress detailed design until such time as a resource consent is granted and budget has been made available. The government released National Wastewater Standards in late November 2025 and staff are assessing the implications on the ATWIS scheme.

Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$123.9M	187.3M	\$22.3M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$1.2M	1.9M	\$1.2M	(\$0.7M)

% Budget Spent (All Years)

18%

Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jul 2029	Sep 2030	

Back to Main Report

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

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<div> <div>Christchurch City Council</div> <div> <div></div> <div></div> </div> </div>	917 - Lincoln Road Passenger Transport Improvements (Curletts to Wrights)				Overall Status At Risk									
	<div>Project Description</div> <div>Road assets renewals and improvements of the section of Lincoln Road (Curletts to Wrights) to accommodate the core south-west public transport route on this corridor.</div>													
<div>Primary Ward</div> <div>Spreydon</div> <div>Activity</div> <div>Transport Environment</div>	<div>Project Phase</div> <div> <div>Concept</div> <div>Initiate</div> <div>Plan</div> <div>(Execute) Investigate</div> <div>(Execute) Design</div> <div>(Execute) Procure</div> <div>(Execute) Construction</div> <div>(Execute) Handover</div> <div>Close</div> </div>													
	<div>Overall Status Commentary</div> <div>The project went out to tender on GETS on 19 November 2025. The closing date for the Tender is 30 January 2026. Due to the Christmas period and the size and complexity of this project the extended timeframe will provide potential tenderers sufficient time to consider the complexity of the project and provide competitive bids. Evaluation of the tenders will be completed by the end of February 2025 with construction expected to be underway by end of March 2026 for the Annex Road to Wrights Road section. Discussions with the Ministry of Education for property purchase and investigations and design for the Curletts to Annex section to achieve peak time bus lanes in both directions are progressing with details to be provided in February/March 2026. The overall status reflects the need to redesign the section from Curletts to Annex Road.</div>													
<div> <div></div> <div></div> </div>	<div> <div> <div>Previous FYs</div> <div>2.6M</div> </div> <div> <div>Current FY</div> <div>0.2M</div> </div> <div> <div>2027</div> <div>1.8M</div> </div> <div> <div>2028</div> <div>3.4M</div> </div> <div> <div>2029</div> <div>5.3M</div> </div> <div> <div>2030</div> <div>1.4M</div> </div> </div>													
	<div> <div></div> <div></div> </div>													
<div> <div></div> <div></div> </div>	<div> <div>Financials - All Years</div> <table> <tr> <th>Budget</th><th>Forecast</th><th>Actuals</th><th>Financial Status</th></tr> <tr> <td>\$14.9M</td><td>14.5M</td><td>\$2.9M</td><td></td></tr> </table> </div>					Budget	Forecast	Actuals	Financial Status	\$14.9M	14.5M	\$2.9M		
Budget	Forecast	Actuals	Financial Status											
\$14.9M	14.5M	\$2.9M												
<div> <div>Financials - Current Financial Year</div> <table> <tr> <th>Budget</th><th>Forecast</th><th>Actuals</th><th>Variance</th></tr> <tr> <td>\$0.2M</td><td>0.3M</td><td>\$0.3M</td><td>(\$0.0M)</td></tr> </table> </div>					Budget	Forecast	Actuals	Variance	\$0.2M	0.3M	\$0.3M	(\$0.0M)		
Budget	Forecast	Actuals	Variance											
\$0.2M	0.3M	\$0.3M	(\$0.0M)											
<div> <div></div> <div></div> </div>	<div> <div>% Budget Spent (All Years)</div> <div>19%</div> </div>													
	<div> <div>Project Delivery Complete Milestone</div> <table> <tr> <th>Baseline</th><th>Forecast</th><th>Time Status</th></tr> <tr> <td>Jun 2028</td><td>May 2028</td><td></td></tr> </table> </div>					Baseline	Forecast	Time Status	Jun 2028	May 2028				
Baseline	Forecast	Time Status												
Jun 2028	May 2028													
<div> <div>Back to Main Report</div> <div>Watchlist Project: 917 - Lincoln Road Passenger Transport Improvements (Curletts to Wrights)</div> </div>														

Christchurch  
City Council

1026 - One New Zealand Stadium at Te Kaha

Overall Status  
On Track

Project Description

A major community facility as an anchor project under the Central Christchurch Recovery Plan. The new stadium is a replacement for the previous stadium at Lancaster Park, destroyed in the earthquake. It will have a seating capacity of 30,000 for sports events and will hold around 37,300 spectators for large music events. Note: The budget of \$671.1m excludes site decontamination and project governance allocations. The total approved project budget is \$683.2m.

Primary Ward

City Wide

Activity

Corporate Capital

Year Budget

Previous FYs


567.1M

Current FY

92.5M

2027

11.6M



Project Phase

Concept

Initiate

Plan

(Execute)  
Investigate

(Execute)  
Design

(Execute)  
Procure

(Execute)  
Construction

(Execute)  
Handover

Close

Overall Status Commentary

Work is progressing very well on site and is on track for the completion date of 20 April 2026. The main structural elements of the roof are now in place. The solid roofing, ETFE roofing and facade cladding have been completed, apart from a few seals and flashings which are currently being installed. Seat installation to the stands, along with stairs and handrails, are well underway. The installation of services to the stands (electrical/communications, mechanical, hydraulics and fire) are progressing well, and the escalators and the passenger & goods lifts have been installed. The landscaping/siteworks are progressing well, along with the Field of Play base, including ventilation, drainage and irrigation. The off-site growth of the Field of Play is continuing, with the turf due to be laid at the stadium in December.

Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$671.1M	671.1M	\$614.8M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$92.5M	82.1M	\$47.7M	\$10.4M

% Budget Spent (All Years)

92%

Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Apr 2026	Apr 2026	

Back to Main Report

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

Item 9  
Attachment A

Item No.: 9

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Christchurch  
City Council

2356 - Akaroa Wharf Renewal

Overall Status  
At Risk

Project Description

The iconic Akaroa Wharf, originally built in 1887, is being replaced as it is nearing the end of its usable life. The new wharf will not be a replica of the existing one but will be its own structure – using the best materials available for the conditions, which complement the local environment and take into account long-term maintenance costs. The design is being developed in partnership with Ōnuku Rūnanga and will incorporate mana whenua design elements, reflecting the bicultural history of the area. To ensure marine infrastructure remains available to the community while the main wharf is closed for the rebuild, Drummonds Jetty has been rebuilt, and Daly's Wharf has been strengthened.

Primary Ward

Banks Peninsula

Activity

Parks & Foreshore

Year Budget

Previous FYs

Current FY

2027


2028

3.7M

3.0M

16.8M

3.1M



Project Phase

Concept

Initiate

Plan

(Execute)  
Investigate

(Execute)  
Design

(Execute)  
Procure

(Execute)  
Construction

(Execute)  
Handover

Close

Overall Status Commentary

Detailed design is underway with final details being confirmed. Early Contractor Involvement (ECI) with HEB Construction has delivered \$3.55 million in savings, reducing the forecasted overspend to \$120,000. Opportunities to reduce this further are being actively explored. The Resource Consent has been publicly notified and is open for submissions. Public hearing for the Resource consent is expected in early 2026 with construction beginning once consents are granted. Site works are expected to run from April 2026 through to mid-2027. Key risks remain around resource consent processing times and any conditions that may be imposed. Another risk is securing agreement from the owners of the two privately owned buildings currently structurally connected to the wharf. These buildings will be decoupled during the rebuild and modified to stand independently. The project will continue to be reported as At Risk until consent is granted and signed agreements are in place with both building owners.

Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$26.6M	26.7M	\$4.8M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$3.0M	2.3M	\$1.1M	\$0.7M

% Budget Spent (All Years)

18%

Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jul 2027	Jul 2027	

Back to Main Report

Watchlist Project: 2356 - Akaroa Wharf Renewal

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## 20836 - Ōmōkihi (South Library replacement)

Overall Status  
On Track

### Project Description

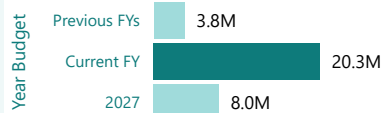
The South Library and Service Centre building was badly damaged in the 2010/2011 earthquakes, and a rebuild is now underway. The new facility, which has been gifted the name Ōmōkihi, will remain on the same site, and have approximately the same floor area as the previous building. The concept design focuses on reconnecting the building with the landscape, and improves how the space can be used, providing greater flexibility for the future. The new building will include a library, customer services hub, a learning centre, café, governance spaces and meeting rooms.

### Primary Ward

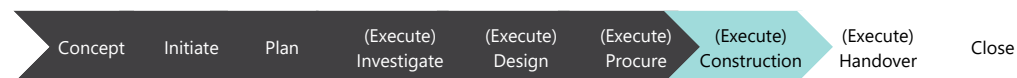
Cashmere

### Activity

Christchurch City Libraries



### Project Phase



### Overall Status Commentary

Over the past 2–3 months, the project team has continued to make strong progress as we approach the one-year countdown to opening. The superstructure is now complete, roofing is nearly finished on half of the building, and installation of mechanical and fire services is well underway. As we head into the Christmas break, efforts will focus on enclosing the building. In the new year, the majority of work will shift indoors, along with landscaping activities. While the pace of visible change may begin to slow for the casual observer, significant progress will continue behind the scenes. Fit-out and occupancy planning are also gaining momentum, setting the stage for the next phase of delivery. A focus remains on maintaining a good team culture, with the team continuing to work well together. The project budget is \$32 million including landscaping & carpark improvements. The South Christchurch Farmers' Market remains open every Sunday morning.

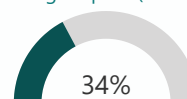
### Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$32.1M	32.1M	\$11.0M	

### Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$20.3M	19.6M	\$7.3M	\$0.7M

### % Budget Spent (All Years)



### Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jan 2027	Dec 2026	



Back to Main Report

Watchlist Project: 20836 - Ōmōkihi (South Library replacement)





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

Overall Status  
At Risk

### Project Description

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

### Primary Ward

Fendalton

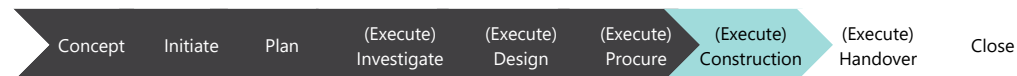
### Activity

Transport Environment

Year Budget	Previous FYs	17.2M
	Current FY	3.6M
	2027	3.7M
	2028	3.0M
	2029	0.5M



### Project Phase



### Overall Status Commentary

Across the whole route key risks include service clashes, ground conditions and budget. Current timelines for the three parts of Section 3B are as follows: 1) Section 3B - Brookside to Condell; now in construction with forecast completion December 2025. 2) Section 3B - Ilam to Brookside; currently in scheme review due to deterioration of roading assets within certain areas having forced design and value engineering decisions to be considered. Engagement and approval is anticipated for the first half of 2026, forecast commencement of construction is spring 2026. 3) Section 3B - Aorangi to Harewood Road is about to go to tender, forecast commencement of construction early 2026. All Section 3 works are forecasted to be completed by March 2027. Change request to be submitted for project completion milestone change.

### Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$28.1M	28.4M	\$19.8M	

### Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$3.6M	3.6M	\$2.5M	\$0.0M

### % Budget Spent (All Years)



### Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jul 2026	Mar 2027	





Back to Main Report

Watchlist Project:

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



<div> <div>Christchurch City Council</div>  </div>	<div>26608 - Major Cycleway - South Express Route (Section 1) Hei Hei to Jones</div>				<div>Overall Status</div> <div>At Risk</div>																	
<div> <div>Project Description</div> <div> <div>Puari ki Niho-toto South Express cycleway connects Templeton in the west to the Central City, via Islington, Sockburn, Upper Riccarton and Riccarton.</div> </div> </div>																						
<div> <div> <div>Primary Ward</div> <div>Hornby</div> <div>Activity</div> <div>Transport Environment</div> </div> <div> <div>Year Budget</div> <div> <div>Previous FYs</div> <div>Current FY</div> <div>2027</div> <div>2028</div> <div>2029</div> <div>2030</div> </div> <div> <div>6.2M</div> <div>2.2M</div> <div>3.9M</div> <div>1.7M</div> <div>5.7M</div> <div>4.5M</div> </div> </div> </div>																						
																						
<div> <div>Project Phase</div> <div> <div>Concept</div> <div>Initiate</div> <div>Plan</div> <div>(Execute) Investigate</div> <div>(Execute) Design</div> <div>(Execute) Procure</div> <div>(Execute) Construction</div> <div>(Execute) Handover</div> <div>Close</div> </div> </div>																						
<div> <div>Overall Status Commentary</div> <div> <div>The full completed route currently stands at approximately 10km of uninterrupted cycleway and shared path. Tenders for the next package to be constructed are currently being evaluated with an anticipated contract award before the end of the calendar year. This contract will include the physical construction of the cycleway through Templeton, and linemarking and signage through Waterloo Business Park. The Parker Street level crossing is subject to ongoing discussions with KiwiRail regarding scope and phasing. Once this is agreed, Council will request a formal estimate and programme, and design work will recommence. The Overall Status flag remains amber to reflect the ongoing uncertainty relating to KiwiRail's design timelines, and the risk of contaminated land for the Templeton package of work.</div> </div> </div>																						
<div>Financials - All Years</div> <table> <tr> <th>Budget</th><th>Forecast</th><th>Actuals</th><th>Financial Status</th></tr> <tr> <td>\$24.1M</td><td>23.3M</td><td>\$6.6M</td><td></td></tr> </table>				Budget			Forecast	Actuals	Financial Status	\$24.1M	23.3M	\$6.6M		<div>Financials - Current Financial Year</div> <table> <tr> <th>Budget</th><th>Forecast</th><th>Actuals</th><th>Variance</th></tr> <tr> <td>\$2.2M</td><td>3.5M</td><td>\$0.4M</td><td>(\$1.3M)</td></tr> </table>			Budget	Forecast	Actuals	Variance	\$2.2M	3.5M
Budget	Forecast	Actuals	Financial Status																			
\$24.1M	23.3M	\$6.6M																				
Budget	Forecast	Actuals	Variance																			
\$2.2M	3.5M	\$0.4M	(\$1.3M)																			
<div> <div>% Budget Spent (All Years)</div> <div> <div>27%</div> </div> </div>				<div>Project Delivery Complete Milestone</div> <table> <tr> <th>Baseline</th><th>Forecast</th><th>Time Status</th></tr> <tr> <td>Dec 2027</td><td>Dec 2027</td><td></td></tr> </table>			Baseline	Forecast	Time Status	Dec 2027	Dec 2027											
Baseline	Forecast	Time Status																				
Dec 2027	Dec 2027																					
<div> <div>Back to Main Report</div> </div>																						
<div>Watchlist Project:</div>		<div>26608 - Major Cycleway - South Express Route (Section 1) Hei Hei to Jones</div>																				



Christchurch City Council

26611 - Major Cycleway - Wheels To Wings Route (Section 1) Linking Nor'West Arc And Northern Line MCRs

Overall Status  
On Track

Project Description

The Wheels to Wings Major Cycle Route, Papanui ki Waiwhetū is a 4.5 kilometre cycleway that runs down Harewood Road from Papanui Road to the existing cycle and pedestrian underpass at Johns Road near the airport, and connects to the Nor'West Arc and Northern Line cycleways in Papanui. This is one of three sections to this route and the total budget for all three sections is \$31.1m.

Primary Ward

Papanui

Activity

Transport Environment

Year Budget

Previous FYs

Current FY

2027

6.5M

1.3M

1.0M

Project Phase

Concept

Initiate

Plan

(Execute)  
Investigate

(Execute)  
Design

(Execute)  
Procure

(Execute)  
Construction

(Execute)  
Handover

Close

Overall Status Commentary

Section 1 works will connect the Nor'West Arc MCR (near Matsons Avenue) to the Northern Line MCR (railway line). The project is about to go to tender. Section 1 is currently proceeding as per the Council decision on 10 December 2024, with delivery of Sections 2 and 3 deferred until later in the LTP period. Harewood/Gardiniers/Breens intersection, and the Harewood School crossing have been removed from the MCR scope and combined into a joint project for delivery. Detailed traffic resolutions for the Section between the Northern Line MCR and Nor'West Arc MCR were approved by Council 03/09/25.

Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$8.7M	8.7M	\$6.5M	

% Budget Spent (All Years)

75%

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$1.3M	0.2M	\$0.1M	\$1.0M

Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jun 2027	Dec 2026	

Back to Main Report

Watchlist Project: 26611 - Major Cycleway - Wheels To Wings Route (Section 1) Linking Nor'West Arc And Northern Line MCRs



## 27273 - Pages Road Bridge Renewal (OARC)

Overall Status  
At Risk

### Project Description

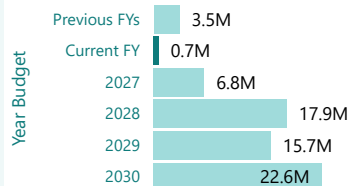
To construct a resilient replacement of the Pages Road bridge in New Brighton, including improvements to the approach roads. The design is being developed with an awareness of its potential as an important emergency evacuation route.

### Primary Ward

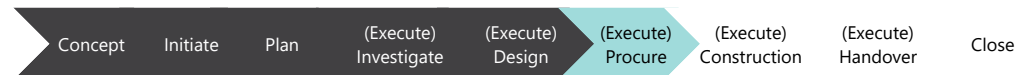
Coastal

Activity

Transport Access



### Project Phase



### Overall Status Commentary

Central government funding of up to \$38.5M was confirmed by the Transport Minister in August for works including the new bridge, approaches, and upgrades to the surrounding street intersections. The Procurement Plan for design and construction services was approved at the Finance & Performance Committee meeting in August, and detailed design is forecast to commence in Q2 2026. The financial status flag remains Red as the current forecast includes significant contingency for ground contamination, increased construction rates, compliance requirements, overhead costs, and inflationary risks. Project financials and forecasts are currently being reviewed. There are opportunities in the detailed design phase particularly through contractor-led investigations to gain more certainty on key risks and refine cost estimates for the next Annual Plan and Long-Term Plan processes. At the end of detailed design, there is a requirement to confirm construction costs before executing the construction contract. Additional budget will be requested via the Annual Plan process to make the budget equal the NZTA approved business case estimate. Non-NZTA funded components of the surrounding street renewals have been removed from this project and established as a separate project (#82924) through an approved change request. A change request to re-baseline and adjust the project completion milestone has been approved, and the Overall Status flag has been updated to Amber accordingly.

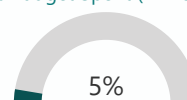
### Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$67.2M	83.5M	\$3.5M	Red

### Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$0.7M	0.5M	\$0.1M	\$0.1M

### % Budget Spent (All Years)



### Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Mar 2030	Mar 2030	Green



Back to Main Report

Watchlist Project:

27273 - Pages Road Bridge Renewal (OARC)





## 30172 - WW Riccarton Interceptor (Upper Riccarton)

Overall Status  
On Track

### Project Description

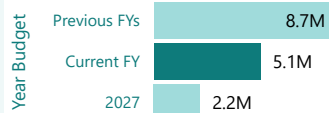
A new 600mm diameter gravity main along Maidstone Road, Creyke Road and Clyde Road from the intersection of Maidstone Road and Waimairi Road to the intersection with University Drive and Clyde Road. The objective of the project is to increase capacity in the Riccarton Interceptor catchment to reduce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

### Primary Ward

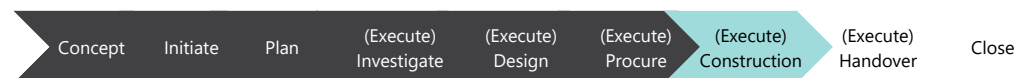
Riccarton

### Activity

WW Collection, Treatment & Disposal



### Project Phase



### Overall Status Commentary

On Clyde Road, the texture seal has been completed in November. On Maidstone Road work is progressing well, and Maidstone Rd from Farnham Street to Ilam is now two-way traffic. The last stage of the heavy works commenced in October on Maidstone through to the intersection of Waimairi; these are expected to continue until 19th December. The final phase of the project will then follow in early 2026, with the main focus being minor tidy up works. The Maidstone Road westbound one-way system may be required for a short time if work on Maidstone Road isn't complete, but the contractor is aiming to finish there before Christmas.

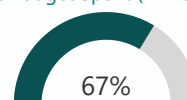
### Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$16.0M	12.3M	\$10.8M	

### Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$5.1M	3.3M	\$2.1M	\$1.8M

### % Budget Spent (All Years)



### Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jul 2026	Jul 2026	



Back to Main Report

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





## 41663 - Harewood Road Traffic Signals - Harewood/Gardiners/Breens Intersection And Harewood School

Overall Status  
On Track

### Project Description

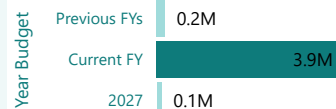
This project is to deliver key safety upgrades, including the installation of traffic lights at the intersection of Harewood Road, Gardiners Road and Breens Road, a signalised pedestrian crossing and a safe speed platform at Harewood School Te Kura o Tāwera, and other minor improvements nearby. To minimise disruption to the community, some of the carriageway renewal works, along with the stormwater and water supply pipe upgrades, are being delivered concurrently via projects 81843 and 71937.

### Primary Ward

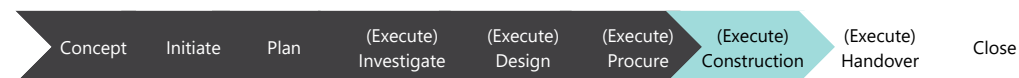
Harewood

### Activity

Transport Safety



### Project Phase



### Overall Status Commentary

The project is on track. Construction started at the Harewood Road, Gardiners Road and Breens Road intersection and at Harewood School on 17 November 2025 and is expected to take approximately five months. The construction at both locations is progressing well, with a significant amount of the storm water and watermain completed, and the signal pole foundations are underway. There will be a 'super week' of 24 hour work at the intersection and at Harewood School from the evening of Sunday 4 to Sunday 11 January 2026.

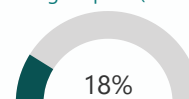
### Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$4.2M	4.1M	\$0.7M	

### Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$3.9M	3.4M	\$0.6M	\$0.5M

### % Budget Spent (All Years)



### Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jun 2026	Apr 2026	



Back to Main Report

Watchlist Project:

41663 - Harewood Road Traffic Signals - Harewood/Gardiners/Breens Intersection And Harewood School





## 41987 - SW Addington Brook & Riccarton Drain Filtration Devices

Overall Status  
On Track

### Project Description

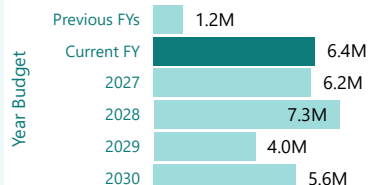
Addington Brook is a spring-fed waterway that passes through heavy industrial land in Addington, before flowing through Hagley Park to join the Ōtakaro-Avon River near the Botanic Gardens. It is a priority catchment due to poor water quality and catchment health. This project is designing and constructing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

### Primary Ward

Central

### Activity

Stormwater Drainage



### Project Phase



### Overall Status Commentary

The two project sites will be delivered independently, with Addington Brook to be constructed first and Riccarton Stream following. This allows for additional consultation time for the Riccarton site. Design work is continuing for both sites. For Addington Brook, detailed design was submitted on December 1 2025, with construct award anticipated in early 2026, cost to complete has increased due to additional works identified for retaining the bioscapes on the site's small footprint as well as additional under drainage required by Stormwater 360. For Riccarton Stream, the forecast completion date for detailed design is March 2026, the estimate has also been increased to allow for additional under drainage. The extended detailed design periods reflect the additional time that was required to agree and finalise preliminary design, as well as complexities with the Riccarton site (requirement for a fish screen, and location within Hagley Park). The project remains on track to the overall completion date of July 2028.

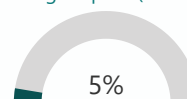
### Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$30.6M	30.5M	\$1.6M	

### Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$6.4M	5.0M	\$0.4M	\$1.4M

### % Budget Spent (All Years)



### Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jul 2028	Jun 2028	



Back to Main Report

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







## 42154 - WW Selwyn Street Pump Station (PS0152), Pressure Main and Sewer Upgrades

Overall Status  
On Track

### Project Description

This project is to reduce wastewater overflows to the Heathcote River, so that compliance with the wet weather overflow consent can be achieved. A new pump station will be constructed in Selwyn Street to divert excessive wet weather flow to the Southern Relief. There are four main parts to this project: 1) Upgrades to the gravity network in Milton St and Simeon St 2) Installation of a new rising main in Selwyn St 3) Installation of a new falling main in Selwyn St from Brougham to St Asaph via Hagley Ave 4) Construction of a new Peak Wet Weather Flow wastewater pump station at 154 Selwyn St.

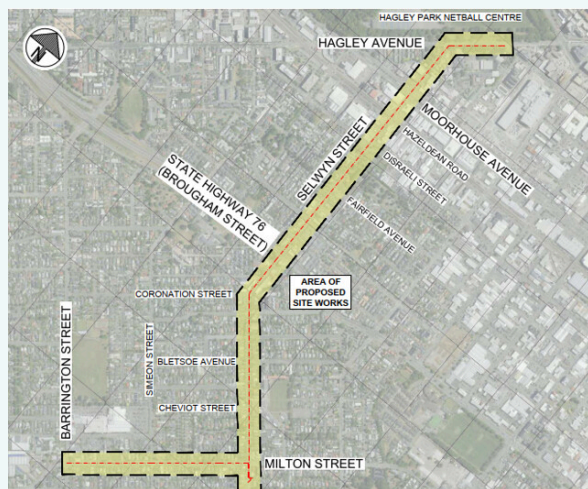
### Primary Ward

Spreydon

### Activity

WW Collection, Treatment & Disposal

Year Budget	Previous FYs	Current FY
	1.3M	4.6M
2027		16.0M
2028		16.0M
2029		8.9M



### Project Phase



### Overall Status Commentary

Simeon WW upgrades which is currently in construction is due to be completed end of November 2025. The remainder of the scope is being procured via a shortlist of tenderers with the winner being involved in an Early Contractor Involvement (ECI) phase. The ECI phase will be used to work collaboratively with the selected Contractor to develop efficiencies during the design phase, to make the construction safer, more cost effective, and more programme efficient. We are currently in the ECI phase with multiple efficiencies identified and being implemented. The ECI phase will coincide with the detailed design phase of the project. Draft detailed design is due mid December 2025. Construction is due to commence by end of June 2026 following Contractor repricing of the ECI initiatives and Final Detailed Design with a total construction programme of 18 months. Construction to be completed by Feb 2028 to align with wastewater discharge Resource Consent. Overall programme is showing a construction completion date of end of January 2028.

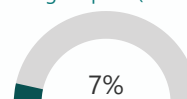
### Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$52.4M	48.2M	\$3.6M	

### Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$4.6M	4.2M	\$2.3M	\$0.5M

### % Budget Spent (All Years)



### Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Feb 2028	Mar 2028	



Back to Main Report

Watchlist Project:

42154 - WW Selwyn Street Pump Station (PS0152), Pressure Main and Sewer Upgrades





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

Overall Status  
Critical

### Project Description

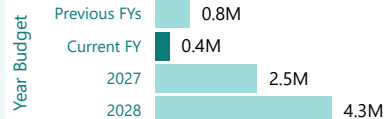
This project addresses two separate but geographically connected issues in South New Brighton and on the Southshore peninsula: 1) estuary edge erosion issues and; 2) construction of a new bund to tackle local inundation.

### Primary Ward

Coastal

### Activity

Flood Protection & Control Works



### Project Phase



### Overall Status Commentary

The project team has received S42A reports from CCC and CRC (ECan), both recommending granting of the consent. Draft hearing evidence has been received from all subject matter experts, and reviewed by our legal and planning teams with final versions due the end of November. The joint hearing is confirmed for the week commencing 8 December, meaning a decision is expected before Christmas. The overall status flag is red due to the impacts of the consenting delays. There is also a significant risk that the project budget will be insufficient due to cost escalations since project initiation, the cost of the consent hearing and other additional effort that has been required in the early stages. Cost estimates will be updated at detailed design when consenting is complete.

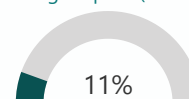
### Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$8.0M	7.9M	\$0.9M	

### Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$0.4M	0.3M	\$0.0M	\$0.0M

### % Budget Spent (All Years)



### Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jun 2026	Dec 2027	



Back to Main Report

Watchlist Project:

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





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

Overall Status  
On Track

### Project Description

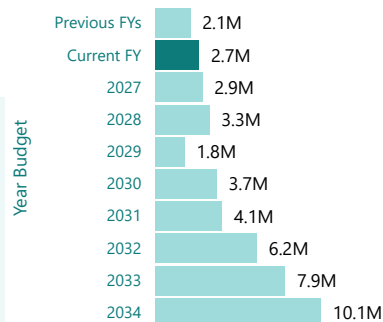
The project aims to design and construct a stopbank between Wainoni Bridge and Waitaki Street Stopbank Realignment Project. Priority has been given to the replacement of the temporary stopbank with a new long-term stopbank.

### Primary Ward

Coastal

### Activity

Stormwater Drainage



### Project Phase



### Overall Status Commentary

Detailed design is progressing. Construction is now forecast to commence mid 2026 and will be subject to weather risks. Sector 14 cable relocation is complete. Resource consent application lodgement has pushed back until mid December 2025 due to some design changes but will not affect overall programme as this is not currently on critical path. There are still risks associated with consenting (including reuse of contaminated fill material and discharge of treated stormwater to area outside of stop bank), incorporating City to Sea path within flood protection works, raising of Wainoni Road and engagement with Waka Kotahi.

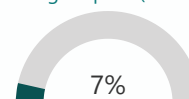
### Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$44.7M	44.6M	\$3.1M	

### Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$2.7M	2.1M	\$1.0M	\$0.5M

### % Budget Spent (All Years)



### Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Sep 2028	Sep 2028	



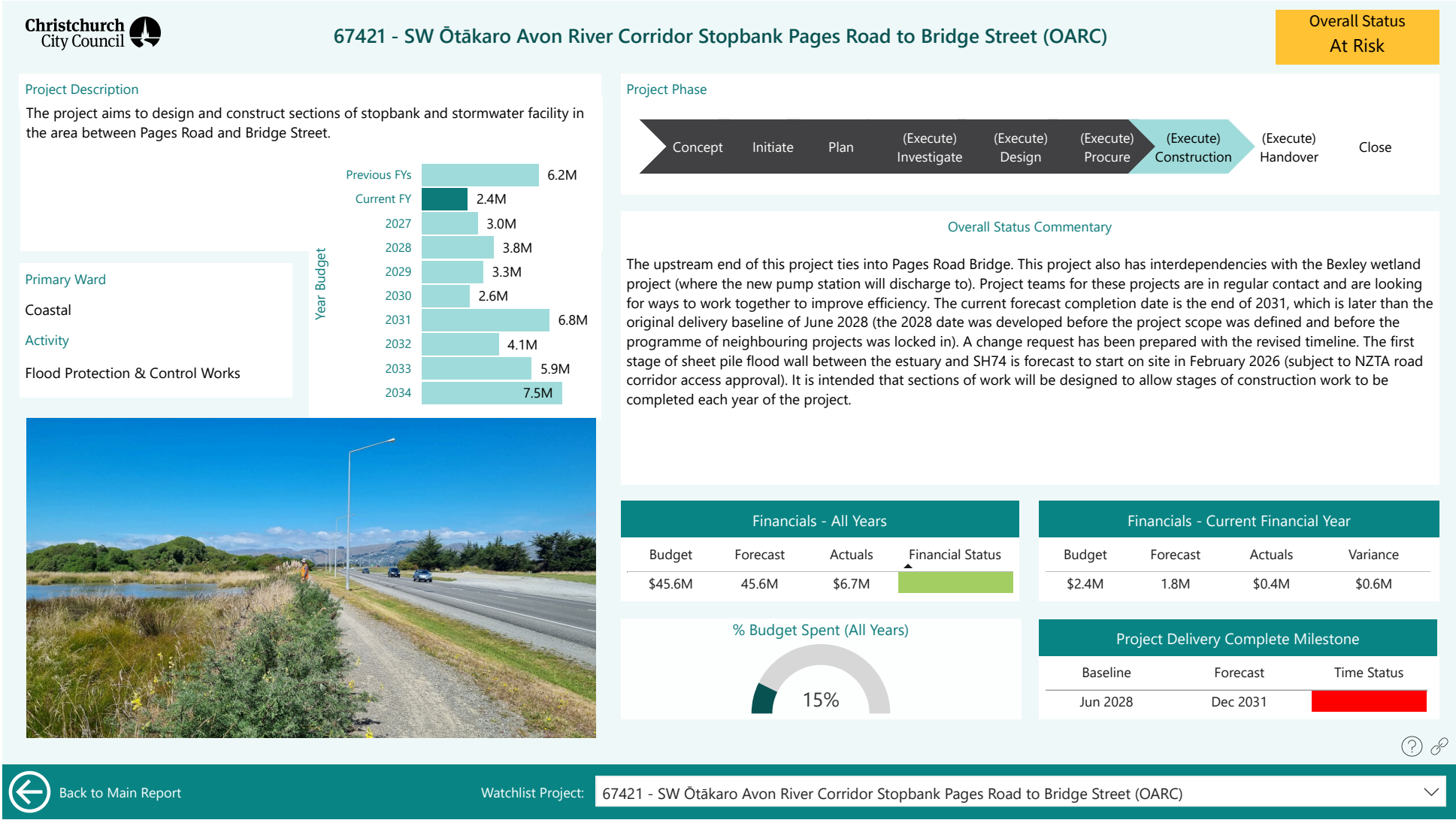
Back to Main Report

Watchlist Project:

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









## 67806 - CWTP Activated Sludge Plant

Overall Status  
On Track

### Project Description

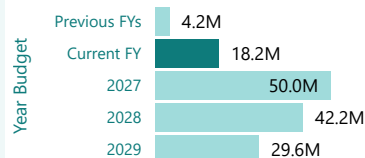
Design, construction and commissioning of a new activated sludge treatment plant at the Christchurch Wastewater Treatment Plant. The objective is to replace the trickling filter and secondary contact tank system that were damaged in the CWTP fire of November 2021.

### Primary Ward

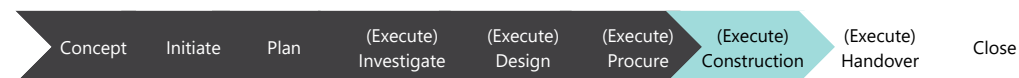
City Wide

### Activity

WW Collection, Treatment & Disposal



### Project Phase



### Overall Status Commentary

Reflecting on this year, the team accomplished several milestones, including demolishing the trickling filter, completing the new plant's design, and tendering and awarding the contract to HEB all within a single year. The contract has now been awarded to HEB, and preparations are in progress for the project's start next year. To keep the team informed and engaged, we introduced the project team, provided an overview of upcoming work, and established a platform for questions. A community meeting is scheduled for December 11th, following the same approach. The forecast has been updated based on the contractor's projections and will be further refined next month. Currently, the project's end cost has decreased, and contingency has increased. This may change once the final design elements are completed, as some require contractor input or have been deferred to accelerate the timeline and are less critical for construction. These adjustments are minor and will not affect the overall schedule or budget.

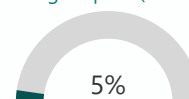
### Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$144.2M	144.2M	\$6.6M	

### Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$18.2M	11.6M	\$2.4M	\$6.6M

### % Budget Spent (All Years)



### Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jun 2029	Apr 2028	



Back to Main Report

Watchlist Project: 67806 - CWTP Activated Sludge Plant



Christchurch  
City Council

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

Overall Status  
On Track

Project Description

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

Primary Ward

City Wide

Activity

Parks & Foreshore

Year Budget

Previous FYs

Current FY

2027


2028

13.5M

9.8M

3.6M

1.0M



Project Phase

Concept

Initiate

Plan

(Execute)  
Investigate

(Execute)  
Design

(Execute)  
Procure

(Execute)  
Construction

(Execute)  
Handover

Close

Overall Status Commentary

Dallington Bridge: Construction is complete, and the bridge is now open to the public. City to Sea West: Power installation is underway; completion is scheduled for early December 2025 to ensure unimpeded access over the Christmas break. The contract for light pole installation has been awarded to Connetics. Work is programmed to commence in January and be completed by March 2026. City to Sea East: The tender has closed; evaluation is complete, and award expected in December. Site works will get underway in January 2026 and take around six months. The contract for the procurement of lights has been signed and these are now ordered. City to Sea SH74-Waitaki: The Wainoni Rd crossing scheme design has been received and has completed the Safe System Audit (SSA) process. A Transport Steering Group meeting is scheduled for late November to approve the SSA and proceed to consultation on the crossing.

Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$28.0M	27.6M	\$17.0M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$9.8M	9.1M	\$3.4M	\$0.7M

% Budget Spent (All Years)

61%

Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jun 2027	Jun 2027	

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

Item No.: 9

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## 70633 - WW Fitzgerald Ave Brick Barrel Mains Renewal

Overall Status  
Critical

### Project Description

The objective of this project is to renew the existing brick barrel pipelines (constructed circa.1880) along Fitzgerald Avenue between Moorhouse Avenue and Gloucester Street within the central city. This work has been prioritised based on the recent failures of the pipeline close to the Tuam Street intersection.

### Primary Ward

Central

### Activity

WW Collection, Treatment & Disposal

Year Budget	Previous FYs	0.2M
	Current FY	2.5M
	2027	7.0M
	2028	7.0M
	2029	4.4M



### Project Phase



### Overall Status Commentary

Council is progressing compilation of documentation to support a design/build renewal of the Brick Barrel Pipework. A change request is being processed to incorporate a section of pipe that recently failed and resulted in significant repair south of Tuam St. March Construction have been engaged to complete geotechnical investigation and contamination testing from January 2026. An archaeological authority is currently being reviewed, and the pipeline concept design is currently under Council review. It is anticipated that tendering of the project may occur late February. A change request to re-baseline the timeframes is currently being processed.

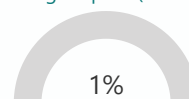
### Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$21.1M	20.8M	\$0.3M	

### Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$2.5M	1.3M	\$0.0M	\$1.2M

### % Budget Spent (All Years)



### Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jun 2027	Feb 2028	



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Watchlist Project: 70633 - WW Fitzgerald Ave Brick Barrel Mains Renewal







## 71996 - WW Grassmere Wet Weather Storage Facility

Overall Status  
At Risk

### Project Description

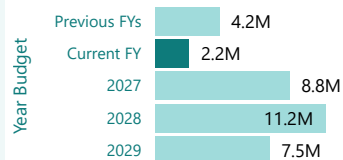
Construction of the new Grassmere Wet Weather Storage Facility including an above ground wastewater storage tank, complete with a flushing system, diversion, screening and pumping chamber, used to fill and drain the Storage Tank. The project's primary objectives are to reduce overflow incidents and put in place infrastructure to support new residential developments in the Grassmere Estate, aligning with Christchurch City Council's compliance and growth goals.

### Primary Ward

Papanui

### Activity

WW Collection, Treatment & Disposal



### Project Phase



### Overall Status Commentary

Detailed design has been approved and contract has been tendered to a short-listed number of physical works Contractors. Tenders will close prior to Christmas with tender award in the new year. Council has compiled the tender documentation to enable Contractors to offer alternative ground improvement offerings, specific to the tenderer's capabilities which may reduce overall construction cost or programme. Construction is anticipated to commence from March 2026. Project is currently tracking on-programme and change request is under approval for the additional budget required. Additional budget is being sought following completion of the detailed design in order to mitigate the poor underlying ground conditions, lack of access and lack of services to the site.

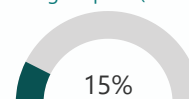
### Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$33.8M	36.2M	\$5.0M	

### Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$2.2M	6.4M	\$0.8M	(\$4.1M)

### % Budget Spent (All Years)



### Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Dec 2027	Dec 2027	



Back to Main Report

Watchlist Project: 71996 - WW Grassmere Wet Weather Storage Facility





## 77561 - WW Wairakei Collector Renewal

Overall Status  
At Risk

### Project Description

This project is for the renewal and upsizing of 1700m of 450mm diameter trunk sewer main with 600mm diameter trunk main in Wairakei Road from Grahams Road to Ilam Road. The existing sewer main is approx. 3.4-4.5m deep across the length of the scope area. The scope includes installation of a 150mm diameter collector main and renewal of associated laterals, manholes and connections.

### Primary Ward

Fendalton

### Activity

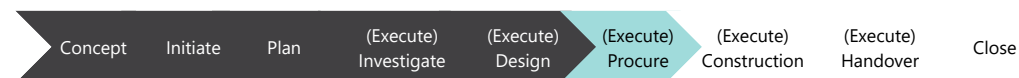
WW Collection, Treatment & Disposal

Year Budget

Previous FYs	2.8M
Current FY	2.0M
2027	4.1M
2028	4.1M



### Project Phase



### Overall Status Commentary

Works at the Aorangi-Wairakei intersection (approx. 170m) have been completed by Isaacs Construction as part of the MCR works on Aorangi Rd. Remaining works (~1.5km) could take a significant amount of time to construct due to varying ground conditions and high groundwater table. This could result in significant financial and time risks to the project. The tender process for construction of the remaining ~1.5km of works is close to being complete with contract award expected to be before the end of 2025. Contract will be a design-build contract with a period of approx 4 months at the start to complete designs. Start of construction will be coordinated with other projects in the Northwest water and roading upgrades package of works to reduce the risk of clashes. Public stakeholder engagement regarding the upcoming works has started as part of the wider Northwest water and roading upgrades package communications strategy.

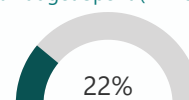
### Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$13.1M	12.6M	\$2.9M	

### Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$2.0M	1.4M	\$0.1M	\$0.6M

### % Budget Spent (All Years)



### Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jun 2027	Jul 2027	



Back to Main Report

Watchlist Project: 77561 - WW Wairakei Collector Renewal





80775 - Delivery Package - School Speed Zones

Overall Status  
On Track

Project Description

The Government's Land Transport Rule: Setting of Speed Limits came into effect on 30 October 2024. The new rule, which applies to all councils and road controlling authorities nationwide, requires the Council to make some changes to speed limits across the city. This project is to deliver the updated signs (both static and variable) to give effect to the required speed limit changes. There are two phases to the project: 1) Replace old electronic signs that are unable to display the newly approved 30km/h speed limit at school times, and 2) Implementation of 30km/h variable speed limits outside all remaining schools during pick up and drop off times by 1 July 2026.

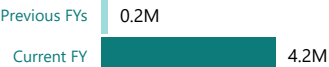
Primary Ward

City Wide

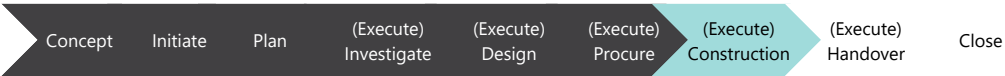
Activity

Transport Safety

Year Budget



Project Phase



Overall Status Commentary

Through the Phase 1 works, the contractor replaced old existing 40km/h electronic variable speed limit signs outside 32 schools. In addition, the contractor updated all the existing static signage required to support the variable signs. Through Phase 2, 72 schools will receive 30km/h variable speed limits outside the school gates to align with the new Setting of Speed Limit Rules. By end of June 2026, all schools will have a variable speed limit or a permanent speed limit of 30km/h.

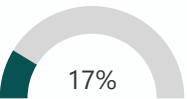
Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$4.3M	3.7M	\$0.8M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$4.2M	2.5M	\$0.6M	\$1.7M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Jun 2026	Jun 2026	



Back to Main Report

Watchlist Project: 80775 - Delivery Package - School Speed Zones





## 82587 - Improving Bromley's Roads - Stage 2

Overall Status  
On Track

### Project Description

The Bromley community has raised ongoing concerns about traffic safety including vehicle speeds, heavy truck volumes, and limited pedestrian facilities. This project aims to improve safety for all road users, provide safer access to Bromley Primary School and Bromley Community Centre, deliver traffic calming and active transport measures, and support future upgrades through planned funding. The work builds on community feedback and the Community Board's advocacy for safer, more people-focused streets.

### Primary Ward

Linwood

### Activity

Transport Safety

Year Budget

Current FY 1.0M

2027 4.0M



### Project Phase



### Overall Status Commentary

The project team is working on concepts for a number of quick-win projects that can be delivered early in 2026. These quick-wins have been identified through community feedback, the Bromley Transport Action Plan and Community Board support. Once these projects are confirmed with the Community Board in December, the next stage will be developed for engagement and Community Board approval with construction planned to start late 2026.

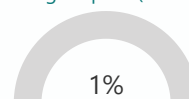
### Financials - All Years

Budget	Forecast	Actuals	Financial Status
\$5.0M	5.0M	\$0.0M	

### Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
\$1.0M	1.0M	\$0.0M	\$0.0M

### % Budget Spent (All Years)



### Project Delivery Complete Milestone

Baseline	Forecast	Time Status
Dec 2027	Dec 2027	



Back to Main Report

Watchlist Project: 82587 - Improving Bromley's Roads - Stage 2





## 10. Draft Council submissions on Building and Construction Sector Amendment Bills

Reference Te Tohutoro: 25/2455928

Responsible Officer(s) Te Pou Matua: Steffan Thomas, Head of Building Consenting

Accountable ELT Member Pouwhakarae: David Griffiths, Acting 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 from the Finance and Performance Committee to lodge the joint submission on the:
  - 1.1.1 Building and Construction Sector (Strengthening Occupational Licensing Regimes) Amendment Bill.
  - 1.1.2 Building and Construction Sector (Self-certification by Plumbers and Drainlayers) Amendment Bill.
- 1.2 The Transport and Infrastructure Select Committee is calling for feedback on the bills, with submissions due on Thursday 8 January 2026.

### 2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the information in the Draft Council submissions on Building and Construction Sector Amendment Bills Report.
2. Approves lodging the Council submission on the Building and Construction Sector Amendment Bills (**Attachment A**).
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. Delegates authority to the General Manager Strategy, Planning and Regulatory Services to oversee final editorial changes to correct any typographical or formatting errors in the submission.

### 3. Executive Summary Te Whakarāpopoto Matua

- 3.1 The Government has proposed legislative changes intended to speed up building work and take pressure off building consent authorities. Currently, all building work requiring consent must be inspected by the relevant building consent authority.
- 3.2 The first bill, *Building and Construction Sector (Self-certification by Plumbers and Drainlayers) Amendment Bill* will allow building professionals such as plumbers, drainlayers and builders the ability to self-certify 'low-risk' building work.
- 3.3 A second bill, *Building and Construction Sector (Strengthening Occupational Licensing Regimes) Amendment Bill* is being progressed in tandem and looks to raise standards and improve accountability for building professionals.

- 3.4 As the bills are interlinked and part of the same area of reform, a submission has been drafted dealing with both pieces of legislation.

#### 4. Background/Context Te Horopaki

##### **Building and Construction Sector (Strengthening Occupational Licensing Regimes) Amendment Bill**

- 4.1 The bill strengthens occupational licensing regimes in the building and construction sector. The bill:
- 4.1.1 clarifies the functions of regulatory boards and registrars, and expanding registrars' powers to deal with complaints
  - 4.1.2 enables codes of ethics for licensed plumbers, gasfitters, and drainlayers
  - 4.1.3 allows the Building Practitioners Board to enforce training orders
  - 4.1.4 improves the licence renewal process for licensed building practitioners
  - 4.1.5 increases the membership of the Plumbers, Gasfitters, and Drainlayers Board
- 4.2 As an omnibus bill, it amends the Building Act 2004, the Plumbers, Gasfitters, and Drainlayers Act 2006, and the Electricity Act 1992.

##### **Building and Construction Sector (Self-certification by Plumbers and Drainlayers) Amendment Bill**

- 4.3 The bill introduces an opt-in scheme to allow qualified plumbers and drainlayers to self-certify that their work complies with the terms of a building consent. This is intended to remove the need for a building consent authority to inspect the work itself.
- 4.4 As an omnibus bill, it amends the Building Act 2004 and the Plumbers, Gasfitters, and Drainlayers Act 2006.
- 4.5 Regulations are expected to be released in early 2026 and will detail which types of plumbing and drainlaying work can be self-certified.

##### **Key submission points**

- 4.6 The draft submission makes the following points:
- 4.6.1 The strengthening of occupational licencing is appropriate and is supported by the Council.
  - 4.6.2 With respect to the self-certification of plumbers and drainlayers, while the Council considers that the bill itself is generally appropriate, we do not believe that the savings anticipated will be realised, and there is likely to be long-term issues with the quality of buildings. The submission notes that while many Licensed Building Practitioners (LBPs) are competent and reliable, it only takes a small number to create large, complex and costly issues, the resolution of which will fall on homeowners.
  - 4.6.3 The Council is concerned that many plumbers and drainlayers may not be consistent enough to self-certify their work with no third-party overview. The Council observed substantial non-compliant work carried out or supervised by LBPs after the Canterbury earthquake sequence where there was no third-party overview.
  - 4.6.4 The Council is also concerned about high failure rates of inspections for work carried out by certifying plumbers and drainlayers, even for work that would be considered

“simple” under these proposed changes. We have particular concerns with plumbing within concrete raft slabs as drains within or under a concrete slab can impact the structure of the building.

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

Date	Subject
9 December 2025	Draft Council submissions on Building and Construction Sector Amendment Bills

### Options Considered Ngā Kōwhiringa Whaiwhakaaro

- 4.8 The only reasonably practicable option considered and assessed in this report is that the Council prepares a submission on the bills. It is important to submit on these bills as they impact our roles and responsibilities as a building consent authority.
- 4.9 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.
- 4.10 The alternative option would be to not submit on the proposed changes. This course of action is not recommended in this case, as Council would miss an opportunity to provide feedback and influence government policy that directly relates to the role of the Council.

## 5. Financial Implications Ngā Hīraunga Rauemi

### Capex/Opex Ngā Utu Whakahaere

	Recommended Option	Option 2 – do not submit
Cost to Implement	Met from existing operational budgets.	No cost.
Maintenance/Ongoing Costs	No cost.	No cost.
Funding Source	Met from existing operational budgets.	No cost.
Funding Availability	Available.	No cost.
Impact on Rates	No impact on rates.	No cost.

## 6. Considerations Ngā Whai Whakaaro

### Risks and Mitigations Ngā Mōrearea me ngā Whakamātautau

6.1 The decision to lodge a Council submission is low risk.

### Legal Considerations Ngā Hīraunga ā-Ture

6.2 Statutory and/or delegated authority to undertake proposals in the report:

6.2.1 Any person or organisation can submit on Government Bills during the select committee process.

6.3 Other Legal Implications:

6.3.1 There is no legal context, issue, or implication relevant to this decision. The Legal Services team was involved in the development of the submission.

### Strategy and Policy Considerations Te Whai Kaupapa here

6.4 The required decision:

- 6.4.1 Aligns with the [Christchurch City Council's Strategic Framework](#).
- 6.4.2 Are 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
- 6.4.3 Are consistent with Council's Plans and Policies.
- 6.5 This report supports the [Council's Long Term Plan \(2024 - 2034\)](#):
- 6.6 Strategic Planning and Policy
  - 6.6.1 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 - Triennial (every three years) reconfirmation of the Strategic Framework and Infrastructure Strategy

### **Community Impacts and Views Ngā Mariu ā-Hāpori**

- 6.7 The decision of the Council to make a submission on the Bill does not directly impact the community and community views have not been sought by staff.

### **Impact on Mana Whenua Ngā Whai Take Mana Whenua**

- 6.8 The decision to make a submission on these bills 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.
- 6.9 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 A decision to make a Council submission on the bills is unlikely to contribute significantly to adaptation to the impacts of climate change or emissions reductions.

## **7. Next Steps Ngā Mahinga ā-muri**

- 7.1 Subject to approval, the draft submission on the bills will be lodged with the Transport and Infrastructure Select Committee before Thursday 8 January 2026.

## Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	Draft Council submissions on Building and Construction Sector Amendment Bills	25/2544958	110

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

Document Name – Location / File Link
<a href="#">Building and Construction Sector (Self-certification by Plumbers and Drainlayers) Amendment Bill</a>
<a href="#">Building and Construction Sector (Strengthening Occupational Licensing Regimes) Amendment Bill</a>

## Signatories Ngā Kaiwaitohu

<b>Authors</b>	Ellen Cavanagh - Senior Policy Analyst Sharna O'Neil - Policy Analyst
<b>Approved By</b>	Steffan Thomas - Head of Building Consenting David Griffiths - Acting General Manager Strategy, Planning & Regulatory Services

**DRAFT SUBMISSION – FOR COUNCIL CONSIDERATION**

[day month year]

Committee Secretariat  
Transport and Infrastructure Committee  
Parliament Buildings  
Wellington

03 941 8999  
53 Hereford Street  
Christchurch 8013  
PO Box 73013  
Christchurch 8154  
**ccc.govt.nz**

Email: [ti@parliament.govt.nz](mailto:ti@parliament.govt.nz)

**Christchurch City Council submission on the Building and Construction Sector Amendment Bills**

**Introduction**

1. Christchurch City Council (the Council) thanks the Transport and Infrastructure Committee for the opportunity to provide comment on the Building and Construction Sector Amendment Bills.

**Submission**

**Overall concerns**

2. The Council has few comments on the Amendment Bills in of themselves. We anticipate our main concerns may be addressed in regulations to follow early next year.
3. The strengthening of occupational licencing is appropriate and is supported by the Council. We have minor suggestions that apply equally to both Bills being considered. As there is no certainty to whether either or both Bills will be enacted, we include these suggestions on both.
4. The self-certification of plumbers and drainlayers is more concerning. Although we consider that the Bill itself is generally appropriate, we do not believe that the savings anticipated will be realised, and there is likely to be long-term issues with the quality of buildings. Failures with plumbing and drainage can be undetected for a long time, by which time there may be significant consequential damage to a building like the disastrous damage from “leaky homes”.
5. The Council is concerned that most plumbers and drainlayers are not consistently reliable enough to self-certify their work with no third-party overview. The Council observed substantial non-compliant work carried out or supervised by Licensed Building Practitioners (LBPs) after the Canterbury earthquake sequence where there was no third-party overview by persons with no financial involvement (such as a Council). Although many LBPs are competent and reliable, it only takes a small number to create extraordinarily large, complex and costly issues, the resolution of which will fall on homeowners. We anticipate that this will be little different for plumbers and drainlayers.

***Experience with electricians and gasfitters***

6. Electricians and gasfitters already carry out self-certified energy work and have done for a very long time. This is a very well-established practice, but the consequences of failure are different to plumbing and drainage. The testing of electrical and gas systems gives a more immediate result with less likelihood of long-term failure. Electric and gas cables and pipes are also somewhat smaller than plumbing and drainage pipes, with a lower potential for installation to impact on the structure of a building. A plumber or drainlayer does not necessarily understand these structural systems to the extent necessary to avoid damaging them.

***Concerns about quality of plumbing and drainage work***

7. The Council is concerned about high failure rates of inspections for work carried out or supervised by certifying plumbers and drainlayers, even for work that would be considered “simple” under these proposed changes. We have particular concerns with plumbing within concrete raft slabs as drains within or under a concrete slab can impact the structure of the building.
8. The Council is also concerned that many tradespersons do not have a sound understanding of the regulatory environment. In our experience, a significant degree of training of existing tradespeople is required to reach a level of competence necessary to carry out inspections. We do not have confidence that most plumbers and drainlayers understand the difference between acceptable solutions, verification methods, and alternative solutions.

***Proposed changes may increase complexity of the building consent system***

9. What is not clear is if some work on the same building could be self-certified, with the rest being covered by building consent authority (BCA) approval and inspection. This may lead to additional complexities and misunderstandings by all parties. Electricians and gasfitters certify all work that they are involved in, which makes it significantly easier to discern responsibilities. Further, the Certificate of Compliance process, as proposed, adds further complexity with involvement of the Board and the homeowner in the process. It is unclear what the implications of a self-certifying practitioner not complying with the statutory 10-day timeframe for provision of these Certificates would be.
10. The Council questions whether these changes will result in any significant savings of time and costs. Unlike electricians and gasfitters, only some work will be self-certifying, so a BCA will need to be vigilant in checking that the work carried out is within the scope of simple plumbing and/or drainage and will retain liability if this is wrong. Although there may be a lesser number of inspections required, this may be outweighed by the additional documentation, quality assurance processes, administration and insurance required by the plumber and/or drainlayer.

***Incorrect work may have significant implications for homeowners***

11. Plumbing inspections are typically carried out at the “pre-line” stage along with other building elements, such as structural elements (fixings, member sizes etc.) so there is likely no impact on the number of those inspections. There may be a reduction in drainage inspections, however this may be limited to drains outside the building envelope, as drains within or under a concrete slab can impact the structure of the building. It is reasonably common for drainage work within or under a concrete slab to be carried out without appropriate inspections, and as it is expected that this will need to be durable for a period not less than 50 years this is of concern.

12. If this legislation is to progress, we believe there should be limitations on the types of work that can be self-certified. For example, verification methods typically require a higher level of expertise to implement, and we believe should be out of scope for self-certification.

#### **Suggestions**

13. Within the *Building and Construction Sector (Strengthening Occupational Licensing Regimes) Amendment Bill* there is a definition of a “automatically licenced person” and associated changes referencing these persons. We suggest that this is also included in the *Building and Construction Sector (Self-certification Plumbers and Drainlayers) Amendment Bill* in case the other Bill does not progress.

#### **Conclusion**

14. The *Building and Construction Sector (Strengthening Occupational Licensing Regimes) Amendment Bill* is appropriate, and we have only minor suggestions that we believe will be beneficial.
15. The *Building and Construction Sector (Self-certification Plumbers and Drainlayers) Amendment Bill* is also reasonably prepared, and we have the same comments on that Bill. However, we do not believe that the anticipated benefits will be realised and will be outweighed by both the short- and long-term issues for all parties, in particular building owners.

Thank you for the opportunity to provide this submission.

For any clarification on points within this submission please contact Steffan Thomas, Head of Building Consenting, [Steffan.Thomas@ccc.govt.nz](mailto:Steffan.Thomas@ccc.govt.nz)

Ngā mihi,

Phil Mayor

Mayor of Christchurch



## 11. Ōtautahi Community Housing Trust: Request to Approve Subsidiary

Reference Te Tohutoro: 25/2092580

Responsible Officer(s) Te Pou Matua: Bruce Rendall, Head of Facilities and Property

Accountable ELT Member Pouwhakarae: Anne Columbus, General Manager Corporate Services/Chief People Officer

### 1. Purpose and Origin of the Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to seek the Council's approval, as a lender, to a request by Ōtautahi Community Housing Trust (OCHT) to set up a charitable subsidiary, allowing it to start undertaking the provision of community housing services outside Christchurch and Banks Peninsula.
- 1.2 The report is officer generated in response to a request from OCHT.

### 2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the information in the Ōtautahi Community Housing Trust: Request to Approve Subsidiary 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. Approves, as required by the terms of the Financing Agreements, Ōtautahi Community Housing Trust's request to establish a subsidiary, being a charitable company, that can develop social and affordable housing outside of Christchurch and Banks Peninsula.
4. Notes that this is a contingency measure allowing for the take up of housing opportunities while Council's previously approved changes to the Ōtautahi Community Housing Trust's trust deed are implemented via a Private Bill.

### 3. Executive Summary Te Whakarāpopoto Matua

- 3.1 The subject matter of this report is associated with matters approved by Council on 11 December 2024 (reference: 25/2092580) whereby the Council, among other matters:

*Approve[d], as required by the terms of the Financing Agreements, a material change to the Ōtautahi Community Housing Trust's Trust Deed, being the removal of the geographic restriction on operations, expanding the definition of 'affordable' to allow for ownership products, and increasing the focus to be on all those with low incomes that are currently contained in the Purpose of the Trust Deed.*

*Note[d] that the mechanism for the change to the Trust Deed's Purpose is an Ōtautahi Community Housing Trust initiated Private Bill.*

*Approve[d], as required under the terms of the Financing Agreements, a material change to Ōtautahi Community Housing Trust's business to allow it to:*

- *provide tenancy management services, lease or own property, and/or to develop social and affordable housing other than in Christchurch and Banks Peninsula with the prior written agreement of Council in its role as lender, such agreement not to be unreasonably withheld; and*
  - *provide paid advice and professional development services elsewhere.*
- 3.2 As the Ōtautahi Community Housing Trust (**OCHT**) is a charitable trust, the proposed extension of its current geographic parameters is being considered by a Private Bill (**Bill**) is currently before Parliament.
- 3.3 While OCHT is not a Council Controlled Organisation, Council has lent OCHT \$55,670.000 in relation to various projects. Council and OCHT have entered into financing agreements and securities in relation to this lending/borrowing. It is a condition of the finance agreements and the security agreements that Council's consent be sought prior to certain actions being taken by OCHT.
- 3.4 While the Bill is progressing through the Parliamentary process, OCHT has requested the Council's approval to establish a wholly owned charitable subsidiary to enable operations beyond Christchurch and Banks Peninsula. The subsidiary would remain inactive initially but would allow OCHT to respond to opportunities with central government and neighbouring councils.
- 3.5 The proposal aligns with Council's housing policy objectives and supports OCHT's bid to become a strategic partner with the Crown, potentially improving housing outcomes for Christchurch and the wider region. The subsidiary structure includes safeguards to ringfence financial risk and maintain oversight, ensuring OCHT's core obligations to the Council are protected.
- 3.6 The key risks include potential financial exposure if the subsidiary underperforms and concerns about OCHT losing focus on Christchurch operations. However, these risks are mitigated by structural separations, legal reviews, and the scale of Christchurch's existing housing portfolio. Opportunities include retaining skilled staff, expanding housing delivery, and strengthening regional partnerships.
- 3.7 The recommendation to proceed reflects a strategic investment in OCHT's long-term sustainability and the Council-OCHT partnership. It supports Council policy, enhances regional housing resilience, and positions Christchurch to benefit from future government housing initiatives without compromising local priorities.

#### 4. Background/Context Te Horopaki

- 4.1 OCHT is formally requesting the Council's written consent to establish a subsidiary in the form of a charitable company. OCHT would wholly own the subsidiary. The Council's consent is required under clause 10.3 (c) of the Development Funding Agreement (DFA).
- 4.2 To facilitate social community housing development, the Council resolved in 2018, 2020 and 2022 to lend OCHT \$55,670,000 for projects. The terms and conditions on which this financing has been made available by Council is as per a suite of financing documents including the DFA. The documents contain clauses to help manage the Council's risk amongst other things.
- 4.3 Currently there are no concerns with OCHT's compliance with the terms of the DFA. Housing has been built, loans are being serviced, and OCHT's finances remain within the prudential limits imposed by the documentation.

- 4.4 The request to establish a subsidiary is a strategic, interim measure designed to support OCHT's primary objective: removing the geographical restrictions in its Trust Deed that currently limit its operations to Christchurch and Banks Peninsula. The long-term solution to remove this restriction is a Private Bill, which is a complex and lengthy parliamentary process. While underway, the Private Bill process is unlikely to be completed until 2026.
- 4.5 The key reasons for this request are linked to regional housing outcomes and the Trust's relationship with the Government:
- 4.5.1 Strategic Partnership with Government: The Government has indicated its intention to form long-term strategic partnerships with select Community Housing Providers (CHPs) to deliver specific housing outcomes. As the largest CHP in the South Island, and one of the largest nationwide, OCHT is well-positioned for this role, but its current geographical restrictions are a significant barrier. When the first strategic partners were announced, no South Island providers were identified. Establishing a subsidiary would allow OCHT to operate more flexibly in the short term, strengthening its case to be a strategic partner for the Crown.
- 4.5.2 Improving Housing Outcomes: Becoming a strategic partner could provide enhanced advocacy opportunities to secure better social housing supply for Christchurch, which is not currently a priority in the Government's Public Housing Plan. There is also interest from neighbouring councils, such as Selwyn and Waimakariri, for OCHT to develop and operate community housing in their districts. The subsidiary would enable OCHT to act on these opportunities while awaiting the outcome of the Private Bill.
- 4.6 The subsidiary is intended to be non-operational initially, but ready to be activated should opportunities with the Ministry of Housing and Urban Development arise.
- 4.7 The following related memos/information were circulated to the meeting members:

Date	Subject
	NIL

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

Date	Subject
	Nil

### Options Considered Ngā Kōwhiringa Whaiwhakaaro

- 4.9 The following reasonably practicable options were considered and are assessed in this report:
- 4.9.1 Option 1: Approve the creation of a subsidiary.
- 4.9.2 Option 2: Decline approval to create a subsidiary

### Options Descriptions Ngā Kōwhiringa

- 4.10 **Preferred Option:** Option 1: Approve the creation of a subsidiary.
- 4.10.1 **Option Description:** This option involves the Council providing formal written consent for OCHT to register a charitable company as a wholly owned subsidiary.
- 4.10.2 **Option Advantages**
- Aligns with Council Policy: Approval is consistent with the Council's endorsed Greater Christchurch Joint Housing Action Plan, specifically Action 7, which is to "Investigate expanding the Ōtautahi Community Housing Trust model".

- **Enables Strategic Agility:** It provides OCHT with a mechanism to pursue housing opportunities outside Christchurch while the Private Bill process is underway. This proactive step strengthens its bid to become a strategic partner with the Crown, which could lead to better housing outcomes for the entire region.
- **Retains Key Capability:** Allowing OCHT to expand its operations helps retain skilled development staff who might otherwise be lost if development opportunities in Christchurch become limited.
- **Manages Financial Risk:** According to OCHT, the subsidiary's constitution includes protections. As the 100% shareholder, OCHT would have oversight of major transactions. The subsidiary could borrow independently without an automatic guarantee from OCHT, ringfencing development risk from OCHT's primary operations.
- **Cross Subsidy Opportunities:** If in the worst-case scenario, OCHT does not get government contracts for Christchurch, they are considering continuing building affordable rentals, and cross subsidising these with market sales. At the parent level (i.e. OCHT) market sales could put their charitable status at risk. Having a vehicle for market sales ultimately protects OCHT and allows it to focus on its core business as a social landlord.

#### 4.10.3 Option Disadvantages

- **Increased Financial Risk for the Council:** The primary concern is the potential impact on OCHT's ability to service its existing loans from the Council. A key risk is that financial distress or development failure within the subsidiary could negatively affect the parent entity (OCHT), despite structural separations. Existing arrangements are already adequate to protect the Council's interest, however, with an abundance of caution, officers and the Council's legal advisors will continue to review arrangements during and after the setup of the company.
- **Potential Loss of Focus:** There is a risk of "potential overreach and loss of focus on Christchurch". The Council must ensure that service delivery to tenants in Christchurch and OCHT's core financial obligations remain the top priority. While this is a disadvantage, there are limited government identified South Island priority areas outside of Christchurch. Any additional homes will be immaterial compared with managing 2,500 in Christchurch. It is unlikely that there would be sufficient loss of focus to impact on local delivery.
- **Adds Structural Complexity:** Creating a new legal entity adds a layer of complexity. A similar "workaround" (setting up a sister trust) was previously considered "expensive and inefficient". This approach may complicate oversight compared to managing expansion through direct amendments to the existing Financing Agreements. While the sister trust was deemed to be both expensive and inefficient, this was due to it needing to be independent (i.e. a separate governance structure). This does not apply to the charitable company as it is 100% owned by OCHT, so the complexity is lower. Additionally, the charitable company is expected to "sit on the shelf" until OCHT are offered an opportunity to work outside Christchurch or the Private Bill replaces the need.

#### 4.10.4 Additional Context

- OCHT has other private, banking sector, financiers, with similar covenants and conditions as Council. They have already approved the setting up of the charitable company.

4.11 **Option 2:** Decline approval to create a subsidiary.

4.11.1 **Option Description:** This option involves the Council withholding consent, requiring OCHT to wait for the Private Bill to pass before it can operate outside its current boundaries.

4.11.2 **Option Advantages**

- **Maintains Financial Protection:** This is the most risk-averse option. It maintains the status quo and fully protects the Council's financial interests as a lender by preventing any new, potentially risky ventures through a subsidiary.
- **Operational Simplicity:** It avoids the legal and administrative complexity of a new entity, keeping the focus on OCHT's core mission within Christchurch and the primary goal of passing the Private Bill.

4.11.3 **Option Disadvantages**

- **Inconsistent with Council Policy:** Declining the request would contradict the Council's stated policy goal of expanding the successful OCHT model into the wider Greater Christchurch area.
- **Hinders Strategic Goals:** This would significantly slow OCHT's ability to engage with MHUD and other councils. It could weaken its candidacy as a strategic partner and result in missed opportunities for the region to secure government support for new social housing.
- **Risks Loss of Capability:** By restricting OCHT's ability to grow, the Council increases the risk that the Trust may not be able to retain its skilled development teams, which could harm future housing projects in Christchurch.
- **Damages Relationship:** Refusing a reasonable request could strain the relationship between the Council and OCHT, portraying the Council as a "handbrake" on progress rather than a supportive partner.

**Analysis Criteria Ngā Paearu Wetekina**

- 4.12 **Effectiveness:** How the option could demonstrably contribute to the Council's housing vision (all residents have access to secure, safe, affordable, warm, and dry housing), thereby improving individual outcomes and strengthening communities.
- 4.13 **Efficiency:** How the intervention can achieve its intended outcomes at a reasonable cost and with long-term financial sustainability.
- 4.14 **Legislative Consistency:** Is the option compliant with the Council's legal responsibilities.
- 4.15 **Policy Alignment:** Is the option consistent with existing Council policies, including the Housing Policy 2016, Community Housing Strategy, and Strengthening Communities Strategy, while pragmatically addressing any limitations posed by current funding principles.
- 4.16 **Long-Term Sustainability and Resilience:** Is the intervention's long-term viability and its capacity to contribute to an enduring and adaptable housing system, avoiding future dependencies.
- 4.17 **Collaboration and Partnerships:** Does the intervention foster collaboration with central government agencies, Iwi, and Community Housing Providers to leverage diverse resources and expertise.
- 4.18 **Financial Risk Management:** Can the option appropriately manage financial risk through robust financing arrangements. This includes evaluating loan conditions, financial

covenants, guarantor structures, and security provisions to ensure they are proportionate, enforceable, and aligned with Council's risk appetite.

### Options Analysis

#### 4.19 Option 1: Approve the creation of a subsidiary

- **Effectiveness:** This option indirectly but demonstrably contributes to the Council's housing vision. By enabling OCHT to become a strategic partner with the Government, it enhances advocacy opportunities to secure better social housing supply for Christchurch. This move supports the goal of ensuring more residents have access to secure housing, even if the subsidiary's initial projects are outside the city.
- **Efficiency:** Approving the subsidiary is efficient for achieving long-term outcomes. It could allow OCHT to generate new revenue streams through advisory services and developments in other regions. OCHT's advice that the subsidiary can borrow independently and that major transactions require shareholder (OCHT) approval helps ringfence financial risk, protecting OCHT's core financial sustainability and its ability to service Council loans.
- **Legislative Consistency:** The request is made under the existing Development Funding Agreement, and approval simply exercises a right the Council holds as a lender.
- **Policy Alignment:** This option aligns with Council policy. It is a direct and practical response to Action 7 of the Council-endorsed Greater Christchurch Joint Housing Action Plan, which is to "Investigate expanding the Ōtautahi Community Housing Trust model". It also supports the Housing Policy 2016's commitment to building the capacity of community housing providers.
- **Long-Term Sustainability and Resilience:** This is a key strength. Approval enhances OCHT's resilience by diversifying its operations and income. It helps retain skilled development staff who are crucial for future projects in Christchurch, preventing a loss of capability if local development funding is reduced. A financially stronger OCHT is a more reliable long-term partner for the Council.
- **Collaboration and Partnerships:** This option strengthens the Council-OCOT partnership by showing trust and support for OCHT's strategic direction. Crucially, it positions OCHT to form a strategic partnership with the Government and collaborate with neighbouring councils, which is vital for regional housing solutions and leveraging central government resources.
- **Financial Risk Management:** The current arrangements provide appropriate protection and security for Council's lending. These will be implemented if Council approves the creation of a subsidiary.

#### 4.20 Option 2: Decline Approval to Create a Subsidiary

- **Effectiveness:** Declining the request would be ineffective in advancing the Council's broader housing goals. It would stall regional progress and forfeit the opportunity to advocate for Christchurch's housing needs through a strategic government partnership.
- **Efficiency:** While this option avoids any new, immediate risk, it's inefficient for long-term sustainability. It prevents OCHT from diversifying its revenue, making it more dependent on the Christchurch development pipeline. This could weaken OCHT financially over time, which poses a greater long-term risk to the Council as its lender.

- **Legislative Consistency:** The option is compliant with the Council's legal responsibilities, as the Council has the right to decline consent.
- **Policy Alignment:** This option is inconsistent with the strategic direction of the Greater Christchurch Joint Housing Action Plan. It would hinder the endorsed goal of expanding the successful OCHT model.
- **Long-Term Sustainability and Resilience:** Declining could negatively impact OCHT's long-term sustainability. It could restrict its growth, limit its ability to retain expert staff, and make it less resilient to shifts in government funding priorities. This creates a more fragile housing system.
- **Collaboration and Partnerships:** This could damage key relationships. It would signal a lack of trust in OCHT's ability to manage risk and could be perceived as the Council acting as a "handbrake" on progress. It would also prevent OCHT from pursuing partnerships with central government and other councils, undermining a collaborative regional approach.
- **Financial Risk Management:** There is no change to the Council's financial risk exposure.

4.21 It is recommended that the Council approve OCHT's request to create a subsidiary. While the subsidiary will not undertake developments in Christchurch directly, the indirect benefits provide sufficient justification. This decision is a strategic investment in the long-term financial sustainability of OCHT and the strength of the Council-OCHT partnership. By empowering OCHT to become a strategic partner with the Crown, the Council increases the likelihood of better housing outcomes for Christchurch in the future. The proposed risk mitigation measures within the subsidiary's constitution provide a reasonable level of assurance that OCHT's core financial obligations to the Council will be protected.

## 5. Financial Implications Ngā Hīraunga Rauemi

### Capex/Opex Ngā Utu Whakahaere

	Recommended Option	Option 2
Cost to Implement	There will be some minor staff and legal costs, which will be meet within existing budgets	Nil
Maintenance/Ongoing Costs	There will be some minor staff costs associated with monitoring, which will be meet within existing budgets	Nil
Funding Source	Housing Development Fund	N/A
Funding Availability	Funding is available	N/A
Impact on Rates	Nil	Nil

## 6. Considerations Ngā Whai Whakaaro

### Risks and Mitigations Ngā Mōrearea me ngā Whakamātautau

6.1 **Security risk:** It is unlikely that the Council would allow OCHT owned public housing to be liquidated in the event of financial failure, so it is arguable that its financial risk is greater than just the extent of existing lending. However, this may be less true for social housing located in other areas. A clear separation between the financing of "local" and "distant" assets would be negotiated if a charitable company was approved.

- 6.2 Scope Creep: Expansion beyond Christchurch raises concerns about potential loss of focus on the management of Council owned housing and other activities in Christchurch and Banks Peninsula mission drift. While a risk, the Council has already indicated its support for OCHT working elsewhere, by approving a request for OCHT to submit a Private Bill to amend its Trust Deed for this purpose. However, given the scale of Christchurch operations (2,500 homes), any impact is expected to be immaterial.

### **Legal Considerations Ngā Hīraunga ā-Ture**

- 6.3 Statutory and/or delegated authority to undertake proposals in the report:
- 6.3.1 The Council has the authority to give its approval for the establishment of a subsidiary under the terms of the DFA.
- 6.4 Other Legal Implications:
- 6.4.1 The Council's internal and external lawyers have provided advice in relation to:
- The current restrictions that apply to OCHT in terms of funding or transferring assets to the proposed new company; and
  - What rights will and should Council, as lender to OCHT, have in respect of the new company so as to fully protect its position.

### **Strategy and Policy Considerations Te Whai Kaupapa here**

- 6.5 The required decision:
- 6.5.1 Aligns with the [Christchurch City Council's Strategic Framework](#)..
- 6.5.2 is assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy. The level of significance was determined by the limited impact of the proposal on the Christchurch community.
- 6.5.3 is consistent with Council's Plans and Policies.
- 6.6 This report does not support the Council's Long Term Plan (2024 - 2034).

### **Community Impacts and Views Ngā Mariu ā-Hāpori**

- 6.7 Officers' assessment of likely community views is:
- 6.8 Financial Risk Management
- 6.8.1 The community expects that any financial risks associated with the new entity are well understood and effectively managed.
- 6.8.2 There should be no exposure to financial liabilities that could impact Council or ratepayers.
- 6.9 Protection of Christchurch Ratepayer Funds
- 6.9.1 There is a strong expectation that no Christchurch City Council ratepayer money, including borrowings, will be used to fund developments outside the Christchurch area.
- 6.9.2 Investments and financial commitments should remain focused on local priorities.
- 6.10 Safeguarding Christchurch Assets
- 6.10.1 Assets funded by Christchurch ratepayers must be protected from being used as collateral or transferred to support developments outside the city.
- 6.10.2 Clear structural and financial separation is expected between local and non-local initiatives.
- 6.11 Service Continuity for Christchurch Tenants



- 6.11.1 The community expects that the level of service provided to Christchurch tenants will not be compromised by the establishment or operation of the subsidiary.
- 6.11.2 OCHT's core mission to serve Christchurch residents must remain the priority.
- 6.12 No Disadvantage to Christchurch
- 6.12.1 The proposal should not result in any disadvantage to Christchurch in terms of housing availability, service quality, or financial stability.
- 6.12.2 Expansion outside Christchurch should be additive, not competitive with local needs.
- 6.13 Our overall assessment is that the current arrangements, with minor adjustments, appear to adequately address these community concerns. The subsidiary is intended to remain inactive ("on the shelf") until opportunities arise, and structural safeguards are in place to ensure financial and operational separation. Additional legal and covenant reviews will reinforce protections and ensure alignment with community expectations.
- 6.14 The decision affects the following wards/Community Board areas:
- 6.14.1 This is district wide matter.

#### **Impact on Mana Whenua Ngā Whai Take Mana Whenua**

- 6.15 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.
- 6.16 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**

- 6.17 The proposals in this report are unlikely to contribute significantly to adaptation to the impacts of climate change or emissions reductions as they are administrative in nature.

## **7. Next Steps Ngā Mahinga ā-muri**

- 7.1 If approved, officers will work with OCHT to implement this decision.

## **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	Bruce Rendall - Head of Facilities & Property Elizabeth Neazor - Manager Legal Service Delivery
Approved By	Anne Columbus - General Manager Corporate Services/Chief People Officer

## 12. Confirmation of content - Draft Annual Plan 2026/27

Reference Te Tohutoro: 25/2462145

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

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

### 1. Purpose and Origin of the Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to:
  - 1.1.1 Summarise the information and options presented to the Council between November and December 2025 on potential Annual Plan 2026/27 content; and
  - 1.1.2 Seek confirmation from the Finance and Performance Committee on behalf of Council on content to be included in the Draft Annual Plan 2026/27.
- 1.2 The Draft Annual Plan 2026/27 is due for consideration and adoption on 10 February 2026. Consultation with the community will then follow.

### 2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the summary information and options in the Confirmation of content - Draft Annual Plan 2026/27 Report.
2. Confirms the direction provided through the Annual Plan workshops in November and December 2025 to inform the draft Annual Plan development process.
3. Confirms if the development of the draft Annual Plan should include:
  - a. pausing the 2026/27 \$0.30 million increase to the **Environmental Partnership Fund**, maintaining the 2025/26 funding of \$0.70 million in 2026/27, noting this will have a proposed rates reduction in 2026/27 of 0.04%.
  - b. applying a 5.0% **pro-rata reduction to the contestable grants** listed in the schedule (Attachment B of this report), which will reduce grant funding by \$0.36 million in 2026/27, noting this will have a proposed rates reduction in 2026/27 of 0.04%.
  - c. pausing the 0.25% rates increase for the **Climate Resilience Fund** in 2026/27, which will then recommence from 2027/28, noting this will have a proposed rates reduction in 2026/27 of 0.25% and an overall reduction in the Fund of \$22.9 million by 2034.
4. Agrees that the **analytical savings** of \$6.06 million be applied to debt reduction, by increasing rating for renewals, noting this has no rates impact in 2026/27, other than a less than 0.01% reduction in interest costs, and an impact of -0.05% and -0.05% in the two subsequent years and noting this supports Council move to a balanced budget by 2027/28.
5. Confirms that the draft Annual Plan will include an increase to the **capital grant to the Canterbury Museum** of \$0.98 million in 2026/27, noting this will have a proposed rates increase in 2026/27 of close to 0.0%.
6. Notes the direction provided through the Annual Plan workshops and the resolutions above will result in a:

- a. proposed draft Annual Plan average rates increase to existing ratepayers of 7.99%, further noting rate increases to individual rate payers could vary materially due to the impact of the General Revaluation taking effect on 1 July 2026; and
  - b. breach of the balanced budget financial prudence benchmark for 2026/27 as indicated in the LTP.
7. Confirms the proposed minor changes to levels of service for two activities – Water Supply, and Communications and Engagement (Attachment A).
8. Notes a draft list of properties to seek the community views and preferences as to their future use will be presented to Council for adoption at the Draft Annual Plan adoption meeting in February 2026.

### 3. Executive Summary Te Whakarāpopoto Matua

- 3.1 The purpose of an Annual Plan is to provide a one-year schedule of updates to the Long Term Plan (LTP), if any are required by changing circumstances.
- 3.2 Annual Plans are not designed as a mechanism to revisit the entire LTP. To give effect to the latter requires an amendment to the LTP, and that requires (among other matters) that the amended LTP is audited.
- 3.3 Where that list of updates is not material a local authority may simply opt to not consult on its Annual Plan.
- 3.4 Annual Plans, being limited in scope relative to an LTP, are not required to be audited.
- 3.5 The options and recommendations set out in this report meet the criteria for an Annual Plan and were workshopped extensively with Council after local government elections.
- 3.6 Recent announcements by central government on local government reform - notably those concerning a proposed rates capping model - will, if enacted, have a significant impact on the 2027-2037 LTP and future Annual Plans. It should be noted that these proposals do not directly impact the Annual Plan 2026/27.
- 3.7 The Council has provided clear direction on the process to be followed. Councillors advised that the process would be for an Annual Plan, and that it would be consulted upon with the community.
- 3.8 It was also clear that there would be no amended LTP process (which at its full extent can involve amending the Financial and Infrastructure Strategies from the LTP, as well as levels of service, projects and budgets for the balance of the ten-year period). It is also noted that no budget has been set aside for a second (additional) LTP audit process to take place. A full audit typically costs approximately \$300,000.

### 4. Background/Context Te Horopaki

- 4.1 In accordance with the Local Government Act 2002 (LGA 2002), the Council adopted its LTP 2024-34 in June 2024 (LTP24-34). The LTP24-34 set out service delivery, capital programmes and budgets over that ten-year period. It was based on several key Council decisions:
  - that levels of service would not be reduced;
  - that the core capital programme (excluding One New Zealand Stadium at Te Kaha) would increase from \$483 million in 2023/24 to \$668 million in 2026/27;
  - that the One New Zealand Stadium at Te Kaha would be completed and hosting events by the beginning of the 2026/27 financial year;

- staff would be recruited for the new Parakiore Recreation and Sport Centre;
  - asset renewals would be sustainable; and
  - that a variety of climate resilience and environmental initiatives/grants would be funded.
- 4.2 The LTP24-34 and Annual Plan 2025/26 (AP25/26) both factored in inflation based on the BERL Local Government Cost Index (LGCI) forecasts (BERL being the Cost Price Index (CPI) for local authorities and accepted by Audit has providing a reliable measure of the LGCI).
- 4.3 Subsequently, the Council adopted the AP25/26 on 26 June 2025.
- 4.4 The decisions made through adopting the AP25/26 initially put the rates starting position for the Annual Plan 2026/27 at 10.52% as shown below:

Major Drivers	2026/27	
Cost changes – inflation	2.96%	Based on BERL 3.1% Opex, Capex 3.4% for 2026/27.
Rating for Renewals	2.78%	Increase in rating for renewals to achieve fully funded renewals by 2032 per the Financial strategy.
Capital Programme	2.78%	Planned capital programme expenditure of \$713.0m in 2026/27.
Use of 2024/25 Surplus	2.06%	\$17.0m of surplus applied to rates reduction in 2025/26 AP.
Climate Resilience Fund	0.25%	New \$2.1m fund contribution (total 2026/27 contribution \$4.1m).
Operational Expenditure	0.39%	
Corporate Revenues & Expenses	(0.72%)	Subvention receipts, onlending interest, dividend projections.
Rating Growth	(1.00%)	1% city capital value growth
Base	9.50%	
One New Zealand Stadium at Te Kaha	1.02%	Debt repayment & interest expense resulting from borrowing to fund One New Zealand Stadium at Te Kaha.
Initial Position	10.52%	

- 4.5 Since the adoption of the AP25/26 there have been further changes with financial impacts based on Council direction and updated information becoming available. These have taken the current rates increase for the Annual Plan 2026/27 to 8.32%. Material changes include:

	2026/27	2027/28	2028/29
<b>2025/26 Annual Plan</b>	<b>10.52%</b>	<b>9.11%</b>	<b>5.73%</b>
Changes incorporated in the initial budget build ( <i>reduced insurance, updated subvention receipt forecast, Burwood Landfill extension, 2024/25 capital expenditure</i> )	(1.30%)	0.40%	0.24%
2026/27 Capital Programme Deliverability Review	(0.71%)	(0.89%)	0.52%
Bringing Urban Development functions inhouse	(0.19%)	0.01%	0.01%
<b>Current 2026/27 Annual Plan Rates Position</b>	<b>8.32%</b>	<b>8.63%</b>	<b>6.50%</b>

- 4.6 The breakdown of the current proposed rates increase to existing ratepayers is as follows:

Major Drivers	2026/27	
<b>Cost changes – inflation</b>	2.96%	Based on BERL 3.1% Opex, Capex 3.4% for 2026/27.
<b>Rating for Renewals</b>	2.73%	Increase in rating for renewals to achieve fully funded renewals by 2032 per the Financial strategy.
<b>Capital Programme</b>	2.12%	Planned capital programme expenditure of \$586.2m in 2026/27.
<b>Use of 2024/25 Surplus</b>	2.06%	\$17.0m of surplus applied to 2025/26 (only) rates reduction in 2025/26 AP.
<b>Climate Resilience Fund</b>	0.25%	Additional \$2.1m fund contribution (total 2026/27 contribution \$4.1m).
<b>Operational Expenditure</b>	(0.17%)	
<b>Corporate Revenues &amp; Expenses</b>	(1.65%)	Updated subventions receipts and onlending requirements.
<b>Rating Growth</b>	(1.00%)	1% city capital value growth
<b>Base</b>	7.30%	
<b>One New Zealand Stadium at Te Kaha</b>	1.02%	Debt repayment & interest expense resulting from borrowing to fund One New Zealand Stadium at Te Kaha.
<b>Current Rates Position</b>	<b>8.32%</b>	

- 4.7 The affordability of rates will always be a key concern for the Council. When considering how rate increases can be moderated it is necessary to be mindful of the legal and logistical mechanisms around the Annual Plan, such as changes to levels of service and their implementation.
- 4.8 Following the election of the new Council in October 2025, staff began a series of workshops with Elected Members on the Annual Plan 2026/27. The following related information session/workshops have taken place for the members of the meeting:

Date	Subject
6 <sup>th</sup> Nov 2025	AP Workshop 1: General update on Annual Plan 2026/27
12 <sup>th</sup> Nov 2025	AP Workshop 2: Update on Capital Programme review
19 <sup>th</sup> Nov 2025	AP Workshop 3: Council only day
27 <sup>th</sup> Nov 2025	AP Workshop 4: Council only day
4 <sup>th</sup> Dec 2025	AP Workshop 5: Council only day
9 <sup>th</sup> Dec 2025	AP Workshop 6: Feedback on Council only days and potential savings options

- 4.9 Staff prepared options on various ways to reduce the rates increase while still meeting (1) the decisions made by Council in the LTP24-34, (2) the fixed costs which must also be met, and (3) the Council guidance on an Annual Plan process.
- 4.10 It may be helpful when considering options to note that as a general rule of thumb, \$8.3m of operational (OPEX) spending = 1% on rates (if funded directly by rates.) A one-off saving will reduce rates for 1 year but increase the next year. To reduce rates on an ongoing basis the savings must be permanent, and cannot be one off savings identified for a particular year only.
- 4.11 **Capital Programme Deliverability**  
Staff have reviewed the capital programme to ensure it reflects realistic delivery capacity, aligns with strategic priorities and addresses growing infrastructure demands. The proposed adjustments reduce the 2026/27 capital budget from \$778.8 million to \$586.2 million, focusing on key projects such as transport upgrades, water supply renewals, wastewater improvements, and stormwater flood reduction. This approach balances affordability and deliverability, lowering the rates impact from 9.2% to 8.6% and reducing borrowing pressures, while continuing to invest in essential infrastructure and community facilities.
- 4.12 Capital (Capex) spending/borrowing of approximately \$112m = 1% on rates over 2 years (saving in year 1 0.27%, year 2 0.73%).

### Other matters

- 4.13 The Committee is asked to note the proposed minor changes to levels of service for two activities – Water Supply, and Communications and Engagement (**Attachment A**) – which will go forward to the Council adoption meeting for the Draft Annual Plan 2026/27.
- 4.14 In summary:
- 4.14.1 Changes to a small number of Water Supply measures and targets involve changes to methods of measurement, to align these with recently updated Taumata Arowai reporting requirements. Note, the changes are to come into effect from 2025/26 (the current reporting year), to be explained in the Annual Report 2026.
- 4.14.2 Proposed changes to some Communications and Engagement activity measures and targets, primarily to update future year targets from, “previous year plus 1%”, to targets calculated on “at least an average of the last three years”.

- 4.15 The Committee is also asked to note a draft list of properties for seeking the community views and preferences as to their future use will be presented to Council for adoption at the Draft Annual Plan meeting (February 2026). It is intended to replicate the process applied for recent plans (the AP25/26 and the LTP24-34) for the small number of properties which have been identified as no longer used for the purpose for which they were originally acquired.

**Options Considered Ngā Kōwhiringa Whaiwhakaaro**

- 4.16 The following reasonably practicable options were considered and are assessed in this report and set out below.
- 4.17 The reintroduction of the Special Heritage (Cathedral) Targeted Rate was considered for incorporation into the draft Annual Plan 2026/27.
- 4.17.1 The Council resolved to pause the collection of the Special Heritage (Cathedral) Targeted Rate in the AP25/26, due to the stop works on the Christ Church Cathedral in 2024/25.
- 4.17.2 Christ Church Cathedral Reinstatement Limited have advised that they wish to recommence works on the Christ Church Cathedral from 1 July 2026.
- 4.17.3 The Council requires \$1.8m to meet its funding obligations for the Christ Church Cathedral Reinstatement project.
- 4.17.4 Reinstating the Special Heritage (Cathedral) Targeted Rate at \$6.52 (incl GST) per SUIP would increase rates by \$1.12m, 0.13% rates increase. (SUIP stands for Separately Used or Inhabited Part - referring to any distinct, self-contained living or business area within a single property that pays separate rates, like a granny flat or rental unit.)
- 4.17.5 In lieu of reinstating the Special Heritage (Cathedral) Targeted Rate, the Council's funding obligation is intended to be met by using \$1.8 million of the forecast 2025/26 operational cash surplus.
- 4.18 Staff were requested to identify potential savings options for incorporation into the 2026/27 Annual Plan, that did not impact significant levels of service.
- 4.19 The following savings were presented to Council for consideration and incorporation but will not be incorporated into the proposed draft 2026/27 Annual Plan:
- 4.19.1 Removing the inflation adjustment on the Strengthening Communities Fund grants, a \$0.15 million saving, 0.02% rates reduction in 2026/27.
- 4.19.2 Allocating the 2026/27 currently unallocated capital endowment funds of \$1.49 million to existing eligible grants, currently funded by rates, generating a one-off rates saving of 0.18%.
- 4.20 The following savings were presented to Council for consideration and will be incorporated into the proposed draft 2026/27 Annual Plan:
- 4.20.1 The 2026/27 Capital Programme underwent a deliverability review, resulting in the budgeted capital expenditure decreasing from \$778.8 million to \$586.2 million in 2026/27, resulting in a rates reduction of 0.71%. No projects were removed from the capital programme, only realigned for anticipated delivery. Only the 2026/27 capital programme was reviewed for deliverability, with a wider review to occur in the 2027-37 Long Term Plan.
- 4.20.2 The Council's urban development function would be returned to inhouse delivery, generating savings of \$1.60 million, a 0.19% rates reduction. A section 17A review recommended returning ChristchurchNZ's urban development functions to Council



by 30 June 2026. The transition of the function is to be performed within existing Council budgets.

- 4.21 The following options were presented to Council for consideration and incorporation into the 2026/27 Annual Plan and were requested to be presented as options for incorporation into the 2026/27 Annual Plan through this report:
- 4.21.1 Pausing the 2026/27 \$0.30 million increase to the Environmental Partnership Fund, maintaining the 2025/26 funding of \$0.70 million in 2026/27, noting this will have a one off proposed rates reduction in 2026/27 of 0.04%.
  - 4.21.2 Applying a 5.0% pro-rata reduction to the contestable grants listed in the schedule (attachment B of this report), which will reduce grant funding by \$0.36 million in 2026/27, noting this will have a proposed rates reduction in 2026/27 of 0.04%
  - 4.21.3 Pausing the 0.25% rates increase for the Climate Resilience Fund in 2026/27, which will then recommence from 2027/28. Noting this will have a proposed rates reduction in 2026/27 of 0.25%. The impact of this pause on the Fund will be \$22.9 million by 2034 and will reduce the estimated total of the Fund from approximately \$127 million (dependent on interest rates) to approximately \$104.1 million by 2034.
  - 4.21.4 Applying the analytical savings of \$6.06 million p.a. to debt reduction, by increasing rating for renewals. Noting this will have a proposed rates impact in 2026/27 of 0.00%, and move 2027/28 much closer to a balanced budget.

## Detail of Options Ngā Kōwhiringa

4.22 Detail of options:

### Environmental Partnership Fund

- 4.23 **Option:** Pausing the 2026/27 \$0.30 million increase to the Environmental Partnership Fund, maintaining the 2025/26 funding of \$0.70 million in 2026/27.
- 4.23.1 **Consideration:** In the 2024-34 Long Term Plan the Council resolved to increase the grant provided for the Environmental Partnership Fund to a total grant of \$1.00 million in 2026/27, to achieve this the Environmental Partnership Fund would increase by \$0.30 million in 2026/27. Consideration should be given to pausing the \$0.30 million increase maintaining the Environmental Partnership Fund grant at \$0.70 million for 2026/27.
  - 4.23.2 **Financial Impact:** Pausing the \$0.30 million increase to the Environmental Partnership Fund, maintaining the grant at \$0.70 million for 2026/27 would have the following rates impact:

2026/27	2027/28	2028/29
(0.04%)	0.04%	0.00%
(\$0.30m)	-	-
  - 4.23.3 **Staff Recommendation:** Council pause the 2026/27 \$0.30 million increase to the Environmental Partnership Fund, maintaining the 2025/26 funding of \$0.70 million in 2026/27, noting this will have a proposed one-off rates reduction in 2026/27 of 0.04%, and a corresponding increase in 2027/28 assuming the increase applies in 2027/28.

### Reduction of Contestable Grants

4.24 **Option:** Apply a permanent 5.0% pro-rata reduction to the contestable grants listed in the schedule (Attachment B of this report), which will reduce grant funding by \$0.36 million in 2026/27 onwards.

4.24.1 **Consideration** The draft 2026/27 Annual Plan details that \$72.39m of funding is planned to be made available via grants including of which \$14.66 million is for contestable grants (including the Strengthening Communities Fund and Environmental Partnership Fund).

A pro-rata reduction on contestable grants could be applied equally across all grants, excluding the Strengthening Communities Fund and Environmental Partnership Fund (already addressed separately).

4.24.2 **Financial Impact** apply a 5.0% pro-rata reduction to the contestable grants listed in the schedule (Attachment B of this report) will have the following rates impact:

2026/27	2027/28	2028/29
(0.04%)	0.00%	0.00%
(\$0.36m)	(\$0.36m)	(\$0.36m)

4.24.3 **Staff Recommendation:** Council apply a permanent 5.0% pro-rata reduction to the contestable grants listed in the schedule (Attachment B of this report), which will reduce grant funding by \$0.36 million in 2026/27 onwards, noting this will have a proposed rates reduction in 2026/27 of 0.04%, but no further rates reduction in outer years.

### Pausing the Climate Resilience Fund

4.25 **Option:** Pausing the 0.25% rates increase for the Climate Resilience Fund in 2026/27, which will then recommence from 2027/28.

4.25.1 **Consideration:** In the 2024-34 Long Term Plan the Council resolved to establish and fund a Climate Resilience Fund, with the intention of accumulating a pool of funding which could be utilised to assist with future capital infrastructure requirements resulting from climate adaptation plans, without increasing the Council's borrowing requirements.

The Council agreed that from 2025/26 rates would increase by 0.25% each year, with the collected rates being set aside in the Climate Resilience Fund, for future application.

In 2025/26 \$1.96 million was collected and applied to the Climate Resilience Fund.

Rates of \$4.10m are currently planned to be collected and applied to the Climate Resilience Fund in 2026/27.

Given uncertainty around local government reforms, consideration should be given to pausing further rates collection until reform direction is confirmed

- 4.25.2 **Financial Impact** Pausing the 0.25% rates increase for the Climate Resilience Fund in 2026/27, which will then recommence from 2027/28, will have the following rates impact:

2026/27	2027/28	2028/29
(0.25%)	0.00%	0.00%
(\$2.14m)	(\$2.27m)	(\$2.39m)

Rating for the Climate Resilience Fund improves the Council's balanced budget benchmark, as Council is collecting revenue without expenditure in the same period, the reduction in the Climate Resilience Fund will deteriorate the balanced budget.

The forecast balance of the Climate Resilience Fund in 2034 would be reduced by \$22.9 million, and as noted above will reduce the estimated total of the Fund from approximately \$127 million (dependent on interest rates) to approximately \$104.1 million by 2034.

- 4.25.3 **Staff Recommendation:** Council pause the 0.25% rates increase for the Climate Resilience Fund in 2026/27, which will then recommence from 2027/28. Noting this will have a proposed rates reduction in 2026/27 of 0.25%.

### Analytical Savings Application

- 4.26 **Option:** Applying the analytical savings of \$6.06m to debt reduction, by increasing rating for renewals.

- 4.26.1 **Consideration:** Council staff regularly carry out reviews of draft Annual Plan budgets to ensure that any underspends in prior years have been factored into budget considerations, and any confirmed permanent savings are incorporated in draft and future budgets.

The 2024/25 financial year delivered an operational cash surplus of \$47.5m. While staff ensured many of the 2024/25 underspends were incorporated into the Draft 2026/27 Annual Plan, the budgets were being prepared before the full 2024/25 financial results were known.

The final 2024/25 financial results for each activity and cost type were compared against the 2026/27 draft budgets, considering inflation, growth and known changes made through the previous Annual Plan / Long Term Plan to identify where budget may have been overstated.

Opex cost reductions and additional revenues of \$6.06 million, were identified which could be incorporated into the 2026/27 Annual Plan.

- 4.26.2 **Financial Impact**

If the analytical savings are applied to debt reduction by increasing rating for renewals, then the 2026/27 rates will be unaffected, however the Council will generate long term savings through reduced debt repayment and interest expense costs.

By 2033/34 the Council will save \$14.70 million in debt repayment and interest expense costs.

Applying the analytical savings to debt reduction, will improve the Council's balanced budget making it more likely that the Council will achieve a balanced budget from 2027/28 onwards.

Applying the analytical savings to debt reduction via increasing rating for renewals will have the following rates impact:

2026/27	2027/28	2028/29
0.00%	(0.05%)	(0.05%)

Alternatively:

The Council could resolve to apply the analytical savings to a rates reduction, which will decrease the 2026/27 rates increase by 0.73%.

Applying the analytical savings to a rates reduction will reduce the Council's opening rates revenue when rates capping is introduced, reducing the cumulative amount of rates the Council could collect in the future, potentially \$2.4 million less by 2033/34.

The Council would achieve no improvement to its balanced budget, currently projected to be unbalanced in 2026/27 and potentially 2027/28, and would need to increase rates in the future to achieve a balanced budget.

If the Council applied the analytical savings to a rates reduction it would have the following impact:

2026/27	2027/28	2028/29
(0.73%)	0.06%	0.04%
(\$6.06m)	(\$6.01m)	(\$6.01m)

- 4.26.3 **Staff Recommendation:** Council apply the analytical savings of \$6.06m to debt reduction, by increasing rating for renewals. Noting this will have a proposed rates impact in 2026/27 of 0.00%.

### Canterbury Museum Funding

- 4.27 **Option:** Increase the Canterbury Museum capital grant by \$0.98 million in alignment with the funding request received 09 December 2025.

- 4.27.1 **Consideration:** On the 9<sup>th</sup> of December 2025 the Canterbury Museum issued a letter to Christchurch City Council, informing the Council that it had approved its 2026/27 budget, and providing a copy to the contributing local authorities, so they could incorporate the funding request into their own planning.

The request from the Canterbury Museum to Christchurch City Council is an additional \$0.98 million to fund their capital programme in 2026/27, and an additional \$0.06 million in operational funding. The full capital funding request is for \$26.9 million over 4 years (by 2030). The financial impact below only takes into account the 2026/27 funding request.

- 4.27.2 **Financial Impact:** increasing the Canterbury Museum capital grant by \$0.98 million in 2026/27 would have the following rates impact:

2026/27	2027/28	2028/29
0.00%	0.01%	0.00%
\$0.98m	-	-

Increasing the Canterbury Museum's capital grant funding will deteriorate the Council's balanced budget benchmark in 2026/27 by \$0.96 million.

Increasing the Canterbury Museum operational levy by \$0.06 million would have the following rates impact:

2026/27	2027/28	2028/29
0.01%	0.00%	0.00%
\$0.06m	\$0.06m	\$0.06m

- 4.27.3 **Staff Recommendation:** Council increase the capital grant provided to the Canterbury Museum by \$0.98 million, in alignment with the funding request received 09 December 2025, with the additional funding requests for the subsequent financial years being addressed through the 2027-37 Long Term Plan. Noting this will have a proposed rates increase of 0.00% in 2026/27. The additional operational funding request of \$0.06 million should be absorbed within existing Canterbury Museum budgets.

- 4.28 If all staff recommendations in sections 4.23 – 4.27 were accepted and incorporated into the 2026/27 Annual Plan, then the proposed 2026/27 rates increase to existing rate payers would be 7.99%.

## 5. Financial Implications Ngā Hīraunga Rauemi

- 5.1 Financial implications of each option have been set out in sections 4.23 – 4.28 of this report.
- 5.2 Councillors should note a rating revaluation is occurring in calendar year 2025 and will be effective for the 26/27 financial year.
- 5.3 In relation to the Financial Prudence Benchmarks, the Council will not meet the balanced budget benchmark in 2026/27, nor the Debt Servicing benchmark (as was indicated in the LTP).

## 6. Considerations Ngā Whai Whakaaro

### Risks and Mitigations Ngā Mōrearea me ngā Whakamātautau

- 6.1 Key risks for the Annual Plan include:
- 6.1.1 Failure to achieve Annual Plan project milestones. Mitigation: currently on track but obtaining clear direction prior to the Christmas closedown is critical to the continued development of the documents and budgets required in a fit for purpose Annual Plan.
- 6.1.2 Attempting to amend the LTP with insufficient time to do so. Mitigation: clear communication of Council guidance to date, legal and logistical constraints.

- 6.1.3 Deliverability of the Capital Programme. Mitigation: this risk has been mitigated by the recommended re-phasing of the capital programme. Historically, average annual capital expenditure has been approximately \$500 million, while the proposed 2026/27 programme is \$586.2 million— a 17% increase. This increase includes \$42 million for the Activated Sludge project at the Wastewater Treatment Plant, which is now under contract.
- 6.1.4 These delivery risks will be managed by focussing on key/critical projects, strengthening oversight through regular performance reviews and working with contractors to explore ways to increase delivery capacity.
- 6.1.5 Looking ahead, there is still a delivery risk for capital projects for future years (2028–2034) that will need to be addressed as part of the upcoming Long-Term Plan.

### Legal Considerations Ngā Hīraunga ā-Ture

- 6.2 Statutory and/or delegated authority to undertake proposals in the report:
  - 6.2.1 The Council must, at all times, have an LTP / Annual Plan in place (sections 93 and 95 of the LGA). The Annual Plan is required to be adopted prior to the year to which it relates (section 95(3) of the LGA).
- 6.3 Other Legal Implications:
  - 6.3.1 Independent legal advice has been received confirming that the Council may choose to operate with an unbalanced budget if it is deemed to be prudent and if it consults on the matter using its Consultation Document.

### Strategy and Policy Considerations Te Whai Kaupapa here

- 6.4 The required decision:
  - 6.4.1 Aligns with the [Christchurch City Council's Strategic Framework](#) adopted with the 2024 Long Term Plan.
- 6.5 This report supports the [Council's Long Term Plan \(2024 - 2034\)](#):
- 6.6 Internal Services
  - 6.6.1 Activity: Performance, Finance, and Procurement
    - Level of Service: 13.1.1 Implement the Long-Term Plan and Annual Plan programme plan - Critical path milestone due dates in programme plans are met

### Community Impacts and Views Ngā Mariu ā-Hāpori

- 6.7 This decision affects all existing citizens and ratepayers of Christchurch, and has implications for future citizens, ratepayers, and Councils.

### Impact on Mana Whenua Ngā Whai Take Mana Whenua

- 6.8 The LTP 2024 – 2034 saw consultation and engagement with Ngā Papatipu Rūnanga, which resulted in a wide range of initiatives being undertaken in the LTP. Those undertakings remained intact for Annual Plan 2025/26 and are not proposed to be affected by the Annual Plan 2026/27.
- 6.9 The decision will not impact on our agreed partnership priorities with Ngā Papatipu Rūnanga.

### Climate Change Impact Considerations Ngā Whai Whakaaro mā te Āhuarangi





- 6.10 The decisions in this report may have an impact on Council's ability to continue to support funding climate related initiatives now or in the future, such as the Environmental Partnership Fund the Climate Resilience Fund. The decisions do not directly affect how Council is

currently operating to mitigate the impact of its own climate initiatives to reduce its greenhouse gas emissions.

## 7. Next Steps Ngā Mahinga ā-muri

- 7.1 Staff will use the information and direction provided by the Council through this meeting and preceding Workshops to develop the Draft Annual Plan 2026/27 and its adoption report. This will be carried out during December 2025 and January 2026.
- 7.2 Concurrently, the Consultation Document will be drafted and the community engagement planned based on the content of the draft Annual Plan. This significant body of work will also be carried out during the same period (December 2025 and January 2026).
- 7.3 The draft Annual Plan (with supporting documents) is scheduled to be presented to Council at the adoption meeting of 10 February 2026 - therefore the above steps need to be completed by the end of January so the community can be formally notified, and an agenda released. An additional meeting date of Thursday, 12 February is provided for.
- 7.4 Preceding the Council meeting, the Audit and Risk Management Committee (ARMC) will be asked to recommend to Council that, in the Committee's opinion, an appropriate process has been followed in the preparation of the Annual Plan and its supporting information (in line with its Terms of Reference). The ARMC meeting is scheduled for 2 February 2026.
- 7.5 After Council adoption of the Draft Annual Plan, formal consultation with the community will commence, on the basis of the Consultation Document, beginning by March 2026.
- 7.6 After completion of consultation in March 2026, Hearings will be scheduled in March-April 2026.
- 7.7 Following completion of the Hearings, the results of the consultation feedback and Hearings will be collated to inform Council Information Sessions/Workshops to be held late May 2026.
- 7.8 Any Council-directed adjustments to the draft Annual Plan resulting from consultation, Hearings and Workshops will need to be confirmed within two weeks (by early to mid-June).
- 7.9 The final Annual Plan is scheduled for adoption at a meeting of the Council on 26 June 2026. Ahead of the Council meeting, ARMC will again be asked to recommend to Council that an appropriate process has been followed in the preparation of the Annual Plan and its supporting information.
- 7.10 Any delay, impediment, stoppage or indecision in this timeframe may result in the Annual Plan 2026/27 not being adopted before the end of June, preventing the striking of the new rates from 1 July 2026. This would result in a significant revenue gap, loss of revenue and reputational damage, until the new Annual Plan can be adopted.

## Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	Annual Plan 2026-27 Proposed minor changes to Levels of Service	25/2475018	137
B  	Schedule of Grants	25/2558809	147

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

Document Name - Location / File Link
Not applicable

## Signatories Ngā Kaiwaitohu

<b>Authors</b>	Boyd Kedzlie - Senior Corporate Planning & Performance Analyst Meg Wedlock - Performance Analyst Mitchell Shaw - Principal Advisor - Finance Bruce Moher - Head of Finance Paul Dadson - Senior Capital Programme Advisor Parks & Facilities Peter Ryan - Head of Corporate Planning & Performance
<b>Approved By</b>	Peter Ryan - Head of Corporate Planning & Performance Bruce Moher - Head of Finance Mary Richardson - Chief Executive



## Proposed Changes to Levels of Service

To be applied to Annual Plan 2026/27, year 3 of LTP 2024-34

Activity

1. Water Supply
2. Communications and Engagement



## 1. Water Supply

	Position	Name
Approval by General Manager	GM City Infrastructure	Brent Smith
Activity Manager	Head of Three Waters	Gavin Hutchison
Submitter	Manager Infrastructure Planning	Veronica Zefferino

### Rationale for change

In 2024, the Secretary of Local Government adopted the [Non-Financial Performance Measure Rules 2024 \(the Rules\)](#) which came into effect on 21 August 2024, after Council adopted the Long-term Plan 2024-34, which sets our statement of service provision. The change of Rules requires updates to a number of the Water Supply performance measures and targets. [Water supply Activity Plan LTP 2024-34](#) as adopted.

Given the changes are already applied into reporting requirements by Taumata Arowai, the Annual Plan 2026/27, supporting systems and monthly performance reporting will be updated and be applied across 2025/26 (the current financial year – to be retrospectively applied through the Annual Report 2026), 2026/27 and future years. Targets will then be reviewed again in preparation of the Water Services Delivery Plan and Council LTP 2027-37.

The Rules require updates to four Water Supply performance measures and targets as follows:

- Sub-Part 1 Water supply - Performance Measure 1 (safety of drinking water)
  - DIA 1.a (LoS 12.0.2.9): Water supplied is compliant with the DWQA Rules (Bacteria compliance)
  - DIA 1.b (LoS 12.0.2.10): Water supplied is compliant with the DWQA Rules (Protozoal compliance)

Change to the method of measurement, from “Compliance” to “Percentage of compliance” of each drinking water network using DWQAR aggregate compliance rate methodology for bacterial compliance set by DIA. Overall, the targets are to be set as “All Met”.

- “All met” (100%),
- “Almost met” (95-99%)
- “Partially met” (1-94%)
- “None met” (0%)

The intention of the changes was to remove references to the revoked 2005 standards and replace them with the equivalent measures in the new regulatory framework, under the Water Services Authority – Taumata Arowai (Taumata Arowai).

The updated measures still cover the bacterial and protozoal compliance of water supplies but are now directly referenced to the relevant rules in the Drinking Water Quality Assurance Rules (DWQAR) 2022. Our reporting is, therefore, against those rules.

Additional guidance has been developed to support councils in reporting against the new Water Performance Measure 1 (Safety of Drinking Water):

- o [Non-Financial Performance Measures Rules 2024 - Supporting guidance for drinking water](#)
- o [Drinking Water Quality Assurance Rules aggregate compliance rate methodology June 2025 – Word version](#): this document provides instructions on calculating an aggregate compliance rate from data reported under the Drinking Water Quality Assurance Rules (DWQAR).
- o [Additional transition notes – New Non-financial Performance Measure for the safety of drinking water](#) (June 2025): this document provides further guidance to support councils in transitioning to reporting against the new Performance Measure 1, acknowledging that the new Rules were introduced after most councils set their statement of service provision in their long-term plans.

Notes:

1. Even though the intention of the update was to align with Taumata Arowai methodology and reporting, the details on how to calculate the measures and the aggregate rate compliance methodology don't align with Taumata Arowai reporting, providing different results.
2. In November 2024 and after the Rules were approved, the Water Services Authority –Taumata Arowai released a revised version of the DWQAR (DWQAR 2022-rev.2024), changing the sections referenced in the Rules. The Council will keep reporting with the methodology set out in the "Drinking Water Quality Assurance Rules aggregate compliance rate methodology June 2025", however this methodology should be updated to match the DWQAR 2022-rev.2024.

- Sub-Part 1 Water supply - Performance Measure 2 (maintenance of the reticulation network)  
DIA 2 (LoS 12.0.6): Percentage of real water loss from Council's water supply reticulated network

The calculation for this measure is now referenced to the methodology and definitions in the Network Environmental Performance Measures (NEPM) stated by Taumata Arowai:

- o D-RE1 Estimated total drinking water network water loss (m3/year).
- o D-EH4 Water supplied to the drinking water network (m3/year)

Change to the method of measurement to align the calculations with the DIA new requirements. Performance targets to remain unchanged.

Notes:

1. Even though the title of DIA 2 measure relates to "real losses", the methodology proposed to calculate it is related to "total losses", hence the reported figure will not be aligned with the title of DIA Performance Measure 2.

- Sub-Part 1 Water supply - Performance Measure 5 (demand management)  
DIA 5 (LoS 12.0.7): Average consumption of drinking water in litres per resident per day

The Rules also updated DIA Performance Measure 5 (demand management), to align with Network Environmental Performance Measures (NEPM). The [Non-Financial Performance Measures Rules 2024 - Supporting guidance for drinking water](#) states how this measure should be calculated and reported:

$$\frac{((D - EH4 \text{ Water supplied to the drinking water network}) - (D - EH7 \text{ Non - residential water use}))}{D - EH3 \text{ Total population served by the drinking water network}} / 365 / 1000$$

The updated calculation includes water losses and formally excludes non-residential water use. This also requires a change to performance targets (see tables below).

Notes:

1. Although the title refers to "demand management", the description of Performance Measure 5 is: "*The average consumption of drinking water per day per resident within the territorial authority district.*".
2. Performance Measure 5 uses NEPM definitions for its calculation, but it is not aligned with NEPM *D-RE4 Median residential water consumption* (litres/unit/day), as it excludes water losses and considers units (households), not connections.

Level of Service proposed wording (updated)

Level of Service	C/M	Performance Measures Level of Service (LOS)	Future Performance Targets Years 2-10 (2025/26 to 2033/34)	Method of Measurement	Proposed change
12.0.2.9		Water supplied is compliant with the DWQA Rules (Bacteria compliance) (DIA 1a)	All met	Percentage of compliance of each drinking water network using DWQAR aggregate compliance rate methodology for bacterial compliance set by DIA. "All met" (100%), "Almost met" (95-99%) "Partially met" (1-94%) "None met" (0%)	Update the method of measurement and target to align with DIA update of Non-Financial Performance Measures Rules 2024
12.0.2.10		Water supplied is compliant with the DWQA Rules (Protozoal compliance) (DIA 1b)	All met	Percentage of compliance of each drinking water network using DWQAR aggregate compliance	Update the method of measurement and target to align with DIA update of

Level of Service	C/M	Performance Measures Level of Service (LOS)	Future Performance Targets Years 2-10 (2025/26 to 2033/34)	Method of Measurement	Proposed change
				rate methodology for protozoa compliance set by DIA. "All met" (100%), "Almost met" (95-99%) "Partially met" (1-94%) "None met" (0%)	Non-Financial Performance Measures Rules 2024
12.0.7	C	LTP: Average consumption of drinking water in litres per resident per day (DIA 5)	<=300	(D-EH4 - D-EH7)/ D-EH3 / 365 / 1000  <ul style="list-style-type: none"> <li>•D-EH4 Water supplied to the drinking water network (m3/year).</li> <li>•D-EH7 Non-residential water use (m3/year).</li> <li>•D-EH3 Total population served by the drinking water network.</li> </ul>	Update the method of measurement and target to align with DIA update of Non-Financial Performance Measures Rules 2024  Update the methodology and target values as the current/old methodology:  <ul style="list-style-type: none"> <li>•doesn't consider the water losses in the calculations</li> </ul>
12.0.6		Percentage of real water loss from Council's water supply reticulated network (DIA 2)	2025/26, 2026/27: <=25% 2027/28 to 2033/34: <=25% <=15%  (no changes proposed to targets)	Determined using the methodology outlined in the Water Services Authority's <a href="#">Network Environmental Performance Measure (NEPM) guidance</a> for:  <ul style="list-style-type: none"> <li>•D-RE1 Estimated total drinking water network water loss (m3/year).</li> <li>•D-EH4 Water supplied to the drinking water network (m3/year)</li> </ul>	Update the method of measurement to align with DIA update of Non-Financial Performance Measures Rules 2024.  No proposed change to targets.

Level of Service current wording (to be replaced)

Level of Service	C/M	Performance Measures Levels of Service (LOS)	Future Performance Targets Years 2-10 (2025/26 to 2033/34)	Method of Measurement
12.0.2.9		Water supplied is compliant with the DWQA Rules (Bacteria compliance) (DIA 1a)	Compliant	CCC report on compliance with the Drinking-water Standards for NZ (DWSNZ) and Drinking Water Quality Assurance Rules (DWQA Rules) from Taumata Arowai. The DWQA Rules primarily impose requirements relating to drinking water supplier duties to: (1.) supply safe drinking water (2.) ensure that drinking water complies with the Water Services (Drinking Water Standards for New Zealand) Regulations 2022.
12.0.2.10		Water supplied is compliant with the DWQA Rules (Protozoal compliance) (DIA 1b)	Compliant	CCC report on compliance with the Drinking-water Standards for NZ (DWSNZ) and Drinking Water Quality Assurance Rules (DWQA Rules) from Taumata Arowai. The DWQA Rules primarily impose requirements relating to drinking water supplier duties to: (1.) supply safe drinking water (2.) ensure that drinking water complies with the Water Services (Drinking Water Standards for New Zealand) Regulations 2022.
12.0.7	C	LTP: Average consumption of drinking water in litres per resident per day (DIA 5)	2025/26: <=210 2026/27 to 2033/34: <=200	(C) Total volume of water abstracted minus the leakage from the public network divided by the total population served by Council's water supply networks
12.0.6		Percentage of real water loss from Council's water supply reticulated network (DIA 2)	2025/26, 2026/27: <=25% 2027/28 to 2033/34: <=25% <=15%	Calculated from night time flow measurement and total water abstraction.



## 2. Communications and Engagement

	Position	Name
Approval by	Chief Executive	Mary Richardson
Activity Manager	Head of Communications and Engagement	Jocelyn Ritchie
Submitter	Head of Communications and Engagement	Jocelyn Ritchie

### Rationale for change

The current levels of service targets are based on the previous years' result plus 1%, meaning that if the Unit scores well one year, future year's targets could be unachievable. We need a more appropriate system whereby the level of service targets demonstrate consistency in performance, while maintaining the highest standard possible.

The Communications and Engagement Unit would like to introduce targets based on "at least an average of the last three years' results". This would see one-off high or low results evened out by taking an average over the preceding three years. The Unit will continue to strive to gain the best results possible and is committed to providing first rate communications and engagement for the residents of Christchurch and Banks Peninsula.

[Communications-and-Engagement-Activity-Plan-LTP-2024-34.pdf](#)

### Level of Service proposed wording (updated)

Level of Service	C/M	Performance Measures Level of Service (LOS)	Future Performance Targets Year 3 (2026/27)	Method of Measurement	Proposed change
4.1.10.1	C	Resident satisfaction that our external communications, marketing, and engagement activities are timely, accurate, relevant and clear	At least 79%	Annual Residents Survey (Point of Contact).  Target is based on an average of the last three years results.	Results for 2022/23 to 2024/25 are 72%, 73%, 78%. Target proposed for change, from "previous year plus 1%", to "at least an average of the last three years' results".

4.1.10.2	M	Manage, adapt, and grow our external communications, marketing, and engagement channels in order to reach and engage with people	At least 13%	Growth in followers, subscribers, reach, conversion, and engagement - across all of our digital channels.  Daily/weekly/monthly online channel analytics.  Target is based on an average of the last three years results.	Results for 2022/23 to 2024/25 are 9%, 29%, 12%. Target proposed for change, from "previous year plus 1%", to "at least an average of the last three years' results"
4.1.10.6	M	Provide timely, relevant, and accurate engagement activities to support equity, diversity, and inclusion	100% of engagement plans to consider appropriate reach for minority groups, including Māori, youth and Pacific peoples	Daily / weekly / monthly analytics	Minor change to performance measure and definition of a performance target to focus on effective engagement of minority groups.
4.1.14.1	M	Staff satisfaction with internal communications	At least 74%	Annual Staff Internal Communications survey.  Target is based on an average of the last three years results.	Results for 2022/23 to 2024/25 are 57%, 60%, 73%. Target proposed for change, from "previous year plus 1%", to "at least an average of the last three years' results"
4.1.14.6	M	Elected members and Governance Managers satisfied with content, format, and tone of information	At least 68%	6 monthly survey measuring elected members' satisfaction with memos, updates from Council's Chief Executive, Community Board	Results for 2022/23 to 2024/25 are 73%, 75%, 67%. Target proposed for change, from "previous year plus 1%", to "at



				<p>newsletters, content and imagery. 6 monthly survey measuring Governance Managers' satisfaction with Community Board newsletters.</p> <p>Target is based on an average of the last three years results.</p>	least an average of the last three years' results"
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Level of Service current wording (to be replaced)

Level of Service	C/M	Performance Measures Levels of Service (LOS)	Future Performance Targets Year 3 (2026/27)	Method of Measurement
4.1.10.1	C	Resident satisfaction that our external communications, marketing, and engagement activities are timely, accurate, relevant and clear	Previous year plus 1%	Annual Residents Survey
4.1.10.2	M	Manage, adapt, and grow our external communications, marketing, and engagement channels in order to reach and engage with people	Previous year plus 1% growth in followers, subscribers, reach, conversion, and engagement - across all of our digital channels	Daily/weekly/monthly online channel analytics
4.1.10.6	M	Provide timely, relevant, and accurate external communications, marketing, and engagement activities to support equity, diversity, and inclusion	x% increase in youth, Māori, Pacific Peoples, and other under-represented voices	Brand guidelines followed Tone of Voice guidelines Demographic information from engagements and consultations



Level of Service	C/M	Performance Measures Levels of Service (LOS)	Future Performance Targets Year 3 (2026/27)	Method of Measurement
4.1.14.1	M	Staff satisfaction with internal communications	Previous year plus 1%	Annual Staff Internal Communications survey
4.1.14.6	M	Elected members and Governance Managers satisfied with content, format, and tone of information	Previous year plus 1%	6 monthly survey measuring elected members' satisfaction with memos, updates from Council's Chief Executive, Community Board newsletters, content and imagery. 6 monthly survey measuring Governance Managers' satisfaction with Community Board newsletters

2026/27 Annual Plan Schedule of Grants

Grants Summary - \$000s	2025/26 Annual Plan	2026/27 Draft Annual Plan	5.0% Pro-rata Reduction	2026/27 Revised Draft Annual Plan
Rates-funded General Grants				
Strengthening Communities	7,386	7,533	-	7,533
Strengthening Communities - Rates Remissions	5,032	5,957	-	5,957
Events	1,150	1,150	57.5	1,093
Art Centre Funding	500	500	-	500
Biodiversity	500	500	25.0	475
Innovation and Sustainability	400	400	20.0	380
City Placemaking	342	342	17.1	325
Vacant Land Remissions	400	439	-	439
Accessibility Improvements Fund	100	150	7.5	143
Enviroschools	85	85	4.3	81
Pest Free Banks Peninsula	60	90	4.5	86
Rod Donald Trust - opex	100	100	-	100
Other Specific Grants	2,521	2,636	83.5	2,553
<b>Total General Grants</b>	<b>18,576</b>	<b>19,882</b>	<b>219.3</b>	<b>19,663</b>
Economic Development Grants				
Christchurch NZ - base funding	13,965	14,272	-	14,272
EcoSystem Funding	2,135	2,735	136.8	2,598
Venues Ōtautahi Operational Grants	2,500	-	-	-
Antarctic Office	255	257	-	257
Central City Business Association	270	300	-	300
International Relations	71	71	-	71
<b>Total Economic Development Grants</b>	<b>19,196</b>	<b>17,635</b>	<b>136.8</b>	<b>17,498</b>
Statutory Grants				
Canterbury Museum Trust Board	9,369	9,695	-	9,695
Riccarton Bush Trust	510	529	-	529
<b>Total Statutory Grants</b>	<b>9,879</b>	<b>10,224</b>	<b>-</b>	<b>10,224</b>
Capital Endowment Fund Grants				
Unallocated Grant Funding	1,408	1,492	-	1,492
Christchurch NZ - CEF	1,584	1,620	-	1,620
Santa Parade	125	125	-	125
Orana Wildlife Park	260	260	-	260
Arts Centre Funding	250	-	-	0
Watch This Space - Street Art Programme	250	250	-	250
Rainbow Project	50	-	-	0
Youth Hub Events Space	1,030	-	-	0
Arts & Culture Fund	-	50	-	50
Christchurch Foundation	220	220	-	220
TBA - PX	-	384	-	384
<b>Total Capital Endowment Fund Grants</b>	<b>5,177</b>	<b>4,401</b>	<b>-</b>	<b>4,401</b>
Creative NZ (Arts Council) Scheme	249	250	-	250
Community Grants made on behalf of other organisations	249	250	-	250
Capital Grants				
Venues Ōtautahi Capital Grants	4,025	4,586	-	4,586
Riccarton Bush Trust Capital	29	30	-	30
Rod Donald Trust	-	1,350	-	1,350
Canterbury Museum Redevelopment	9,031	9,031	-	9,031
Airforce Museum	-	5,000	-	5,000
<b>Total Capital Grants</b>	<b>13,085</b>	<b>19,997</b>	<b>-</b>	<b>19,997</b>
<b>TOTAL GRANTS FUNDING</b>	<b>66,162</b>	<b>72,389</b>	<b>356.1</b>	<b>72,033</b>



## 13. Christchurch City Holdings Ltd - Quarter 1 2025/26 Performance Report

Reference Te Tohutoro: 25/1866800

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

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

### 1. Purpose and Origin of the Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to present Christchurch City Holdings Ltd's (CCHL's) performance for Quarter 1 2025/26. The report is at **Attachment A**.
- 1.2 This report has been written following receiving CCHL's Quarter 1 Performance Report on 28 November 2025.

### 2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives Christchurch City Holdings Ltd - Quarter 1 2025/26 Performance Report.

### 3. Background/Context Te Horopaki

- 3.1 CCHL's Quarter 1 Performance Report meets the requirements of the Local Government Act 2002 (LGA) as follows:
  - Section 66(3) - a Council-controlled Organisation's (CCO's) quarterly reports are to be delivered within two months after the end of the quarter (i.e. by 30 November for Quarter 1); and
  - Section 66(4) - each report must include the information required to be included by the CCO's Statement of Intent (SOI).
- 3.2 In total the CCHL group has 249 SOI targets of which progress is measured quarterly against 213 targets using a traffic lights framework to identify expectations year end outcomes. There are 36 targets across the group that are measured annually at year end.

### 4. Considerations Ngā Whai Whakaaro

#### Profitability

- 4.1 CCHL advises that the group is on target to meet its Net Profit After Tax (NPAT) SOI target of \$131 million and dividend to the Council of \$65 million by year end 30 June 2026.
- 4.2 Each of the CCHL subsidiaries has met or exceeded its imputed Quarter 1 NPAT targets (targets are annual only) and their Quarter 1 performance in the prior year.

**Non-financial performance targets**

- 4.3 Uncertainty of achieving 10 SOI targets is signalled by year end 30 June 2026 and two are advised as not being achievable. In addition to CCHL's comments in its report, Council staff note the following based on further CCHL advice:

**Lyttelton Port Company (LPC) - Health and Safety**

- 4.3.1 The targets for lost-time injury frequency rate (LTIFRs) and total recordable injury frequency rate (TRIFRs) will not be achieved by year end. Notwithstanding both metrics indicate performance issues, the results for Quarter 1 show an improvement on the average results in each of the three preceding quarters - LTIs reduced from an average of 5.7 per quarter to 3.0 in Quarter 1 and TRIs reduced from an average 6.3 per quarter to 4.0 in Quarter 1.
- 4.3.2 The LTIFR and TRIFR outcomes in Quarter 1 reflect a number of skeletal injuries that generally take longer to recover from than strains and sprains. As well, the metrics are measured on a rolling 12-month basis so spikes in earlier months are still present in the current calculation.
- 4.3.3 LPC has advised previously that a key objective of its container terminal restructuring plan is improved health and safety outcomes.

**Lyttelton Port Company - Carbon Emissions Reductions**



- 4.3.4 LPC is signalling it is uncertain that it will meet its year-end target to achieve its 2026 science aligned target for Scope 1 and 2 emissions reductions, on the basis that Q1 FY26 emissions have exceeded Q1 FY25.
- 4.3.5 Since 2018 LPC has reduced its emissions by circa 20%. Uncertainty of meeting the full year target reduction for 2025/26 has been created largely as a result of increased operating activity beyond LPC's forecast in its Emissions Reductions Plan (ERP).
- 4.3.6 LPC has previously advised the Council that its progress towards meeting its 2030 goals is unlikely to be linear, and that its capital development plans are integral to it being able to meet its ERP goals while growing the business.
- 4.3.7 CCHL will provide a briefing to the Council in March 2026 to discuss more fully the progress the group is making towards its 2030 emissions reductions goals and the challenges it is facing.

**EcoCentral - Health and Safety**

- 4.3.8 The target number of observations required under the Health, Safety and Environmental Plan were not met for Quarter 1. CCHL's expectation is that EcoCentral will catch these up to accurately inform the safety at work outcomes by year end, noting progress has been made at the time of writing.



Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	Christchurch City Holdings Ltd - Quarter 1 2025/26 Performance Report	25/2510505	152

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	Chris Walthew - Group Financial Controller Bede Carran - General Manager Finance, Risk & Performance / Chief Financial Officer



# FY26 Q1, Quarterly Report

## Performance against Statement of Intent Targets

30 November 2025

Item 13

Attachment A



# Background and Purpose

This report provides a summary of performance against SOI targets for CCHL Group entities at the end of Quarter 1, FY26.

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

This report (ended 30 September 2025) is the Q1 FY26 report for all entities including Orion, whose Q1 ends 30 June 2025.

## Recommendation

That the Q1, FY26 Quarterly Performance Against SOIs Report be received.

Matthew Slater  
CEO



# CCHL

CCHL's commitments for the Group are set against the organisation's four capitals – Financial, Intellectual, Social and Natural.

## Financial

CCHL's role is to be a responsible owner, seeking to manage assets transparently and sustainably to deliver long-term value, balancing current operational needs with growth to benefit generations of the people of Christchurch.

## Intellectual

The Intellectual Capital represents a sustained focus from CCHL on strengthening its stewardship across the Group, while providing highly effective governance and leadership with strict adherence to compliance, regulations and ethical standards

## Social

The Social Capital represents a focus on strengthening connections and collaboration across the Group, prioritizing investment in people, culture, safety and relationships to create engagement and a strong social license within the communities we serve.

## Natural

The Natural Capital represents the Group's investment in environmental sustainability, recognising the environmental impact of CCHL's assets and will lead the Group's transition to a healthier environment and low-emission economy.

The Statement of Intent (SOI) issued by CCHL for the 2026 financial year includes a number of financial and non-financial performance measures against the four capitals.

Tracking against targets in the following report is measured against the following scale:

On track	Green
Uncertain	Yellow
Will not be achieved	Red
Annual Target to be assessed at year-end	Blue

## UN Sustainability Development Goals (SDGs)

CCHL strives to deliver transparent reporting of social, environment and governance outcomes and will monitor performance data that aligns with UN SDGs.

The following SDGs are reflected in CCHLs FY26 SOI targets.



**TARGET 8.5**  
**FULL EMPLOYMENT AND DECENT WORK WITH EQUAL PAY**  
By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.



**TARGET 8.1**  
**DEVELOP SUSTAINABLE, RESILIENT AND INCLUSIVE INFRASTRUCTURES**  
Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.



**TARGET 10.2**  
**PROMOTE UNIVERSAL SOCIAL, ECONOMIC AND POLITICAL INCLUSION**  
By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.



**TARGET 13.2**  
**INTEGRATE CLIMATE CHANGE MEASURES INTO POLICIES AND PLANNING**  
Integrate climate change measures into national policies, strategies and planning.



**TARGET 8.8**  
**PROTECT LABOUR RIGHTS AND PROMOTE SAFE WORKING ENVIRONMENTS**  
Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.



**TARGET 9.4**  
**UPGRADE ALL INDUSTRIES AND INFRASTRUCTURES FOR SUSTAINABILITY**  
By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.



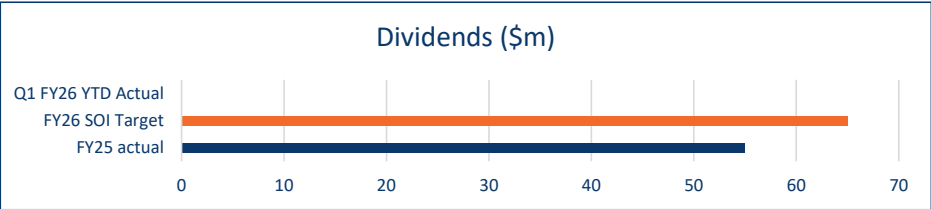
**TARGET 11.4**  
**PROTECT THE WORLD'S CULTURAL AND NATURAL HERITAGE**  
Strengthen efforts to protect and safeguard the world's cultural and natural heritage.



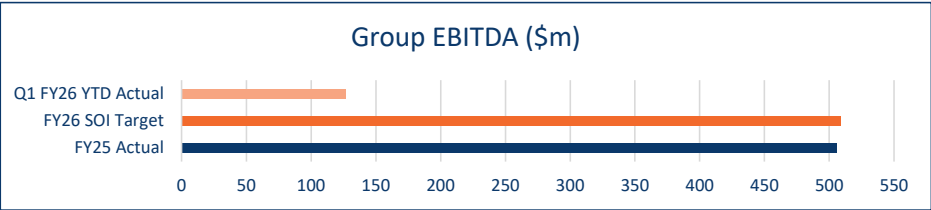
**TARGET 15.5**  
**PROTECT BIODIVERSITY AND NATURAL HABITATS**  
Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.

Group Financial Result

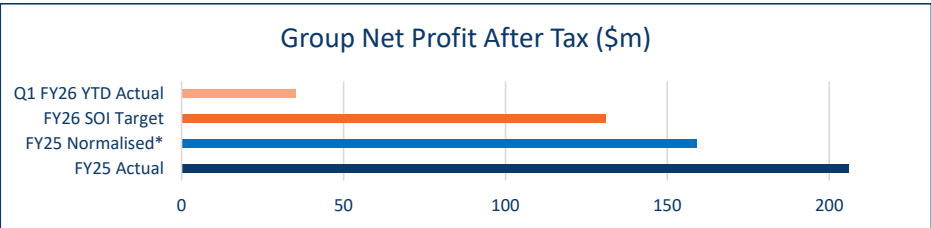
Q1 FY26 Group Financial Results reflect three months to 30 September 2025 (except Orion which is three months to June 2025).



Subsidiary dividend expectations remain unchanged and CCHL remains on track to make an interim dividend payment in December 2025.



Q1 Group actuals are on track to meet SOI Targets and are tracking ahead of budget for the quarter.



CCHL Group:

SOI Measure	FY26 Target	Tracking
EBITDA \$m	509	
NPAT \$m	131	
Shareholders Funds/Total Assets %	46%	
Debt to EBITDA (times)	5	
Return on Capital	5.9%	
Return on Equity	4.6%	

CCHL Parent:

SOI Measure	FY26 Target	Tracking
Dividends \$m	65	
Interest Cover (EBIT/Interest) (times)	2.5	

Other CCHL financial targets:

SOI Measure	FY26 Target	Tracking
Effective monitoring and meaningful reporting		
Assess portfolio performance by undertaking annual benchmarking and report this to the Board	Yes/No	
Quarterly portfolio reporting to Council	Yes/No	

# Intellectual

SOI Measure	FY26 Target	Tracking
<b>Development of diversity in leadership</b>		
Successful delivery of Te Puna Manawa - CCHL Women's Leadership Development Programme, with 100% of participants recommending the programme to others	Yes/No	
<b>Diverse, High performing boards across CCHL Group</b>		
Robust appointment process, through strategic recruitment and succession planning of board directors		
- A 40/40/20 male/female/any ration board composition (SDG 10.2)	Yes/No	
- Director' skills matrix reported and reviewed annually	Yes/No	
<b>Development of future governance skills and expertise in Christchurch</b> through delivery of the CCHL Associate Director Programme		
Associate Directors (7) Appointed across the CCHL Group	Yes/No	

## Key Impact Work FY26

- Continue the development of future governance skills and expertise in Christchurch through the Associate Director Programme
- Assessing and developing diversity in leadership and governance
- Continuation of Te Puna Manawa – CCHL's Women Leadership Development Programme

## Diversity in leadership

- Te Puna Manawa, CCHL's Women's Leadership Development programme was established as a pilot programme in 2023, the programme is designed to improve retention, engagement and performance of women leaders in their organisation
- In September this year, the third cohort of 17 participants were welcomed to the programme

## Associate Directors Programme

- The launch of the Associate Director Programme has been a success with 197 applicants
- Nine associates will be placed with CCHL, CCHL subsidiaries, Venues Otautahi and ChristchurchNZ



# Social

SOI Measure	FY26 Target	Tracking
<b>Continued Improvement in Operational Health and Safety</b>		
Health and safety-focused organisational culture quarterly near miss reporting to CCHL (SDG 8.8)	Yes/No	
Clear process for each subsidiary for management and mitigation of organisational risk - Zero Serious Harm incidents across the Group (SDG 8.8)	Yes/No	
<b>A strong license to operate</b>		
To understand the issues most important to its stakeholder, CCHL will deliberately engage with a wide range of stakeholders. CCHL and each subsidiary will hold a current stakeholder engagement plan.	Yes/No	
Materiality matrix completed by subsidiaries and reported to CCHL (6)	Yes/No	
Honour Te Tiriti o Waitangi and enhance partnerships with mana whenua. Deliver programme of work to enhance cultural understanding and competency of the CCHL Group (SDG 11.4)	Yes/No	
<b>Demonstrable progress on gender, diversity and equity</b>		
Progress toward gender diversity ratio across all employees of 40/40/20 female/male/any (SDG 8.5)	1% more female (Base 22.6% female (April 2025) - target <b>23.6% female</b> )	
Reduce the Gender Pay Gap for the CCHL Group (SDG 8.5)	1% improvement Base 14.4% gap (April 2025) - target <b>13.4%</b>	
All CCHL subsidiaries publicly report their Gender Pay Gap and provide their action plan to close the gap (SDG 8.5)	Yes/No	
<b>Strong employee engagement and culture</b>		
Subsidiaries to undertake staff engagement assessments and report to CCHL (6)	Yes/No	

## Key Impact Work FY26

- Health and Safety Leadership Group establishment, collaboration and shared learnings
- Enhance partnerships with mana whenua and honour Te Tiriti principles, including reo and tikanga classes and workshops to develop awareness and understanding
- Progress group diversity and pay equity, inclusion and belonging programmes

## Health and Safety

There were 4 notifiable incidents recorded in Q1 across the Group. Two resulted in injury but none required further investigation from WorkSafe. The establishment of the Health and Safety Leadership Group reinforces our focus on Health and Safety and promotes collaboration across the Group.

## Gender, Diversity and Equity

Gender, diversity and equity targets results will be available in Q4. Each subsidiary has gender pay gap targets which will be reported against in their annual reports.

## Staff Engagement Measures

Subsidiaries will report on their staff survey results throughout the year. The assessments will be a mix of engagement survey results and employee Net Promotor Scores (eNPS).



# Natural

SOI Measure	FY26 Target	Tracking
<b>Tangible climate action</b>		
Robust measurement of scope 1, 2 and material scope 3 emissions across the Group (SDG 13.2)	Yes/No	
Risk assessment of scenarios to test the resilience of the current strategy - Climate report is published, informed by consistent, accurate and timely data and subsidiary reporting (SDG 9.1)	Yes/No	
Ongoing investigation into alternative technologies, operating procedures and asset upgrades. Each subsidiary has an emissions reduction plan in accordance with the targets (SDG 9.4)	Yes/No	
<b>Transparent reporting of social and environmental outcomes</b>		
Monitor a range of performance data aligned with UN Sustainable Development Goals - Evidence-based integrated report	Yes/No	
Align to UN Principles of Responsible Investment (UNPRI), become a signatory to UNPRI	Yes/No	
<b>Identify long term environmental enhancement opportunities</b>		
Recognise environmental impacts, assets, indicators and migration/enhancement opportunities, through coordinated approach to nature and biodiversity outcomes making use of international frameworks (SDG 15.5)	Yes/No	

## Tangible Climate Action

- Subsidiaries have completed emissions reduction plans and will continue to review and refine throughout the year

## Transparent Reporting

- CCHL Group SOI targets have been aligned with UN Sustainable Development Goals (SDG)

## Key Impact Work FY26

- Robust measurement and reporting of scope 1, 2 and material scope 3
- Understanding and supporting the Group's greenhouse gas emissions reduction plans
- Leadership and guidance on appropriate mitigation options for the group
- Identifying, assessing and managing climate risks



# CCHL Subsidiaries

Statements of Intent (SOI) issued by CCHL subsidiaries for the 2026 financial year included financial and non-financial performance measures across various categories.

A summary of Q1 results are shown in the following table with 95% of targets currently on track.

FY26 SOI Targets Tracking Summary Q1										
	ONZ	CIAL	LPC	Enable	Citycare	EcoCentral	DCL	RBL	CCHL	All Targets
On track	20	46	39	22	26	13	7	8	20	201
Annual Target	1	5	4		13	4			9	36
Uncertain	1		5	2		2				10
Will not be achieved			2							2
Total	22	51	50	24	39	19	7	8	29	249
% on track	95%	100%	86%	92%	100%	89%	100%	100%	100%	95%

Subsidiary Q1 reports and dashboards are included in the following pages.



Orion New Zealand Ltd						
Quarter Ended		Q1: June 2025				
Performance against Statement of Intent targets						
On track	91%	95%				
Annual Target to be assessed at year-end	5%					
Uncertain	5%	5%				
Will not be achieved	0%					
SOI targets		Target FY26		Tracking		Comments
Financial		Q1	Q2	Q3	Q4	
Profit after tax (including capital contributions) (\$m)	\$30.6					
Earnings before interest, tax, depreciation and amortisation (\$m)	\$155.0					
Dividends (\$m)	\$30.0					
Supplementary performance measures						
Total Shareholder Return (%)	6.5%					
Return on equity (Profit after tax/Average Equity) (%)	3.60%					
Debt over earnings before interest, tax, depreciation and amortisation (times)	4.6x					
Debt over Regulated Asse Base (%)	42%					
Social/Relationships/Health and Safety		Q1	Q2	Q3	Q4	
People						
Engagement Score	> 63% positive					
Gender Pay Gap	<14.9%					11.0% FY25 - externally reported
Health, safety and wellbeing						
Events that did or could have resulted in serious injury to employees (notified events)	≤1					One Orion employee fell from a truck and injured their leg.
Events that did or could have resulted in serious injury to service providers (notified events)	≤1					
Events that did or could have resulted in serious injury to the public, excluding car versus pole incidents	≤1					
Natural		Q1	Q2	Q3	Q4	
Being a force for good in the communities we serve enabling the net zero transition						
Reducing the environmental impact of our operations	2,400					
Group operational carbon emissions (tCO2e)						
Planting of native forest in partnership with Wairewa Rūnanga	75,000 seedlings planted					
Facilitating decarbonisation and hosting capacity at lowest cost (Network Transformation)						
Number of stalled monitors on transformers over 200kVa	200					
Accuracy of operational/day ahead load forecast used for network peak demand management	> = 85%					
Operations		Q1	Q2	Q3	Q4	
Network Performance						
SAIDI - total minutes per customer	124.12					
SAIFI - total number of interruptions per customer	1.1299					
Resilience of our rural and urban network						
Hoon Hay zone substation upgrade and replacement of oil 66kV cables from Milton to Hoon Hay filled	In Progress					
Replacement of oil filled 66kV cables from Halswell to Hoon Hay	In Progress					
Integrated view of our assts and processes						
Delivery of Integrated assets management (Maximo integration, GeoSpatial)	In Progress					
Customer experience of our network						
Overall performance - customers are satisfied with Orion as a lines company	8.3 / 10					

SAIFI: System Average Interruption Frequency Index (Reliability Index = customer interruptions/total customers served)

SAIDI: System Average Interruption Duration Index (Reliability Index = sum of all interruption durations/total customers served)



Christchurch International Airport Ltd					
Quarter Ended		Q1: September 2025			
Performance against Statement of Intent targets					
On track		90%	100%		
Annual Target to be assessed at year-end		10%			
Uncertain		0%	0%		
Will not be achieved		0%			
SOI targets	FY26 Target	Tracking			
Financial		Q1	Q2	Q3	Q4
Total Revenue (\$m)	\$248.5				
EBITDAF (\$m)	\$151.3				
Net Profit before tax (\$m)	\$74.8				
Net Profit After Tax (\$m)	\$52.4				
EBITDAF / Revenue	60.9%				
Return on Invested Capital	4.9%				
Debt (\$m)	\$605.0				
Equity (\$m)	\$1,551.3				
Shareholders Funds/Total Assets %	63.8%				
Gearing (Debt/Debt + Equity) %	28%				
Debt / EBITDAF	4 x				
EBITDAF Interest Cover x	5 x				
Dividend Forecast (\$m)	\$47.2				
Dividend Cash Flow (\$m)	\$46.1				
Social		Q1	Q2	Q3	Q4
<b>People</b>					
Implement Change Management framework and train all change agents by start of FY26	yes/no				Change Playbook launched in Q1 and training undertaken by employees identified as leads and facilitators. Governance process established with ELT change lead.
Track success of AI pilot and identify future test case uses to include into wider digital transition roadmap	yes/no				To be established by the end of the financial year.
Offer all employees the opportunity to develop personalised learning and career progression plans	yes/no				Provided as part of the standard annual planning process.
Support the training of employees in digital literacy and AI related skills	yes/no				Face to face training provided to ELT and those on first pilot, subsequent users provided to a digital product.
Increase internal promotion rates by aligning career pathways within business strategy	yes/no				Rates will be reviewed annually at the end of the financial year.
Conduct regular employee voice surveys with action plans created and reviewed	yes/no				Annual process conducted with ownership of plans within teams.
Average Voluntary turnover remains <10%	yes/no				Currently 7%.
Documented Engagement and Culture Plan developed	yes/no				Plan developed by ELT but not shared internally. Q1 progress has been reviewed as a group but not shown beyond leadership.
Continue to build leadership capability through formal and informal learning opportunities	yes/no				Launched new leadership development framework (IDG) and programme with the first cohort of 13 participants commencing in 10 month programme, other programmes include Te Puna Manawa, NZIM Emerging Leader.
Improved Management & Leadership results in annual engagement survey	yes/no				Improved YoY leadership results in annual survey, management result was a slight decline.
Measure and report on gender pay gap and deliver actions to work towards a zero gender pay gap by 2030	yes/no				Analysis undertaken and shared with ELT/Board, action taken in response.
Undertake second Inclusion Review achieving improved outcomes compared to 2022	yes/no				Booked for Feb-26.
<b>Health &amp; Safety</b>					
Improve on the HSW factor insight in our annual culture and engagement survey.	yes/no				We are adopting a strong Safety-II approach, applying Human and Organisational Performance (HOP) principles to positively influence this outcome.
Year on year improvement in coverage and number of HSW Leadership interactions/events	yes/no				Solid improvement in number of conversations being completed.
Fully integrated aviation and people safety management system	yes/no				Progressing well with first independent audit imminent
CIAL Protection workplan delivered on schedule	yes/no				Currently delivery is on track.
Incorporate ISO45003:2021 Psychological Health & Safety at Work into our Health & Safety Management System.	yes/no				Integrated Management System framework updated during Q1 to include all facets of ISO 45003:2021. Work continues implementing hazards into risk frameworks.
Education to improve mental health & wellbeing literacy across teams	yes/no				Planned for Q3/Q4 FY26
Maintain or increase the wellbeing, psychological safety and work/life blend scores in our annual culture and engagement survey.	yes/no				Activations ongoing to positively impact this measure
Natural		Q1	Q2	Q3	Q4
<b>Climate</b>					
Maintain airport operational greenhouse gas emissions reductions of 90% or greater (scope 1&2 emissions)	yes/no				Need to watch loadshedding volumes carefully so as not to overreach later in the year.
Partner, where possible, to help accelerate the transition to lower carbon aviation	yes/no				Hosted NZ H2 Council in Q1, continued airport mentorship and participation in global working groups. Highlights included testing liquid H2 refuelling into aircraft composite tanks onsite in Q1
Publicly disclose and regularly review our processes relating to climate related risk disclosures	yes/no				
<b>Energy</b>					
Regularly review energy efficiency projects seeking to maintain or improve operations	yes/no				
Expand understanding of renewable energy and future fuels infrastructure requirements to cater for transition to lower carbon aviation	yes/no				Studies currently underway to feed into Master Planning.
Continually seek Building Management systems and energy efficiency improvements	yes/no				
<b>Biodiversity</b>					
Confirm biodiversity baseline and science-based targets for nature	yes/no				Baseline has been completed. Work is underway on feasibility and costings of activation projects.
Develop a measuring and monitoring framework for CIAL biodiversity	yes/no				
Develop a trusted network of stakeholder relationships to support work programme	yes/no				Noting Banks Peninsula Conservation Trust as an important local partner for CIAL.
<b>Noise</b>					
Number of noise complaints per 10,000 aircraft movements (pa)	< = 10				Q1 FY26 saw 4.7 noise complaints per 10,000 aircraft movements. The slight increase is primarily attributed to two repeat complainants who have either opted not to be contacted or have not provided contact details, limiting opportunities for resolution.
Continue to participate in the consultation process in Canterbury on how the latest noise contours are to be integrated into the Regional Policy Statement (RSP)	yes/no				We are continuing to engage with local and central government on the latest noise contours, and are exploring ways to embed the updated noise contours in the planning framework now that the RPS has been paused and is unlikely to be restarted again.
Offers of acoustic mitigation to noise-impacted properties currently eligible	yes/no				Acoustic treatment was re-offered to eligible homeowners in October 2025, with offers to be reissued following the 2025 Noise Monitoring Report in March 2026.
Long term and ongoing program to protect CIAL from noise reverse sensitivity affects	yes/no				The real-time noise monitoring terminals and internal NoiseDesk platform are operational, with public rollout of WebTrak planned in Q2 FY26. As set out above, we are continuing to engage with local and central government on the importance of noise contours to safeguarding the Airport operations. Continuing with appeals to the Waimakariri and Selwyn District Plans to ensure sufficient protections are in place for CIAL.
<b>Circularity - Support a circular economy</b>					
Maintain support for food rescue initiatives	yes/no				
Integrate supplier waste minimisation plans into tenders	yes/no				On-going.
Operations		Q1	Q2	Q3	Q4
<b>Passenger volumes</b>					
Domestic	4,943,362				
International	1,598,359				
Total	6,541,721				

<b>Lyttelton Port Company Ltd</b> Quarter Ended <span style="float: right;">Q1: September 2025</span>					
<b>Performance against Statement of Intent targets</b> On track <span style="float: right;">78%</span> 86% Annual Target to be assessed at year-end <span style="float: right;">8%</span> Uncertain <span style="float: right;">10%</span> 14% Will not be achieved <span style="float: right;">4%</span>					
<b>SOI targets</b>	<b>Target</b>	<b>Tracking</b>			
<b>Financial</b>		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Revenue (\$m)	\$221.0				
TEU Volume	444,000				
EBIT (\$m)	\$444.0				
EBITDA (\$m)	\$72.1				
EBITDA/Revenue	32.6%				
Net Profit after Tax (\$m)	\$29.2				
Shareholders Funds/Total Assets %	57.5%				
Interest Cover Ratio	5.3 x				
Debt (\$m)	\$230.7				
Equity (\$m)	\$466.5				
Debt/Debt + Equity	36.2%				
Return on Average Equity	7.4%				
Return on Average Total Assets	4.1%				
Dividend Proposed (000s)	\$14.6				
Dividend Return on Equity	3.6%				
<b>Social/Relationships/Health and Safety</b>		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>Whanauatanga - People</b>					
Staff Turnover - Total	7% - 12%				
Staff Turnover - CEA	7% - 12%				
Staff Turnover - IEA	7% - 12%				14.6% at September 2025
Staff Turnover - Female	7% - 12%				
Gender Balance - Female % All	15.3%				
Gender Balance - Female % CEA	4.8%				
Gender Balance - Female % IEA	49.4%				88% at September 2025
Gender Balance - Female Head Count	100				88 at September 2025
Gender Pay Gap	14.4%				An interim GPG analysis will be undertaken in November
Engagement Score	> = 66				
Belonging (DEIB)	> = 70				
Participation	> = 70%				
<b>Manakitanga</b>					
Port Liaison Committee (PLC) Meetings per year (LPC - Key stakeholders)	> 3				
Manawhenua Advisory Group (MAG) Meetings per year (LPC - Te Hapu o Ngati Wheke)	> 6				
Landside turnaround time	< 22 minutes				Landside turn time met the KPI for the period July - August, but saw an increase in September due to a series of significant wind/weather events and labour availability. Current at 22 mins
Port Turnaround (hours)	< 35				
Gross crane working rate	> 23.3				
<b>Whanauatanga - Health &amp; Safety</b>					
Reportable injuries/incidents	0				
Total Recordable Injury Frequency Rate	< 1.8				NOTE: The Frequency Rates Calculations are now based on 1,000,000 hours (previously 200,000 hours)
Lost-time injury frequency rate	< 1.8				LTIFR has reduced slightly from Q4 2025. The number of days off for injuries is due to the extended time to recovery from injuries, this impacts the other metrics
Health and safety interaction per year	> 800				
Senior Leaders Critical Control Checks	> 500				
<b>Natural</b>		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>Kaitiakitanga</b>					
Carbon Reduction	Achieve 2026 science aligned target for Scope 1 and 2 emissions reductions				LPC's emissions for Q1 were 2,111 tCO2e. This is a 7.3% increase from the same period in FY25.
	Actively influence Scope 3 emissions reductions				
Waste	Continued implementation of Waste Management Framework				
	Develop 2-3 circular waste stream programmes				~250 HDPE white Plastic barriers will be recycled through the Trash2Treasure programme or EnviroNZ.
Biodiversity Positive	Develop SBTN (avoid, reduce, restore and transform) roadmap for the business				Biodiversity Roadmap 2025-2030 approved by the Board. The Roadmap uses the action framework of the Science-Based Targets for Nature with 9 targets and 17 actions to avoid and reduce impacts on nature and to restore and regenerate nature.
	Continue ecological enhancement of port owned land				Port Saddle covenant approved by the Board and Deed to Enter into a Conservation covenant with the BPT signed 24/10/2025. 700 totara and 350 natives were planted on the Port Saddle in July/August 2025. This brings the total land area actively planted to 8ha. An additional 1050 natives have been ordered for 2026. Weed control is ongoing at the Gollans Bay covenant site.
Environmental	100% compliance against resource consent monitoring				No non-compliances against resource consents, however LPC received a formal warning from Environment Canterbury against section 15(1)(a) of the Resource Management Act related to observed discharge of sediment from the Te Awaparahi Bay reclamation.
Responsible Sourcing	10 audits completed against the ethical procurement declaration				
	All suppliers requested to provide emissions created in service of LPC, supplying materials and/or services				
Reporting	Integrated reporting ongoing				
<b>Operational</b>		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>Infrastructure for the Future</b>					
Tier one asset/equipment availability	85%				
Tier two asset/equipment availability	95%				
Te Awaparahi Bay Development	Reclamation construction underway				Construction is well underway, temporary bunds are now complete

Enable Networks Limited						
Quarter Ended		Q1: September 2025				
Performance against Statement of Intent targets						
On track		92%	92%			
Annual Target to be assessed at year-end		0%				
Uncertain		8%	8%			
Will not be achieved		0%				
SOI targets		Target	Tracking			Comments
Financial - Continued Financial Performance			Q1	Q2	Q3	Q4
EBITDA (\$m)		\$98.4				
NPAT (\$m)		\$37.6				
Debt/EBITDA x		2.9 x				
Return on invested capital % (EBIT*(1-0.28))/(Opening Equity + Opening Debt)		6.2%				
Shareholders Funds/Total Assets %		53.3%				
Dividends (\$m)		\$25.0m				
Social			Q1	Q2	Q3	Q4
Employee People - Supporting a diverse and attractive place to work						
Maintain provision of the living wage for all Enable (direct and primary contractor employees)		Living wage maintained				
Deliver programme of work to measure and maintain Pay Equity and remove barriers to gender equity		Measure and report externally on Gender Pay gap. Maintain an action plan to close gender pay gap.				
Strive to achieve board and staff gender diversity, balanced with ensuring we maintain the skills and experience we need		Progress toward 40/40/20 male/female/any ratio				
Maintain regular people surveys to measure staff engagement		Regular surveys completed and eNPS reported annually				
Maintain a directors skill matrix, with skills and experience mapped against Enable's strategy and capabilities		Skills matrix developed and regularly reviewed bi-annually				
Community			Q1	Q2	Q3	Q4
Work in partnership with Government, industry, and other potential stakeholders to identify and establish a sustainable programme that supports community access to engage with and leverage high-quality fibre		Achieve outcomes as per agreed stakeholder engagement plan (which is review twice a year)				
Work closely within the CCHL Group and with other potential partners to unlock and realise new initiatives that can support the group to deliver greater value and returns to our community						
Maintain and identify new key strategic partnerships and sponsorships aimed at supporting a local environment of growth and innovation						
Maintain a board-approved stakeholder engagement plan, ensuring regular reviews and undertake periodic stakeholder monitoring.						
Te Ao Māori						
Engage directly with iwi and mana whenua to build knowledge and better understand Enable's relationship with the land and our community and enhanced cultural understanding and competency with our business		Engage with iwi and mana whenua to advance agreed outcomes				
Actively participate in He Huanui Māori CCHL and the CCO leadership team to accelerate initiatives aimed at promoting improved cultural capability across the Group and generating positive outcomes for Māori and our broader community		Engage with the CCHL group to incorporate kaupapa Māori into our work.				
Work with CCHL and other CCOs to develop a clear understanding of how we collectively work toward ensuring a stronger relationship with Māori, and all ethnicities that guides our Culture, practises and decisions in the future						
Enable Health, Safety & Wellbeing			Q1	Q2	Q3	Q4
Continue to deliver a best practice HSW model that ensures our people, partner organisations' people, customer, and community are kept safe and well		Reduction in the TRI recordable frequency rate				This is currently sitting at 4.
Continue to report any WorkSafe notifiable events to CCHL		Ongoing trend in the reporting of potential incidents, such as near miss reporting				
		240 x H&S site inspections				On track
		2 x Leadership site safety interactions pa (Board and SLT)				On track
		Review documented processes twice a year				On track
Natural - Working toward environmental sustainability			Q1	Q2	Q3	Q4
Take Climate Action						
Continue to measure greenhouse gas emissions with a focus on Scope 1 and 2 emissions reduction targets of 62% by FY30, against the FY20 base year		Emissions reported against base year FY20				
Adopt CCHL's Group Climate Disclosure Framework that will provide the required data to support CCHL's climate-related disclosure reporting requirements		Data provided as required				
Continue to develop Stakeholder Emissions (Scope 3) Engagement Plan		Stakeholder Emissions Engagement Plan is agreed and documented				
Operational - Network Performance			Q1	Q2	Q3	Q4
Connection SLA achievement		> 95%				FY26 to date is 90.28%. Performance is currently below target, primarily due to improved data capture of missed appointments and scheduling issues. The metric highlights that a segment of missed SLA is caused by missed customer appointments and challenges in scheduling. By actively working with field teams to address these issues it is possible to recover by year end.
Total network availability		> 99.97%				End September rolling 12-month is 99.9632%. Performance is below target, mainly due to downtime associated with migrating all customers through the access network migrations. Additionally, delay in fault resolution have contributed to the lower availability result. Given the nature of the SLA being a 12 month rolling average results are expected to remain below target for approximately 12 months as migration impacts wash through and field performance improvement take effect.

Citycare		Quarter Ended		Q1: September 2025		
Performance against Statement of Intent targets				<div><div><div>70%</div><div>30%</div><div>0%</div><div>0%</div></div><div><div>100%</div><div>0%</div></div></div>		
On track						
Annual Target to be assessed at year-end						
Uncertain						
Will not be achieved						
SOI targets		Target	Tracking			
Financial			Q1	Q2	Q3	Q4
EBITDA \$m	Citycare Group	\$32.548				
NPAT \$m	Citycare Group	\$11.686				
Net Debt/EBITDA	Citycare Group	30%				
Debt/(Net Debt + Equity)	Citycare Group	9.5%				
Return on Invested Capital	Citycare Group	15.4%				
Shareholder Funds to Total Assets	Citycare Group	49.70%				
Loan Repaid \$m	Citycare Group	\$10.000				\$13m paid in September
Dividend paid \$m	Citycare Group	\$4.957				Ahead of target to date
Social/Relationships			Q1	Q2	Q3	Q4
Health and Safety						
Grow our health & safety culture. Increase Concordia Index Score to 68%	Citycare Property	Yes/No				
Grow our health & safety culture through the utilisation of insights from the annual independent Concordia survey	Citycare Water	Yes/No				
Grow our health and safety culture through benchmarking using Safe 365 as the foundation	Spencers	Yes/No				
Minimal lost time injuries	Apex	< = 2				
Minimal medical treatment injuries.	Apex	< = 3				
People						
Increase the number of women in leadership roles	Citycare Property	Yes/No				
Improve Māori and Pasifika participation in our workforce	Citycare Property	Yes/No				
Improvement in closing the gender diversity ratio and pay gap	Citycare Property	Yes/No				
Measure percentage of employees participating in leadership, learning and development	Citycare Property	Yes/No				
Achieve eNPS of > 15%	Citycare Property	Yes/No				
Positive Employee Net Promotor Score (eNPS) based on an annual employee survey.	Spencers	Yes/No				
Minimal pay gap discrepancy	Spencers	Yes/No				
Measure diversity of employees, leaders and SLT	Spencers	Yes/No				
Increase the number of women in leadership roles	Citycare Water	Yes/No				
Improve Māori and Pasifika participation in our workforce	Citycare Water	Yes/No				
Improvement in closing the gender diversity ratio and pay gap.	Citycare Water	Yes/No				
Measure percentage of field worker in training or have level 3 qualifications	Citycare Water	Yes/No				
Positive Employee Net Promotor Score (eNPS) based on an annual employee survey.	Citycare Water	Yes/No				
Positive Employee Net Promotor Score (eNPS) based on an annual employee survey.	Apex	Yes/No				
Customers/Community						
Maintain Customer Net Promoter Score at > 50	Citycare Property	Yes/No				
Achieve Customer KPI Score > 85%.	Spencers	>85%				
Positive net Promotor Score (NPS) based on annual customer survey	Citycare Water	Yes/No				
Positive Net Promotor Score (NPS).	Apex	Yes/No				
Natural			Q1	Q2	Q3	Q4
Percentage of new (non-operational) passenger vehicles purchased or leased that are low-emission vehicles	Citycare Property	Yes/No				
Annual reduction of Company-wide GHG emissions from scope 1 and scope 2 sources normalised against annual turnover to reach 2030 goals.	Citycare Property	Yes/No				
Annual percentage of waste diverted from landfill	Citycare Property	Yes/No				
Annual reduction of Company-wide GHG emissions from scope 1 and scope 2 sources normalised against annual turnover to reach 2030 goals	Spencers	Yes/No				
100% of new (non-operational) passenger vehicles purchased or leased to be hybrid or EV (excludes vehicles procured through acquisitions) (subject to vehicle availability)	Citycare Water	Yes/No				
Annual reduction of Company-wide GHG emissions from scope 1 and scope 2 sources normalised against annual turnover to reach 2030 goals.	Citycare Water	Yes/No				
Deliver environmental initiatives and educational support via Conservation Volunteers and Tread Lightly	Citycare Water	Yes/No				
Annual reduction of Company-wide GHG emissions from scope 1 and scope 2 sources normalised against annual turnover to reach 2030 goals.	Apex	Yes/No				
Operational			Q1	Q2	Q3	Q4
Identify new products or technologies to bring to market	Apex	Yes/No				

EcoCentral Ltd						
Quarter Ended		Q1: September 2025				
Performance against Statement of Intent targets						
On track	68%	89%				
Annual Target to be assessed at year-end	21%					
Uncertain	11%	11%				
Will not be achieved	0%					
SOI targets	Target	Tracking				
Financial		Q1	Q2	Q3	Q4	
Revenue \$m	\$56.800					
EBITDA \$m	\$6.290					
NPAT \$m	\$0.963					
Return on Capital	13.9%					
Equity \$m	\$11.659					
Shareholder Funds to Total Assets	48.10%					
Dividends	\$0.750					Target achieved
Social/Relationships		Q1	Q2	Q3	Q4	
Embed retention and recruitment plan to achieve 40/40/20 M/F/Any	yes/no					
Continue to implement action plan to close gender pay gap by 2030	yes/no					
Improve staff engagement to achieve >70%	> 70%					
Health & Safety						
Zero serious harm incidents	0					
Zero workplace fatalities	0					
Deliver safe work observations as per the HSE Plan	Yes/No					Some recovery toward target has been made
Effective stakeholder, iwi and community engagement						
Implement the board approved stakeholder engagement plan	yes/no					
Natural		Q1	Q2	Q3	Q4	
Sustainable Business Practices						
A 10.5% reduction in scope 1 and 2 emissions from base year, supporting overall 42% reduction target by 2030	yes/no					
Operational		Q1	Q2	Q3	Q4	
EcoCentral						
Waste minimisation - divert at least 60,000 tonnes from landfill	yes/no					
EcoSort						
> 95% processed and baled recyclables sold to external customers	> 95%					
EcoShop						
Number of customer sales (pa)	> 130,000					
Resource Recovery						
Tonnes diverted from landfill (pa)	> 7,500					

RBL Property Limited						
Quarter Ended		Q1: September 2025				
<div><div>Performance against Statement of Intent targets</div><div><div>On track</div><div>Annual Target to be assessed at year-end</div><div>Uncertain</div><div>Will not be achieved</div></div><div><div><div>100%</div><div>0%</div><div>0%</div><div>0%</div></div><div><div>100%</div><div>0%</div></div></div></div>						
SOI targets	Target	Tracking				
Financial		Q1	Q2	Q3	Q4	
EBITDA \$000	\$978					
NPAT \$000	\$815					
Debt/EBITDA	0					
Return on Capital	4.1%					
Shareholder Funds to Total Assets	98.6%					
Non-Financial		Q1	Q2	Q3	Q4	
Site maintained in compliance with consents and lease arrangements	yes/no					
RBLPL will work with CCHL and Council to establish the future for the Ferry Road site, and to then implement whatever is required to give effect to the desired outcome	yes/no					
Buildings and services maintained to standard for tenants	yes/no					

Development Christchurch							
Quarter Ended		Q1: September 2025					
Performance against Statement of Intent targets							
On track	100%	100%					
Annual Target to be assessed at year-end	0%						
Uncertain	0%	0%					
Will not be achieved	0%						
SOI targets		Target	Tracking				
Financial			Q1	Q2	Q3	Q4	
EBITDA \$000		\$515					
NPAT \$000		\$154					
Debt/EBITDA		0.8					
Return on Capital		2.4%					
Shareholder Funds to Total Assets		49.8%					
Non-Financial			Q1	Q2	Q3	Q4	
Confirmed sale and purchase agreements on all property held for sale achieve appropriate outcomes for the city		yes/no					
Monitor the investment in Christchurch Adventure Park through continual engagement with their Board and Management		yes/no					

## 14. Appointment of an Elected Member to the Board of Christchurch City Holdings Ltd

Reference Te Tohutoro: 25/2523704

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 seek the Council's approval for the re-appointment of Councillor Coker as a director of the Christchurch City Holdings Ltd (CCHL) board from 22 December 2025 until the next triennial election.
- 1.2 This report has been written following the receipt of the CCHL Appointments Committee's report on 5 December 2025, which is at **Attachment A**.

### 2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Approves the re-appointment of Councillor Melanie Coker to the Christchurch City Holdings Ltd board as a Council director for a term of three years commencing 22 December 2025 and ending at the 2028 triennial election.
2. Either:
  - a) Requests Christchurch City Holdings Ltd (CCHL) to re-convene the 2025 post-election Appointments Committee in early 2026 to undertake a new appointment process to recommend a second Council director to the Christchurch City Holdings Ltd board;OR
  - b) Declines to make a second Council director appointment to the Christchurch City Holdings Ltd board until further notice, noting that the next expected time for CCHL's appointments committee to reconvene is in the second half of 2026 when an independent director retires by rotation creating a vacancy and Christchurch City Holdings Ltd commences its appointment/reappointment process; and
3. Notes that the decision in this report is assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy.

### 3. Executive Summary Te Whakarāpopoto Matua

- 3.1 The appointment of Council directors to the CCHL board is governed by Part 2 of the Council's Policy for the Appointment and Remuneration of Directors to Council Organisations (Appointments Policy)<sup>11</sup>. The process replicates that required for the appointment of independent directors to the CCHL board to the extent possible.
- 3.2 The Appointments Policy provides that there will be two Council directors on the CCHL board (underpinned by a Council resolution (CNCL/2022/00189 dated 7 December 2022)). CCHL's

<sup>11</sup> Policy for the Appointment and Remuneration of Directors to Council Organisations [Appointment-and-Remuneration-of-Directors-Policy-2017.pdf](#)

constitution directs that at least two directors must not be Council directors but does not otherwise stipulate the number of Council directors required for the board.

- 3.3 The process undertaken by the Appointments Committee resulted in only one application for a Council director role. Councillor Melanie Coker was the only applicant, and as she is also the incumbent Council director on the CCHL board, the Appointments Committee unanimously recommends that she be re-appointed.
- 3.4 The Council's guidance is sought regarding the second Council director position. Options put forward by Council staff are for the Council to request that:
  - a) the Appointments Committee undertakes a second appointments process in early 2026 to ascertain if there is any new councillor interest in a CCHL board role; or
  - b) CCHL carries the vacancy until further notice by the Council, noting that the next time the CCHL appointments committee is likely to convene for CCHL directorships is in the middle – second half of 2026 when an independent director retires by rotation. CCHL considers that its ability to exercise good governance is not put at risk with one Council director only. The Council is at liberty to act outside the Appointments Policy if it so chooses.
- 3.5 Should the Council wish to make a second Council director appointment at the Finance and Performance Committee meeting, staff note that this would not meet clauses 7.12 and 7.15 of the Appointments Policy (assessment of candidates against CCHL's skills and expertise matrix, and requirement for a skills and expertise matrix of the CCHL board's governance requirements and how the proposed mix of directors meet the requirements).

#### 4. Background/Context Te Horopaki

- 4.1 The Council's Policy for the Appointment and Remuneration of Directors to Council Organisations (Appointments Policy) notes that the CCHL board will include two Council directors and up to six independent directors including the Chair (Clause 7.2).
- 4.2 CCHL's constitution does not prescribe a minimum number of Council directors for the board.
- 4.3 Pursuant to clause 7.10 of the Appointments Policy the Council established the Appointments Committee to undertake a process to recommend two elected members to the CCHL board for the 2025-2028 triennium (CNCL/2025/00001 dated 5 November 2025 refers).
- 4.4 The process the Appointments Committee followed is set out in clauses 7.12-7.18 of the Appointments Policy. It is the same process, to the extent possible that is required when seeking to appoint independent directors to the CCHL board.
- 4.5 On 7 November 2025, CCHL sought expressions of interest (EOIs) from elected members for the two Council director roles on its board. At the closing date of 17 November, one EOI only was received.

##### Proposal

- 4.6 It is proposed that the Council approves the re-appointment of incumbent CCHL Council director Melanie Coker. She was first appointed to the CCHL board in February 2025 at which time she was interviewed by the then Appointments Committee.
- 4.7 Pursuant to clause 7.16 of the Appointments Policy, the Appointments Committee did not consider it necessary to re-interview Councillor Coker for the role since she had been interviewed for the same role recently. By unanimous decision (as required by clause 7.11 of the Appointments Policy), the Appointments Committee recommends the re-appointment of Councillor Coker to the CCHL board from 22 December 2025, expiring at the 2028 local body triennial election.



- 4.8 CCHL is seeking advice from the Council as to whether it wishes to fill the second Council director role at the earliest opportunity or if it would prefer to leave the position open until further notice.

### Options Considered Ngā Kōwhiringa Whaiwhakaaro

- 4.9 The following reasonably practicable options are available to the Council with respect to the second Council director position on the CCHL board:
- 4.9.1 **Conduct a second appointment process in early 2026.** A second appointment process could be conducted in early 2026, utilising the same Appointments Committee used for the 2025 post-election process.
  - 4.9.2 **Decline to make a second appointment.** CCHL's constitution does not stipulate the number of council directors for the board. However, Clause 7.2 of the Appointments Policy provides for two councillors on the CCHL board (underpinned by a Council resolution (CNCL/2022/00189 dated 7 December 2022)). The Council can amend the Policy at any time or can choose not to comply with it as it sees fit.
- 4.10 If Council decides not to appoint a second councillor director in early 2026, the next opportunity to consider an appointment would likely arise when an independent director retires by rotation, creating a vacancy on the board and CCHL commences its appointment and/or reappointment process.
- 4.11 The following option was considered but ruled out:
- 4.11.1 **Make an ad hoc appointment of a councillor to the CCHL board at the Finance and Performance Committee meeting.** This is inconsistent with clauses 7.12 and 7.15 of the Appointments Policy which provide for "an assessment of skills, knowledge and experience required for appointment as a director of the CCHL board (both independent and Council directors)" and "the Council requires all proposed appointments and re-appointments to be accompanied by a skills and expertise matrix of the board's governance requirements and how the proposed mix of directors meet the requirements". Staff note that some degree of contestability for positions is desirable to ensure the CCHL board's membership is optimal.

### Analysis Criteria Ngā Paearu Wetekina

- 4.12 The key issues are:
- 4.12.1 Whether the Council's participation on the CCHL board is materially diminished with one director only; and
  - 4.12.2 Whether the CCHL board's governance is materially disadvantaged by having one fewer Council directors. CCHL advises that with the appointment of a financial specialist (proposed in a separate report at today's Finance and Performance Committee meeting) it is well equipped to manage its governance activities.
- 4.13 As CCHL has indicated that its governance would not be disadvantaged by having only one Councillor director, the question of whether to pursue a second appointment is primarily a matter of Council's own representation and accountability preferences, rather than a governance necessity for CCHL. Relevant considerations in deliberating on this are:
- (i) the potential burden on one Councillor director in representing the Council's perspectives
  - (ii) having two councillor directors reduces the risk of gaps in representation if one is unavailable and provides resilience in succession planning of Councillor directors; and
  - (iii) having two appointments allows for a broader perspective and diversity of views.

## 5. Financial Implications Ngā Hīraunga Rauemi

### Capex/Opex Ngā Utu Whakahaere

- 5.1 There will be a cost to acquiring an external commercial advisor with relevant experience and knowledge to the Committee if a new process dedicated to appointing a Council-director to CCHL is preferred. CCHL advises this could be around \$5,000 and would be funded by CCHL from its dividend income.

## 6. Considerations Ngā Whai Whakaaro

### Risks and Mitigations Ngā Mōrearea me ngā Whakamātautau

- 6.1 The main considerations relate to Council's direct representation on CCHL rather than CCHL governance risk. Having only one councillor director may place more responsibility on that individual and limit diversity of views, and continuity could be affected if the sole councillor director is unavailable or resigns. These risks, primarily linked to Council's preference for broader representation, can be managed through the regular engagement with CCHL and, if desired, by appointing a second councillor director in future.

### Legal Considerations Ngā Hīraunga ā-Ture

- 6.2 Statutory and/or delegated authority to undertake proposals in the report:
- 6.2.1 Local Government Act 2002, Companies Act 1993 and Council's Policy for the Appointment and Remuneration of Directors to Council Organisations.
- 6.3 Other Legal Implications:
- 6.3.1 The recommendations in this report are consistent with CCHL's constitution.

### Strategy and Policy Considerations Te Whai Kaupapa here

- 6.4 The required decisions are:
- 6.4.1 linked to the [Christchurch City Council's Strategic Framework or the Council's Long Term Plan \(2024- 2034\)](#) with respect to the role that governance plays in delivering the Council's community outcomes; and
- 6.4.2 assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy. The level of significance was determined by estimating the extent to which the community may be impacted by the decisions.
- 6.5 This report is not relevant to the [Council's Long Term Plan \(2024 - 2034\)](#).

### Impact on Mana Whenua Ngā Whai Take Mana Whenua

- 6.6 The decision does not involve a significant decision in relation to ancestral land or a body of water or other elements of intrinsic value, therefore this decision does not specifically impact Mana Whenua, their culture and traditions.
- 6.7 The decision does not impact on our agreed partnership priorities with Ngā Papatipu Rūnanga.


### Climate Change Impact Considerations Ngā Whai Whakaaro mā te Āhuarangi

- 6.8 The proposals in this report are unlikely to contribute significantly to adaptation to the impacts of climate change or emissions reductions since governance does not create any new operational activity.

Next Steps Ngā Mahinga ā-muri

- 6.9 The Committee will conduct an appointments process, pursuant to the requirements of the Appointments Policy as and when requested by the Council.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A 	CCHL Appointment of Council Director to the CCHL Board	25/2532730	172

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 Holdings  
Limited

## Report for Council

**Date:** 4 December 2025

**To:** Mary Richardson, CEO, Christchurch City Council

**From:** Appointments Committee

**Subject:** Recommendation of Council Director Appointment

### 1. PURPOSE

- 1.1. The purpose of this report is to:
- a. Inform Council of the process undertaken by the Appointments Committee to recommend the appointment of one Council Director to the CCHL Board;
  - b. Recommend the reappointment of Councillor Melanie Coker as Council Director; and
  - c. Seek Council's direction regarding the second Council Director vacancy.

### 2. BACKGROUND

- 2.1 Following the triennial election, Council resolved at its meeting on 5 November 2025 to establish an Appointments Committee to manage the Expression of Interest (EOI) process and make recommendations for two Council Director appointments to the Christchurch City Holdings Limited (CCHL) Board.
- 2.2 Appointments to the CCHL Board are governed by the Council's Policy for the Appointment and Remuneration of Directors of Council Organisations, which provides that:
- Councillor appointments to Council-Controlled Organisations (CCOs) are for three years, until the next triennial election, or until the elected member vacates office.
  - Appointments are generally limited to two consecutive three-year terms unless Council decides otherwise (Clause 7.7).
  - A Council Director is defined as an elected member or community board member (Clause 7.4).
- 2.3 CCHL's constitution requires a minimum of three and a maximum of eight directors, with at least two being independent. The term "Council Director" is defined in both the policy and the constitution.
- 2.4 The Appointments Committee comprises the CCHL Board Chair, an independent commercial advisor, and two Council-nominated members. At its meeting on 5 November 2025, Council confirmed the Committee as:
- Anne Urlwin (Commercial Advisor, appointed as Committee Chair)
  - Bryan Pearson (CCHL Chair)
  - Councillors Sam MacDonald and Jake McLellan (Chairperson and Deputy Chairperson of the Finance and Performance Committee).

### 3. COUNCIL DIRECTOR APPOINTMENT PROCESS

- 3.1 On 7 November, Councillors were invited to submit applications for the two available Board positions by 17 November 2025. One expression of interest was received from the incumbent, whose term is due to expire within three months of the triennial election under policy.

- 3.2 The Committee met on 24 November 2025 to consider the application and next steps. Given that only one application had been received and the incumbent had recently undergone an interview process for the same position in February 2025 which included the Panel Chair and CCHL Chair as part of that appointments panel, the Committee agreed to recommend reappointment without a further interview. At its subsequent meeting on 1 December, the Committee unanimously supported this recommendation, subject to the Chair discussing the process with the applicant.
- 3.3 The Committee also discussed the remaining vacancy and agreed to seek Council's direction on how to proceed.

**4. RECOMMENDATION**

- 4.1 The Appointments Committee unanimously recommend to Council:-
- a. The re-appointment of Melanie Coker to the CCHL Board as a Council Director, effective 22 December 2025, with a term until next triennial election; and
  - b. That Council provides direction regarding the vacancy.

Anne Urlwin  
**Chair, Appointments Committee**

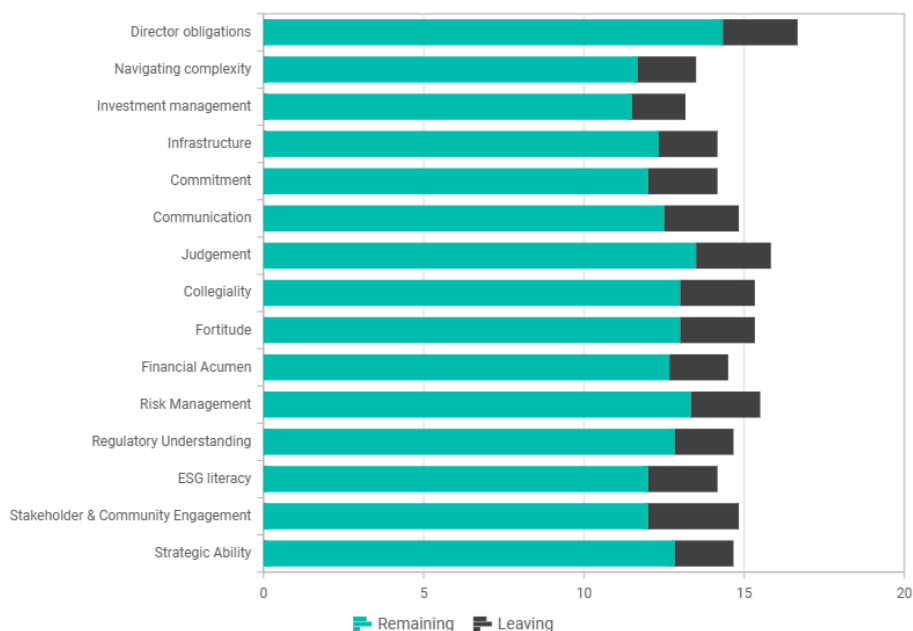
Attachments:

1. CCHL Board Skills Matrix

Attachment 1

CCHL Board Skills Matrix Summary – November 2025

Board Matrix Summary



'Heat Map' Board Matrix



## 15. Notice of Motion - Letter to Central Government regarding paying rates on Crown owned properties

Reference Te Tohutoro: 25/2525008

Elected Member Te  
Mema Pōti: Councillor Cotter

Accountable ELT  
Member Pouwhakarae: Mary Richardson – Chief Executive

### 1. Purpose and Origin of the Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to provide the Finance and Performance Committee with a Notice of Motion submitted by Councillor Cotter and the associated Council Officer advice.
- 1.2 Pursuant to Standing Order 22 of Christchurch City Council's Standing Orders Councillor Cotter provided a Notice of Motion outlined in the recommendation section.

### 2. Recommendations Ngā Tūtohu

#### Notice of Motion Recommendation:

That the Finance and Performance Committee:

1. Requests the Mayor write to Central Government on behalf of the Council to request that the Crown commences to pay full rates on Crown owned properties that are currently categorised as Non-Rateable in the Local Government (Rating) Act 2002.

### 3. Background/Context Te Horopaki

#### What rates Central Government currently pay as per the Rating Act

- 3.1 Generally, the Crown (Central government) pay rates in exactly the same way as any other property owner, for example Te Pai which is owned by the Crown. The perception that "government doesn't pay rates" is commonly-held because certain types of property are legally under the Local Government (Rating) Act 2002) Non-Rateable and many of those types are owned by central government – however, many are also owned by local government and non-government entities.
- 3.2 A full list of Non-Rateable property types is in Schedule 1 of the Local Government (Rating) Act 2002 (attached). It includes:
  - Green spaces such as national parks, reserves, and sports grounds;
  - "Social assets" such as libraries, art galleries, and swimming pools;
  - Certain types of infrastructure such as roads, railways, ports, and airports (but not water, electricity, or other network infrastructure);
  - "Cultural assets" such as marae, cemeteries, and churches;
  - Hospitals and other health-related properties run by Te Whatu Ora (but not similar properties run by private providers);
  - Schools & tertiary education properties (including those run by private providers).

- 3.3 Note, Non-Rateable properties still pay any rates that are specifically charged for water, sewerage, and refuse collection, but they do not pay anything else. For the current 2025/26 year, the effective “rates discount” arising from Non-Rateable status is between around 0.26%-0.57% of the property’s Capital Value (depending on whether the nature of its activity would be classified as a “business”).

**Correspondence to date**

- 3.4 To note, the Mayor has advised that he has raised this matter with the Minister for the South Island and was intending to confirm this in writing.

**4. Officer Advice**

**Financial Implications / Capex and Opex Funding Sources**

- 4.1 The impact on Council’s financial position is likely to be nil unless the rates requirement increases, because the total Rates Revenue Requirement is set in each year’s budget – the rating system allocates the total requirement across all properties. If some Crown-owned properties paid more, then all other properties would pay a little less.
- 4.2 It is not easy to establish the total amount of additional rates that would be paid by the Crown under such a change: An initial estimate suggests that it is likely to be less than \$30m incl GST, if privately-owned schools and tertiary providers are also affected.

**Signatories Ngā Kaiwaitohu**

<b>Officer Advice Provided by</b>	Steve Ballard – Group Treasurer Bruce Moher – Head of Finance Bede Carran – General Manager Finance, Risk and Performance
<b>Approved By</b>	Mary Richardson – Chief Executive

**Attachments Ngā Tāpirihanga**

There are no attachments to this report.



## **Karakia Whakamutunga**

Kia whakairia te tapu

Kia wātea ai te ara

Kia turuki whakataha ai

Kia turuki whakataha ai

Haumi ē, hui ē, tāiki ē

## 16. 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
17.	PUBLIC EXCLUDED FINANCE AND PERFORMANCE COMMITTEE MINUTES - 26 NOVEMBER 2025			REFER TO THE PREVIOUS PUBLIC EXCLUDED REASON IN THE AGENDAS FOR THESE MEETINGS.	
18.	CHRISTCHURCH CITY HOLDINGS LTD - APPOINTMENT OF DIRECTOR TO CITY CARE LTD	S7(2)(A)	PROTECTION OF PRIVACY OF NATURAL PERSONS	THE PUBLIC INTEREST DOES NOT OUTWEIGH THE OBLIGATION TO PROTECT THE REPUTATION OF INDIVIDUALS SEEKING APPOINTMENT AS A DIRECTOR OF COUNCIL CONTROLLED ORGANISATION.	12 JANUARY 2026 FOLLOWING DECISION BY COUNCIL AND NOTIFICATION TO THE APPLICANT
19.	APPOINTMENT OF INDEPENDENT DIRECTOR TO THE BOARD OF CHRISTCHURCH CITY HOLDINGS LTD	S7(2)(A)	PROTECTION OF PRIVACY OF NATURAL PERSONS	TO PROTECT THE REPUTATION OF THE CANDIDATE WHICH IS GREATER THAN THE PUBLIC INTEREST.	20 DECEMBER 2025 AS SOON AS THE COUNCIL HAS MADE ITS DECISION AND THE CANDIDATE HAS BEEN NOTIFIED.
20.	CHRISTCHURCH CITY HOLDINGS LTD - STRATEGIC UPDATE FOR THREE MONTHS ENDING 30 SEPTEMBER 2025	S7(2)(B)(II), S7(2)(H)	PREJUDICE COMMERCIAL POSITION, COMMERCIAL ACTIVITIES	TO PROTECT INFORMATION THAT COULD NEGATIVELY IMPACT THE CCHL'S GROUP FINANCIAL PERFORMANCE IF IT BECAME PUBLICLY KNOWN, WHICH OUTWEIGHS THE PUBLIC INTEREST.	1 OCTOBER 2026 AFTER CCHL'S ANNUAL REPORT FOR 2025/26 HAS BEEN PUBLISHED.

21.	VISIBILITY OF CAPITAL PROJECT CHANGES: DECEMBER 2025	S7(2)(H)	COMMERCIAL ACTIVITIES	THE REPORT CONTAINS INFORMATION ON SPECIFIC PROJECTS BEING TENDERED IN THE OPEN MARKET AND THE COMMERCIAL SENSITIVITY OF THE INFORMATION MEANS THAT IT MUST REMAIN CONFIDENTIAL IN ORDER TO PROTECT THE COUNCIL'S COMMERCIAL POSITION, AND WITHHOLDING THE INFORMATION AT THIS TIME IS REASONABLE AND OUTWEIGHS THE PUBLIC INTEREST.	3 DECEMBER 2027  THIS REPORT CAN BE RELEASED TO THE PUBLIC ONCE ALL COMMERCIAL NEGOTIATIONS AND CONTRACTS HAVE BEEN CONCLUDED, AND SUBJECT TO THE APPROVAL OF THE HEAD OF PROCUREMENT AND CONTRACTS.
22.	APPOINTMENTS TO COUNCIL ORGANISATIONS	S7(2)(A)	PROTECTION OF PRIVACY OF NATURAL PERSONS	THE PUBLIC INTEREST DOES NOT OUTWEIGH THE OBLIGATION TO PROTECT THE REPUTATION OF INDIVIDUALS BEING CONSIDERED FOR APPOINTMENT TO THE GOVERNING BODY OF COUNCIL ORGANISATIONS.	24 DECEMBER 2025  FOLLOWING NOTIFICATION OF DECISION TO INDIVIDUALS
23.	CHRISTCHURCH NZ - URBAN DEVELOPMENT FUNCTIONS	S7(2)(A)	PROTECTION OF PRIVACY OF NATURAL PERSONS	PRIVACY OF THOSE AFFECTED BY THE DECISION WHICH OUTWEIGHS THE PUBLIC INTEREST.	30 APRIL 2026  WHEN THE DECISION HAS BEEN IMPLEMENTED
24.	RATES REMISSION APPLICATION	S7(2)(B)(II), S7(2)(H)	PREJUDICE COMMERCIAL POSITION, COMMERCIAL ACTIVITIES	TO CONDUCT DISCUSSIONS OF COMMERCIAL INTEREST WHICH OUTWEIGH PUBLIC INTEREST.	1 DECEMBER 2026  WITHHELD UNTIL A DECISION HAS BEEN MADE BY COUNCIL OR

					AS APPROVED BY THE DIRECTOR OF LEGAL AND DEMOCRATIC SERVICES.
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# 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

REPORT TITLE/AGENDA SECTION	MEETING DATE	ACTION DUE DATE	UNIT	TEAM
Council-controlled organisations - Annual General Meetings by Written Resolution	26 November 2025	25 February 2026	Finance	Management
Canterbury Provincial Council Buildings - proposed Expressions of Interest process	28 May 2025	27 February 2026	Citizens & Community Management	Citizens & Community Management
Shovel Ready Funded MCR Route Descope	23 July 2025	28 February 2026	Transport & Waste	Management
151/153 Gilberthorpes Road - Future Use Issues and Options	27 August 2025	31 March 2026	Facilities & Property Unit	Property Consultancy
Infrastructure Working Group Findings	27 August 2025	31 March 2026	Procurement & Contracts	Management

Actions Closed Since the Last Meeting Ngā Mahinga kua Tutuki nō Tērā Hui

There have been no actions closed since the last meeting.