

Finance and Performance Committee
MINUTES ATTACHMENTS

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

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Rates Caps

How should CCC respond?

Why rates caps are a bad idea.

Rates caps represent the worst of austerity politics, the kind of economic doctrine that has collapsed communities across Europe, North America, and Australia.

They will not resolve the long-standing structural funding issues councils face here in New Zealand.

Community Impacts

Council's own research into the impacts of a rates cap of 2% indicated that it would cost the equivalent of the entire Community teams' budget to implement.

This means no parks, service centres, libraries, or pools.

This will naturally lead to discussions around the extent of Council to support community organisations through grant funding.

Many community organisations will cease to function without this funding. This represents tangible risk to our community cohesion and the role civil society groups have in it.

Infrastructure Impacts

Christchurch is unique in New Zealand cities in being a post-major natural event city.

This means we have both made a significant investment in our infrastructure, but also that we still have a lot left to complete in our rebuild.

Many are worried that a rates cap will result in the further delaying/cancelling of vital infrastructure projects that are designed to future-proof our city for the future.

Things like road and cycleway renewals, improved public transport, and better community connectivity are all things we stand to lose.

Economic Impacts

Rates capping will inevitably result in Council's financial ratings being downgraded.

Both Treasury and Standard and Poors have indicated concern for the stability of finances in local government in New Zealand.

Should this happen, Council will find it harder and more expensive to service debt.

All of this while the income we could use to pay down existing obligations will be heavily limited.

Future Impacts

Capping rates income will create moments where Council could consider selling assets to make up the shortfall.

This is both shortsighted and not publicly supported.

However, failing to meet a 2-4% increase cap could result in intervention by the Government.

This may result in undemocratic sales of assets.

What must you do?



Explore every option before giving up.

Support action to have the Government remove GST on rates.

Support action to have the Government pay rates on its property portfolio.

Work with developers to increase the number of properties that provide significant rates benefits to the Council.



Today, support the Notice of Motion to take this fight to the Government.

Reporting Update FY26 Q1

Report to Council – 17 December 2025



Christchurch
City Holdings
Limited



Financial

- Group Q1 NPAT above target and above prior year
- Parent targets unable to be measured at Q1 but not expected to be at risk
- Interim dividend payment to Council on track to be made in December as planned

Group			
SOI Measure	FY25 Actual	FY26 SOI Target	Q1 FY26 YTD Actual
EBITDA (\$m)	506	509	127
Net Profit After Tax (\$m)	206	131	35
Return on capital (%)	7.0%	5.9%	7.2%
Return on equity (%)	7.2%	4.6%	7.4%
Debt to EBITDA (times)	4.7	5.0	4.8
Shareholders' funds/total assets (%)	46.0%	45.8%	46.7%
Parent			
SOI Measure	FY25 Actual	FY26 SOI Target	Q1 FY26 YTD Actual
Dividends (\$m)	55	65	on track
Interest cover (EBIT/interest)	2.2	2.5	on track
Subsidiary NPAT (\$m)	FY25 Actual	FY26 Target	Q1 tracking to FY26 target
CIAL	74.8	52.4	on track
Citycare	12.8	11.7	on track
Enable	41.0	37.6	on track
LPC	71.6	29.2	on track
Orion	24.0	30.6	on track
EcoCentral	2.3	1.0	on track

Non-financial

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

Non-financial

Health and Safety

The establishment of the Health and Safety Leadership Group reinforces our focus on Health and Safety and promotes collaboration across the Group.

Tangible Climate Action

- Subsidiaries have completed emissions reduction plans and will continue to review and refine them throughout the year. One subsidiary has noted that due to high volumes in Q1 emissions are not on track, but may be recoverable by year end, all other subsidiaries are currently on track.

Transparent Reporting

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

Subsidiary Performance

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%

At risk targets x12

- Social – Safety incidents at Orion, Enable and EcoCentral
- LPC TRIFR and LTIFR targets are unlikely to be achieved, but Q1 is an improvement on Q4 FY25
- Natural – Emissions target impacted by higher volumes at the port
- Operational – Enable service targets are currently behind but may be recoverable by year end

Subsidiary achievements



A GOLDEN ROW AND A Platinum Award

Kōwhai Park shows what that *leadership* looks like in practice.

STEFANO BARONI
Director General of
ACI Asia-Pacific & Middle East

Kōwhai Park has been awarded Platinum in the 2025 Green Airports Recognition for Sustainable Energy at Airports, one of only four Platinum awards globally in 2025.

It has also taken another big step towards becoming one of New Zealand's largest sources of solar energy.

In August, the very first row of solar panels, known as the 'Golden Row' was installed, marking the start of the next phase of construction.

COLLABORATION THE KEY

This project is a team effort between Contact Energy, Lightsource bp, and Christchurch Airport. Together, we're building a solar farm with around 300,000 panels, spread over 230 hectares of airport land. Once it's up and running, it will create enough renewable power to supply the equivalent of more than 36,000 Kiwi homes.

The Golden Row is an important checkpoint, making sure the design, installation, safety measures and environmental controls are all spot on before the process gets repeated thousands of times across the site. It's a proud moment for everyone involved and a real sign of the momentum building as we head towards full operation in mid 2026.

LOOKING OUT FOR FUTURE TENANTS

For us, Kōwhai Park is about more than just clean energy. It's about using our land in new ways to help the region move towards a low-emissions future. By working with our partners, we're creating an energy hub that will support sustainable growth for our region while also giving future ambitious tenants access to an assured power source which meets their own sustainability goals.



Kōwhai Park solar farm reaches 'Golden Row' milestone, marking major step in delivery

GirlBoss New Zealand

Canterbury GirlBoss Awards: Celebrating innovation and empowering young women

6 August 2025

The Canterbury GirlBoss Awards are back for their third year, and Enable is proud to once again sponsor the Innovation category, marking our third year supporting this incredible initiative.



Citycare Property recognised at the Business Leaders' Health and Safety Forum

Last week, Citycare Property was recognised as one of the 54 remaining founding members of the Business Leaders' Health and Safety Forum, at its 15th anniversary event at Parliament in Wellington.

"By placing people and their safety at the heart of everything we do, Citycare Property has continued to evolve our culture to the benefit of our stakeholders. The Forum has been an invaluable resource enabling sharing and learning amongst industry peers," says Citycare Property Chief Executive, Peter Lord.


Our longstanding involvement with the Forum reflects a shared belief among our leaders, past and present, that commitments to thriving people and workplaces come from the top. They have invested time, focus and care to make sure health and safety is at the forefront of how they lead. Thank you to everyone who has contributed to this journey over the past 15 years.

Pictured: Minister for Workplace Relations and Safety, Hon Brooke van Velden, presents a recognition certificate to Peter Lord, Citycare Property's Chief Executive.



PORT: Automated Power Restoration System Live at Barnett Park

✦ This title was summarized by AI from the post below.



Orion NZ Ltd
5,565 followers
1mo

PORT is live at Barnett Park, Hills Rd and Annat

You might remember mid-2023 when we announced that our Automated Power Restoration System was live.

Orion Operational Technology Architect, Rolf Holmsen has now taken it to the next level with our Primary Outage Restoration Tool (PORT). PORT restores multiple feeders when a whole substation loses supply. It kicks in automatically, quickly restoring as much of the substation as possible - leaving only the fault-affected area without power.

We're proud to be the first NZ EDB to start roll this out. Smart networks that can heal themselves? We're making it happen with thanks to clever work from Rolf and the team.



PORT: Automated Power Restoration System Live at Barnett Park | Orion NZ Ltd posted on the topic | LinkedIn

Citycare Property recognised at the Business Leaders' Health and Safety Forum » Citycare Property



17 December 2025 - Proposed Amendments / Foreshadowed Motions

17/12/2025 1:54 pm

Topic	No	Who	What	Status
Graffiti and Litter – Improved Levels of Service	1	Harrison-Hunt/MacDonald	That the Draft Annual Plan include consultation on improving levels of service for graffiti and litter removal, including the option of a mobile response team model that proactively services priority commercial centres and high-amenity areas across the city, with tracking and reporting of response times and outcomes.	Citizens and Community - The current graffiti contract has been extended for 12 months to allow staff to prepare a comprehensive report on service delivery options. This report will evaluate both the existing outsourced model and the potential for in-house delivery through the Parks team. The findings will be presented in the new year. Waste Management - The above advice provided relates specifically to the Graffiti contract. Consideration of increased service levels for litter removal/fly tipping will be included within the proposal to update the Waste Minimisation Management Plan (WMMP). At a recent meeting, Council resolved to proceed with updating the WMMP. This will be reported back to Council in the new year, accompanied by a decision-making report following public consultation. Any changes to service levels will be able to be considered as part of the Long Term Plan process.
Traffic Flow and Signal Rephasing	2	Harrison-Hunt/MacDonald	That the Draft Annual Plan include consultation on improving traffic flow through targeted traffic signal optimisation and green light rephasing, and that the public be invited to identify intersections and corridors of concern to inform prioritisation and future investment.	Transport Staff have a briefing planned for February to discuss signal operation and network implications, impact on congestion, considerations for optimisation, prioritisation criteria and green-turning arrows. This briefing can be delivered prior to the Annual Plan meeting. The briefing will also address any funding implications of changes to prioritisation criteria. Suggested wording "provide advice in time for the draft Annual Plan adoption meeting in February regarding consulting on improving traffic flow through targeted traffic signal optimisation and green light rephasing".
Project 60099 Awatea/Springs/Amyes Intersections Safety Improvements	3	Peters	Could advice as requested below please be provided regarding where project 60099 Awatea/Springs/Amyes Intersections Safety Improvements is currently at? How do we ensure that there is sufficient budget on Plan for this project to continue to proceed, I suspect there is currently a Zero budget in the Draft 26/27 Annual Plan?	Transport - The Amyes–Awatea–Springs intersection project is included in the Long Term Plan under two budget lines: #60099 Amyes, Awatea & Springs Intersection Improvements and #79723 Programme – Amyes, Awatea & Springs Intersection Improvements, with a combined allocation of just under \$1.5 million. The project is scheduled to go back to the Community Board early in 2026. In addition, project #80178 Amyes Road – Street Renewal (Shands Road to Springs Road) is planned to progress in 2026. There has also been additional budget requirements identified at a programme level to support projects such as this. #76238 programme - Network Improvements has approximately \$3m proposed for FY27/28. Any potential budget shortfalls identified in either project, following consultation, will be able to be addressed through the Long Term Plan process, once there is greater clarity regarding the preferred design solutions.
Leaver Terrace and Grantley Street Kerb Repairs	4	Donovan	<p>Would it be possible to get some advice from transport on below? I'd like to add this budget request (230k) to fix the kerbs on Leaver Terrace as an amendment in the draft AP</p> <p>Also can we ask transport to provide an assessment for the cost to fix the kerbs on Grantley Street too?</p> <p>11.34 am 17/12/25: Leaver Terrace and Grantley Street – Kerb and Channel Assets Request advice on capital budgets and timing to replace kerb and channel assets on Leaver Terrace and Grantley Street, and whether these can be included in upcoming draft AP as capital works.</p>	<p>Transport General Advice Transport staff received a request for deep dish remediation for several streets – A review of Leaver Terrace was subsequently undertaken. The street was resurfaced within the last 5 years. The kerb/channel and footpath were not completed at the same time. The deep-dish channel is in poor condition but still functions to remove water. Options for undertaking a maintenance/holding strategy were investigated. This would be funded under Opex and the estimate for Leaver Terrace was approximately \$250k to \$300k OPEX. The holding strategy, which consisted of surface plastering /shotcrete would provide a more aesthetically pleasing channel but would likely fail within a relatively short period of time (2-5 years). The recommendation from the City Streets Maintenance manager was not to proceed with the Opex investment (rates impact and durability) and to consider the streets – Leaver Terrace and Grantley Street as candidates for future capital investment / street renewals. This would require further investigation but initial estimates for Leaver Terrace, given the length would be into the millions of dollars to remediate given the methodology and large-scale earthworks.</p> <p>Transport - previous advice below advice was provided to the Community Board. We've had initial estimates for several different repair methodologies. This is an example for Leaver Terrace only (both sides) . Total length required is roughly 1200m. Odd Patch repair – Basically breaking out the poorest areas and repairing them only – Approx \$143K Shot Crete – Spraying on a surface finish across the deep dish– Approx \$167K Combined- Specific Patch Repairs and full skim coat of the channel providing best reliability– Approx \$175K The above are construction estimates only and don't include other items such as Traffic Management, Contractor management etc.. Real prices including the above would bring Leaver Terrace holding repairs to over \$230K which I can't fund from my normal contract budgets as it would result in the normal maintenance activities in the area being paused due to funding. All of the above treatments are holding strategies and while they would extend the life / functionality of the deep dish it isn't a permanent fix.</p>

17 December 2025 - Proposed Amendments / Foreshadowed Motions

17/12/2025 1:54 pm

Topic	No	Who	What	Status
Street Lighting Line Item	5	Donovan	<p>To reinstate 300k to put in lighting in areas that have an identified lighting gap (as opposed to a renewal).</p> <p>11.34 am 17/12/25: Street Lighting – Inwoods Road and Grantley Street Request advice on available budgets and processes to address identified street lighting gaps on Inwoods Road and Grantley Street, including whether these can be delivered through existing programmes or require consideration in the draft AP</p>	<p>The advice already provided is as follows - "Funding is available under: 37446 Delivery Package - Road Lighting Reactive Renewals (Up To FY27) 37449 Delivery Package - Road Lighting Safety (Up to FY27) 51514 Delivery Package - Road Lighting Renewals (Up to FY27) 76050 Programme - Signals, Signs & Lights Renewals "</p> <p>Transport - Where gaps are identified in the street lighting network, these should be lodged as a request for review or service. In most cases, such gaps can be addressed within existing budgets, often through the installation of one or two additional poles. Larger projects are typically scheduled as future installations and incorporated into upcoming budgets through the Annual Plan or Long Term Plan processes.</p> <p>Street lighting assessments and upgrades are undertaken as part of capital projects as required and subdivision installations are completed via new developments.</p> <p>Funding provisions in future years can be utilised to address network gaps as required. As these matters are local in nature, requests should be submitted through the relevant Community Board.</p>
SPACPAC Capital Endowment Funding	6	Johanson	To fund Spacpac from the Capital Endowment Fund for a quantum of funding around \$150k - \$200k per year for 3 years if Rata matches / contributes	<p>Suggested wording - <i>"Notes that staff will provide a report in time for the draft Annual Plan adoption meeting regarding funding for SPACPAC".</i></p>
Vert Ramp feasibility	7	Johanson	Noting provision on the progress of the Vert Ramp feasibility and a resolution to get consideration as part of the draft annual plan adoption meeting.	<p>Parks - The feasibility report to identify suitable locations for a competition-level vert ramp for the skate community is nearing completion and is expected to be finalised in early 2026. Following this, staff will commence the design consent and cost reporting tasks in collaboration with the Ōtautahi Skate Collective. Adequate funding is available at the programme level to complete the design and construction of a ramp under CPMS 61783, with \$12.18M allocated for FY 2028–34. A change request would be required to bring funding forward to enable earlier completion of the project.</p>
Reduce KiwiRail crossing budgets	8	Johanson	Reduce KiwiRail crossing budgets by 70% and reduce Scruttons Rd Crossing to \$500,000.	<p>Transport - The advice provided to Councillors in September regarding KiwiRail projects remains current. Progress on the Scruttons Road crossing has advanced, with KiwiRail undertaking initial design work. While this is proceeding well and cost-effective solutions are being explored, the estimated cost of completion is likely to exceed \$500,000. Accordingly, staff do not recommend any reduction to the current budget.</p> <p>Should the full budget not be required for the Scruttons Road crossing, any remaining funds may be redirected to the next priority project within the programme. Previous staff and legal advice (PX) concerning the risks associated with removing or substantially reducing project budgets also remains valid.</p>
Homelessness consultation	9	Johanson	Prepare a consultation document on funding interventions to address homelessness as part of the draft annual plan	<p>Note: direction at the workshop was to consult on the council's role.</p>
Weaving the east	10	Johanson	That Council make budget provision for weaving the east funding of \$5 million in 26/27, \$10 million in 27/28, \$10 million in 28/29, \$10 million 29/30, and \$ 15 million in 30/31	
Homelessness consultation	11	Herz Jardine	Include the following as a consultation question: What role should Council play in housing provision: 1.No role 2.Support NGOs to build a range of housing options using rates-neutral loans, developer contributions and surplus land disposal 3.Council-led construction of housing options	<p>Note: direction at the workshop was to consult on the council's role.</p>
Foreshadowed Motions to Chair Recommendations 3a and 3c	12	Coker	#3:to consult on the Environmental Partnership Fund, pro-rata reduction and Climate Resilience Fund.	<p>These could be alternative Foreshadowed Motions to the Chair's Recommendations. Note that Chair Rec 3b is to consult on the pro-rata reduction to the contestable fund.</p> <p>3. Confirms the development of the draft Annual Plan includes: a. Consulting on 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%.</p> <p>c. Consulting on pausing the 0.25% rates increase for the Climate Resilience Fund in 2026/2, 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.</p>

Topic	No	Who	What	Status
	13	Donovan	11.34 am 17/12/25: Footpath Renewal – Pratt Street Request advice on available budgets and processes to repair or replace the footpath on Pratt Street, including whether this can be delivered through existing programmes or requires consideration through in the draft AP.	