Finance and Performance Committee
AGENDA

Notice of Meeting Te Pānui o te Hui:

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

Date: **Wednesday 22 April 2026**
Time: **9.30 am**
Venue: **Camellia Chambers, Civic Offices, 53 Hereford Street, Christchurch**

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

16 April 2026

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

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What is important to us?

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

Our focus this Council term
2022–2025

Strategic Priorities

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

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

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

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

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

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

Adopted by the Council on 5 April 2023

Our goals for this Long Term Plan
2024–2034

Draft Community Outcomes

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

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

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

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

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

Our intergenerational vision

A place of opportunity for all.

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



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

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

Chair	Councillor MacDonald
Deputy Chair	Councillor McLellan
Membership	The Mayor and all councillors are members of this committee.
Quorum	Half of the members if the number of members (including vacancies) is even, or a majority of members if the number of members (including vacancies) is odd
Meeting Cycle	Monthly
Reports To	Council

Delegations

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

An apology for absence was received from Councillor Harrison-Hunt.

2. Declarations of Interest Ngā Whakapuaki Aronga

Members are reminded of the need to be vigilant and to stand aside from decision-making when a conflict arises between their role as an elected representative and any private or other external interest they might have.

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

That the minutes of the Finance and Performance Committee meeting held on Wednesday, 25 March 2026 be confirmed (refer page 9).

4. Public Forum Te Huinga Whānui

A period of up to 30 minutes will be available for people to speak for up to five minutes on any issue that is not the subject of a separate hearing process.

Public Forum presentations will be recorded in the meeting minutes

5. Deputations by Appointment Ngā Huinga Whakaritenga

Deputations may be heard on a matter or matters covered by a report on this agenda and approved by the Chairperson.

Deputations will be recorded in the meeting minutes.

6. Presentation of Petitions Ngā Pākikitanga

There were no petitions received at the time the agenda was prepared.

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

Christchurch City Council

Christchurch City Council

Finance and Performance Committee
OPEN MINUTES

Date:	**Wednesday 25 March 2026**
Time:	**9.31 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 Tyrone Fields
	Councillor Tyla Harrison-Hunt
	Councillor Yani Johanson
	Councillor Aaron Keown
	Councillor Andrei Moore
	Councillor Mark Peters
	Councillor Tim Scandrett

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

Unconfirmed

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Part A **Matters Requiring a Council Decision**

Part B **Reports for Information**

Part C **Decisions Under Delegation**

Karakia Tīmatanga

The agenda was dealt with in the following order. Where no voting record is shown, the item was carried unanimously by those present.

1. Apologies Ngā Whakapāha

Part C

Committee Resolved FPCO/2026/00040

That the apologies from Councillor Herz Jardine for absence, Councillor Donovan for early departure, Mayor Mauger for partial absence and Councillor McLellan for lateness be accepted.

Councillor MacDonald/Deputy Mayor **Carried**

2. Declarations of Interest Ngā Whakapuaki Aronga

Part B

Councillor Coker declared an interest in Item 13 **–** *Red Bus Site – Transfer from CCHL to Council*.

Councillors Fields (Rod Donald Banks Peninsula Trust) and Harrison-Hunt (Riccarton Bush Trust) declared an interest in Item 15 **–** *Council-controlled Organisations - Half Year Performance Reports for the six months ending 31 December 2025.*

Deputy Mayor Henstock and Councillor McLellan declared an interest in Item 16 **–** *ChristchurchNZ Holdings Ltd - Half Year Performance Report for the period 1 July 2025 - 31 December 2025.*

Councillor Coker declared an interest in Item 17 **–** *Christchurch City Holdings Ltd - Interim Report 2025/26 and Quarter 2 'Traffic Lights' Performance Report.*

Councillors Coker, Fields and Keown declared an interest in Public Excluded Item 21 **–** *Venues Ōtautahi – Appointment of Director.*

Councillor Coker declared an interest in Public Excluded Item 22 **–** *Christchurch City Holdings Ltd – Strategic Update as at 31 December 2025.*

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

Part C

Committee Resolved FPCO/2026/00041

That the minutes of the Finance and Performance Committee meetings held on Wednesday, 25 February 2026 and Thursday, 12 March 2026 be confirmed.

Councillor MacDonald/Councillor Peters **Carried**

Unconfirmed

4. Public Forum Te Huinga Whānui

Part B
There were no public forum presentations.

5. Deputations by Appointment Ngā Huinga Whakaritenga

Part B
There were no deputations by appointment.

6. Presentation of Petitions Ngā Pākikitanga

Part B
There was no presentation of petitions.

Councillor Harrison-Hunt left the meeting at 9.36 am and returned at 9.38 am during consideration of Item 7.

7. Key Organisational Performance Results - February 2026

Committee Resolved FPCO/2026/00042

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the information in the Key Organisational Performance Results - February 2026 Report.

Councillor MacDonald/Mayor **Carried**

8. Financial Performance Report - February 2026

Committee Resolved FPCO/2026/00043

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the information in the Financial Performance Report - February 2026 Report.

Councillor MacDonald/Councillor Cotter **Carried**

Unconfirmed

Item 3 - Minutes of Previous Meeting 25/03/2026

9. Capital Programme Performance Report February 2026

Committee Resolved FPCO/2026/00044

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the information in the Capital Programme Performance Report February 2026.

Councillor MacDonald/Councillor Coker **Carried**

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

Committee Resolved FPCO/2026/00045

Officer Recommendations 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.

Mayor/Councillor Keown **Carried**

Deputy Mayor Henstock left the meeting at 10.01 am and returned at 10.06 am during consideration of Item 11.

Councillor Cotter left the meeting at 10.18 am during consideration of Item 11.

11. Venues Ōtautahi Ltd - Half year performance report for the six months ending 31 December 2025

Committee Resolved FPCO/2026/00046

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives Venues Ōtautahi Ltd - Half year performance report for the six months ending 31 December 2025.

Councillor MacDonald/Councillor Moore **Carried**

Attachments

A Venues Ōtautahi Ltd - Half year performance report for the six months ending 31 December 2025 - Presentation to Finance and Performance Committee

Unconfirmed

Councillor Cotter returned to the meeting at 10.23 am during consideration of Item 12.
Councillor Barber left the meeting at 10.23 am during consideration of Item 12.

12. Small business participation in procurement

Committee Resolved FPCO/2026/00047

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the information in the Small business participation in procurement Report.
2. Notes the progress being made in enabling small business participation in Council's procurement.

Councillor Harrison-Hunt/Mayor **Carried**

15. Council-controlled Organisations - Half Year Performance Reports for the six months ending 31 December 2025

Committee Resolved FPCO/2026/00048

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the half year performance reports for the period 1 July-31 December 2025 for the following Council-controlled organisations:
    a. Local Government Funding Agency;
    b. Te Kaha Project Delivery Ltd;
    c. Riccarton Bush Trust;
    d. Rod Donald Banks Peninsula Trust.

Councillor MacDonald/Councillor Coker **Carried**

13. Red Bus Site - Transfer from CCHL to Council

Committee Resolved FPCO/2026/00049

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the information in the Red Bus Site - Transfer from CCHL to Council Report.

Unconfirmed

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. Authorises the transfer of land located at 106/106A/106B Ferry Rd, being defined as the title schedule included in **Attachment A of this report** (the Red Bus Site), totalling an area of 2.7113ha in area, from Christchurch City Holdings Limited (or subsidiary of) to the Council.

4. (a) Notes that should the new lease to Environment Canterbury not be finalised by Christchurch City Holdings Limited prior to its transfer of the Red Bus Site to the Council, Council shall complete this process to grant a new lease over the land and improvements directly to Environment Canterbury, for a period up to 20 years, on commercial terms and in line with the previous Council resolution **CNCL/2025/00324** dated 10 September 2025, and

   (b) Delegates to the Chief Executive authority to complete all matters necessary to give effect to the transfer of the Red Bus Site from Christchurch City Holdings Limited (or subsidiary) to Council; and

   (c) further delegates to the Chief Executive, where the lease with Environment Canterbury has not been completed prior to the transfer of the Red Bus Site, authority to enter the lease with Environment Canterbury on the terms noted above in 4(a).

Mayor/Councillor Cartwright **Carried**

For	14	Councillor Barber, Councillor Cartwright, Councillor Cotter, Councillor Donovan, Councillor Fields, Councillor Harrison-Hunt, Councillor Johanson, Councillor Keown, Councillor MacDonald, Councillor McLellan, Councillor Moore, Councillor Peters, Deputy Mayor Henstock, Mayor Mauger
Against	1	Councillor Scandrett
Abstain	0	
TOTAL	15	
Conflict of Interest	1	Councillor Coker
Absent	1	Councillor Herz Jardine

The meeting adjourned at 10.34 am and reconvened at 10.54 am. Councillors Donovan and Harrison-Hunt were not present at this time.

Councillors Donovan and Harrison-Hunt returned to the meeting at 10.55 am during consideration of Item 14.
Councillor Cotter left the meeting at 11.11 am and returned at 11.14 am during consideration of Item 14.
Councillor Keown left the meeting at 11.31 am during consideration of Item 14.

Unconfirmed

Item 3 - Minutes of Previous Meeting 25/03/2026

14. 2025/2026 Annual Residents Survey Results

Committee Resolved FPCO/2026/00050

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives the information in the 2025/2026 Annual Residents Survey Results Report.

Mayor/Deputy Mayor **Carried**

Attachments

A 2025/2026 Annual Residents Survey Results - Presentation to Finance and Performance Committee

Councillor Keown returned to the meeting at 11.35 am during consideration of Item 16.
Councillor Cotter left the meeting at 11.59 am during consideration of Item 16.

16. ChristchurchNZ Holdings Ltd - Half Year Performance Report for the period 1 July 2025 - 31 December 2025

Committee Resolved FPCO/2026/00051

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives ChristchurchNZ Holdings Ltd - Half Year Performance Report for the period 1 July 2025 - 31 December 2025.

Mayor/Councillor Moore **Carried**

Attachments

A ChristchurchNZ Holdings Ltd - Half Year Performance Report for the period 1 July 2025 - 31 December 2025 - Presentation to Finance and Performance Committee

Unconfirmed

Councillor Cotter returned to the meeting at 12.02 pm during consideration of Item 17.

17. Christchurch City Holdings Ltd - Interim Report 2025/26 and Quarter 2 'Traffic Lights' Performance Report

Committee Resolved FPCO/2026/00052

Officer Recommendations accepted without change

Part C

That the Finance and Performance Committee:

1. Receives Christchurch City Holdings Ltd - Interim Report 2025/26 and Quarter 2 'Traffic Lights' Performance Report

Councillor MacDonald/Deputy Mayor **Carried**

Attachments

A Christchurch City Holdings Ltd - Interim Report 2025/26 and Quarter 2 'Traffic Lights' Performance Report - Presentation to Finance and Performance Committee

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

Committee Resolved FPCO/2026/00053

Part C

That Jackie Simons, Deputy Chairperson of Waitai Coastal-Burwood-Linwood Community Board, remains after the public have been excluded for Item 20 of the public excluded agenda.

AND

That Bryan Pearson, Chairperson, and Matthew Slater, Chief Executive, from Christchurch City Holdings Ltd remain after the public have been excluded for Items 21 and 22 of the public excluded agenda as they have knowledge that is relevant to that item and will assist the Council.

AND

That Sue Taylor, Head of Corporate Services, from Christchurch City Holdings Ltd remains after the public have been excluded for Item 21 of the public excluded agenda as she has knowledge that is relevant to that item and will assist the Council.

AND

That Alice Johnson, Portfolio Manager, from Christchurch City Holdings remains after the public have been excluded for Item 22 of the public excluded agenda as she has knowledge that is relevant to that item and will assist the Council.

AND

Unconfirmed

That at 12.14 pm the resolution to exclude the public set out on pages 792 to 795 of the agenda be adopted.

Councillor MacDonald/Councillor Moore **Carried**

The public were re-admitted to the meeting at 12.54 pm.

Karakia Whakamutunga

Meeting concluded at 12.54 pm.

CONFIRMED THIS 22ND DAY OF APRIL 2026

COUNCILLOR SAM MACDONALD
CHAIRPERSON

Unconfirmed

7. Key Organisational Performance Results - March 2026

Reference Te Tohutoro: 26/703231

Responsible Officer(s) Te Pou Matua: Peter Ryan, Head of Corporate Planning & Performance
Peter.Ryan@ccc.govt.nz

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 the report is 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 provides the year-end performance forecasts for 2025/26, as at 31 March 2026.

1.2 This is a staff generated report presented monthly to the Committee, and one of three monthly performance reports (the others being the Financial Report and the Capital Programme Performance Report).

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the information in the Key Organisational Performance Results - March 2026 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.

3.2 As this is an end of quarter report a view of all levels of service (by activity) is provided.

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 March 2026, 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
Service Delivery		
Deliver 'Community' Levels of Service to Target	>=85%	91.7%
Deliver 'Management' Levels of Service to Target	>=85%	88.7%
Overall Resident Survey Result *Enhance or maintain survey result for "Overall satisfaction with Council performance"*	Achieve	
Capital Projects		
Watchlist projects delivered to 'delivery complete' milestones (whole of life)	>=85%	90.9%
Non watchlist projects delivered to 'delivery complete' milestones (whole of life)	>=85%	90.8%
Planning % of FY27 funding programme budgets allocated (Projects Initiated) by 31 March 26	>=90%	95.4%
Planning % of FY28/FY29 funding programme budgets drawn down in CPMS by 30 June 26	>=90%	80.4%
Value for Money		
Demonstrate Value for Money by actively managing Activity Budgets	100%	92.3%
Deliver overall Capital Programme within approved budget	0% to -10%	-11.0%

4.4 Community Level of Service delivery is forecast at 91.7%, with an increase of 1.5% since February and ahead of the year end (YE) position for 2024/25. This performance target, which is inclusive of recently released annual Residents Satisfaction survey results, is tracking to achieve well above the ELT performance target of 85% and is at its highest level in many years.

4.5 Management Level of Service delivery is forecast at 88.7%, showing a slight decrease of 0.3% from reporting for February (89.0%). This forecast also remains ahead of the YE position for 2024/25 and is on track to achieve the ELT performance target of 85%.

4.6 Watchlist project milestone delivery is forecast at 90.9%, showing no change from February. This is well ahead of the combined YE project milestone delivery result for 2024/25 (80.2%).

4.7 Non-watchlist project milestone delivery is forecast at 90.8%, showing a sizeable increase of 6.1% from February reporting (84.7%). Both ELT performance targets are forecast to be met.

4.8 FY2027 Capital programme planning (projects initiated by 31 March 2026) is at 95.4% year-to-date, meeting the ELT performance target of 90%.

4.9 FY2028/2029 Capital programme planning (funding programme budgets drawn down by 30 June 2026) is reporting 80.4% year-to-date. While this is a small improvement on February (0.3%) further progress is required over the next three months for the ELT performance target of 90% to be met.

4.10 Activity budgets, actively managed to budget is forecast at 92.3%, decreasing 2.6% from February (94.9%). While three activities are now forecast as unfavourable against budget, overall Council is within budget.

4.11 Deliver Capital Programme within approved budget is forecast at -11%, remaining consistent month to month since October 2025. Presently this is forecast to not achieve the ELT performance target of within 0% to -10% of approved budget.

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 in the table 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 overall year-end performance results.

Service Delivery Community Levels of Service	2025/2026		B/R/A/G	2024/2025	2023/2024	2022/2023	Target
	✓	91.7%	0/7/9/177	87.5%	82.2%	81.8%	≥85%
	▲	1.5%					
Service Delivery Management Levels of Service	2025/2026		B/R/A/G	2024/2025	2023/2024	2022/2023	Target
	✓	88.7%	0/12/20/251	89.1%	84.8%	83.2%	≥85%
	▼	-0.3%					

**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 91.7%, with an increase of 1.5% since February, remaining ahead of the year-end June 2025 result, 87.5%. This improvement is primarily due to inclusion of the annual Residents Satisfaction survey results, which helps solidify the performance forecast towards year-end.

5.3 Management Level of Service delivery is forecast at 88.7%, a decrease of 0.3% from reporting for February (89.0%). The forecast remains consistent with the year-end position for 2024/25 (89.1%). Both are forecast to meet ELT performance targets.

5.4 Changes in activity level of service forecasts (between February and March - both favourable and unfavourable) are noted below. Further detail on each is in Attachment 1.

5.4.1 Favourable changes for 6 activities (levels of service from red or amber to green)

- Water Supply (Responsiveness to water supply problems and Consumption of drinking water)
- Parks and Foreshore (Presentation of Parks)
- Transport (Footpath condition)
- Christchurch Art Gallery (Climate control)
- Solid Waste & Resource Recovery (Recycling material collected)
- Asset Management and Facilities (Safe vehicle fleet and reducing greenhouse gas emissions)

5.4.2 Unfavourable forecast changes for 5 activities (levels of service from green to amber or red):

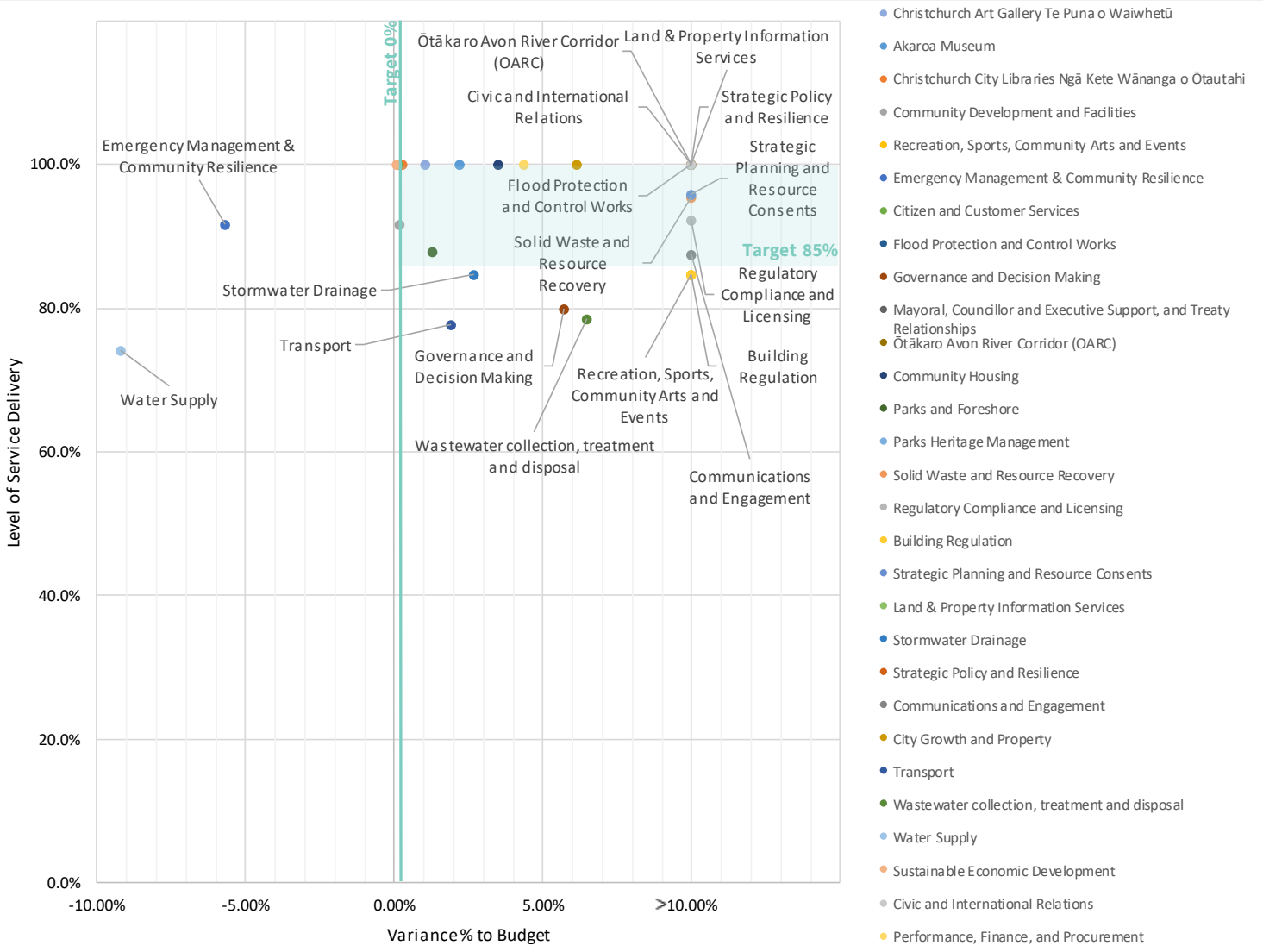
- Wastewater Collection, Treatment and Disposal (Abatement notice)
- Parks and Foreshore (Presentation of Cemeteries)
- Digital (Projects managed to budget) - (Noting separately that Digital will be providing a quarterly report to the Committee in May 2026).
- Asset Management and Facilities (Reducing energy consumption)
- Programme Management Office (Effective and efficient Programme Management Office)

5.5 Staff will continue to support Heads of Service to continue increasing service delivery performance.

5.6 Attachment A provides details for levels of service exceptions, including manager comments and remedial actions. Each quarter (September, December, March, year-end) a view of all levels of service (by activity) is provided.

5.7 The scatter-diagram below shows forecast activity performance, comparing LOS delivery performance (Community and Management LOS), against forecast activity budget performance (over- or under-spend):

- across all listed activities, level of service delivery forecasts range from 33.3% to 100%, noting the activities within the shaded area are meeting the 85% service delivery target and have favourable budget forecasts.
- the vertical y-axis shows forecast service delivery (LOS) performance.
- the horizontal x-axis shows forecast budget over/underspend, with those activities to the left of the vertical target line reporting unfavourable budget forecasts (forecast to be overspent or under-recovered at year-end).
- while some activities may be unfavourable against budget, overall Council is within budget.



5.8 The table below provides further detail on all of Council's activities, and their forecast level of service delivery against budget variance (net controllable cost) and refer paragraph 7.3 – 7.6 for more analysis.

Performance by Activity

Activity	Full Year Forecast	Full Year Budget	Carry Forwar	Variance after Carry Forwa	Variance % after Carry Forwarc	Delivery Percentag
Water Supply	$26,026,353	$23,831,579	$0	-$2,194,774	-9.21%	74.2%
Emergency Management & Community Resilience	$1,809,168	$1,711,659	$0	-$97,509	-5.70%	91.7%
Risk & Assurance	$3,028,238	$2,867,155	$0	-$161,083	-5.62%	100.0%
Ōtākaro Avon River Corridor (OARC)	$0	$587,175	$587,175	$0	0.00%	100.0%
Sustainable Economic Development	$15,700,626	$15,710,438	$0	$9,812	0.06%	100.0%
Citizen and Customer Services	$7,413,192	$7,423,717	$0	$10,525	0.14%	100.0%
Christchurch City Libraries Ngā Kete Wānanga o Ōtautahi	$33,991,020	$34,074,864	$0	$83,844	0.25%	100.0%
Digital	$58,379,666	$58,891,395	$0	$511,729	0.87%	84.2%
Christchurch Art Gallery Te Puna o Waiwhetū	$8,192,333	$8,276,220	$0	$83,886	1.01%	100.0%
Community Development and Facilities	$41,846,178	$41,917,257	-$373,600	$444,679	1.06%	91.7%
Parks and Foreshore	$42,190,453	$42,726,418	$0	$535,965	1.25%	87.9%
Facilities & Asset Planning	$19,854,193	$20,217,638	$0	$363,445	1.80%	92.9%
Transport	$36,522,584	$37,221,283	$0	$698,699	1.88%	77.8%
Akaroa Museum	$451,108	$461,268	$0	$10,160	2.20%	100.0%
Stormwater Drainage	$12,775,772	$13,125,970	$0	$350,198	2.67%	84.6%
Community Housing	-$10,380,894	-$10,031,121	$0	$349,772	3.49%	100.0%
Legal Services	$4,267,406	$4,427,406	$0	$160,000	3.61%	100.0%
Governance and Decision Making	$11,847,348	$12,562,310	$198,969	$515,993	4.11%	80.0%
Performance, Finance, and Procurement	$10,792,103	$11,280,506	$0	$488,403	4.33%	100.0%
City Growth and Property	$3,383,250	$3,604,934	$65,308	$156,376	4.34%	100.0%
Wastewater collection, treatment and disposal	$27,620,501	$29,531,529	$0	$1,911,029	6.47%	78.6%
People and Capability	$3,390,036	$3,801,671	$0	$411,635	10.83%	87.5%
Building Regulation	-$5,021,596	-$4,514,771	$0	$506,824	11.23%	84.6%
Flood Protection and Control Works	$5,729,427	$6,506,228	$0	$776,800	11.94%	100.0%
Recreation, Sports, Community Arts and Events	$26,810,713	$31,819,479	$1,026,861	$3,981,905	12.51%	84.6%
Business Support & Continuous Improvement	$2,943,876	$3,367,835	$0	$423,959	12.59%	100.0%
Solid Waste and Resource Recovery	$39,305,296	$45,003,078	$0	$5,697,783	12.66%	95.5%
Communications and Engagement	$4,594,827	$5,275,809	$0	$680,981	12.91%	87.5%
Strategic Policy and Resilience	$4,010,198	$4,714,493	$0	$704,295	14.94%	100.0%
Technical Services and Design	-$4,779,249	-$4,128,402	$0	$650,847	15.77%	33.3%
Mayoral, Councillor and Executive Support, and Treaty Relationships	$3,052,711	$3,632,590	$0	$579,879	15.96%	100.0%
Civic and International Relations	$810,684	$971,581	$0	$160,897	16.56%	100.0%
Strategic Planning and Resource Consents	$8,668,781	$11,922,368	$477,834	$2,775,753	23.28%	95.8%
Parks Heritage Management	$802,509	$1,158,845	$80,000	$276,336	23.85%	100.0%
Strategic Asset Management	$816,711	$1,110,939	$0	$294,228	26.48%	100.0%
Programme Management Office	-$239,289	-$186,863	$0	$52,426	28.06%	80.0%
Regulatory Compliance and Licensing	$1,668,692	$2,621,461	$0	$952,769	36.34%	92.3%
Land & Property Information Services	-$2,600,885	-$1,737,306	$0	$863,579	49.71%	100.0%
Vertical Capital Delivery	-$687,825	-$351,896	$0	$335,928	95.46%	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 capital spend against budget is shown at paragraph 7.10 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
	✓	90.9%	0/1/1/20	80.2%	88.0%	100.0%	≥85%
	↔	0.0%					
Capital Projects Non watchlist projects	2025/2026		B/R/A/G	2024/2025	2023/2024	2022/2023	Target
	✓	90.8%	0/67/7/727	80.2%	86.0%	84.0%	≥85%
	▲	6.1%					

6.2 Capital Watchlist project milestone delivery performance, of the core capital programme, is forecast at 90.9%, with no change since February. The ELT target of 85% is now forecast to be met.

6.3 Capital Non-Watchlist projects milestone delivery performance is forecast at 90.8%, a sizeable increase of 6.1% from February, now above the ELT target of 85%.

6.4 A capital project change process was run with Heads of Service during March to align baseline delivery milestones with the approved capital programme budget changes adopted by Council with the Draft Annual Plan 2026/27 (where capital project funding was re-prioritised into 2027/28 and years beyond). This has meant approximately 50 additional projects are now forecast to meet the baseline delivery milestone compared to the previous month.

Capital project planning

6.5 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	✓	95.4%	90%	93%	90%	>=90%
	▲	0.3%				
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	×	80.4%	88%	86%	90%	>=90%
	▲	0.3%				

6.6 Capital projects planning % for FY2027 (projects initiated by 31 March 2026) is at 95.4% year-to-date, an increase of 0.3% from February reporting. The ELT target of 90% has been met.

6.7 Capital projects planning % for FY2028/2029 (funding programme budgets drawn down by 30 June 2026) is reporting 80.4% year-to date, an increase of 0.3% from February, moving closer to the ELT target of 90%. There is sufficient time remaining this financial year for this performance target to be met if focus and support is maintained over the coming months.

6.8 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 operational activities and whether

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 (net controllable cost, after carry-forwards), noting that overall Council is forecast to have a favourable expenditure variance to budget. The three activities currently forecast to overspend are Water Supply, Emergency Management & Community Resilience, and Risk and Assurance. Sustainable Economic Development and Citizen & Customer Services are being monitored to manage risk of movement into an unfavourable forecast.

7.4 The current Water Supply activity full-year forecast reflects that the current financial trends are expected to continue. Excess water revenue is forecast to be under budget, higher water reticulation maintenance costs are forecast. It should be noted that the Wastewater activity is showing favourable variances in these categories (excluding excess water) so overall, Three Waters is forecast to deliver a favourable result.

7.5 Emergency Management & Community Resilience activity forecast overspend is due to the recovery and response to the wet weather event in February 2026.

7.6 The Risk and Assurance activity is forecast to be overspent reflecting centralisation of costs relating to injury management, rather than the costs being allocated to the unit of the affected staff member. Centralising costs provides greater visibility, improves reporting and enables coordinated responses to injury and workplace health and safety management.

7.7 A summary of activity budget forecasts is presented in the table referenced at paragraph 5.8.

7.8 Attachment A is summary of performance targets for major Council activities, detailed levels of service forecasts, exceptions, and activity budget forecasts with commentary from accountable managers.

7.9 The Financial Performance Report provides further analysis of financial exceptions and variances.

7.10 Monitoring capital programme budget performance is also part of the Value for Money goal. The table below summarises the forecast capital expenditure, which is currently forecast to not meet the ELT target of between 0% to -10% of budget.

	2025/2026		Forecast	Budget	2024/2025	2023/2024	2022/2023	Target
Value for Money Capital Expenditure	✕	**-11.0%**	$500m	$561.8m	$480.3m	$501.7m	$452.1m	=< 0%
	▼	-0.03%						

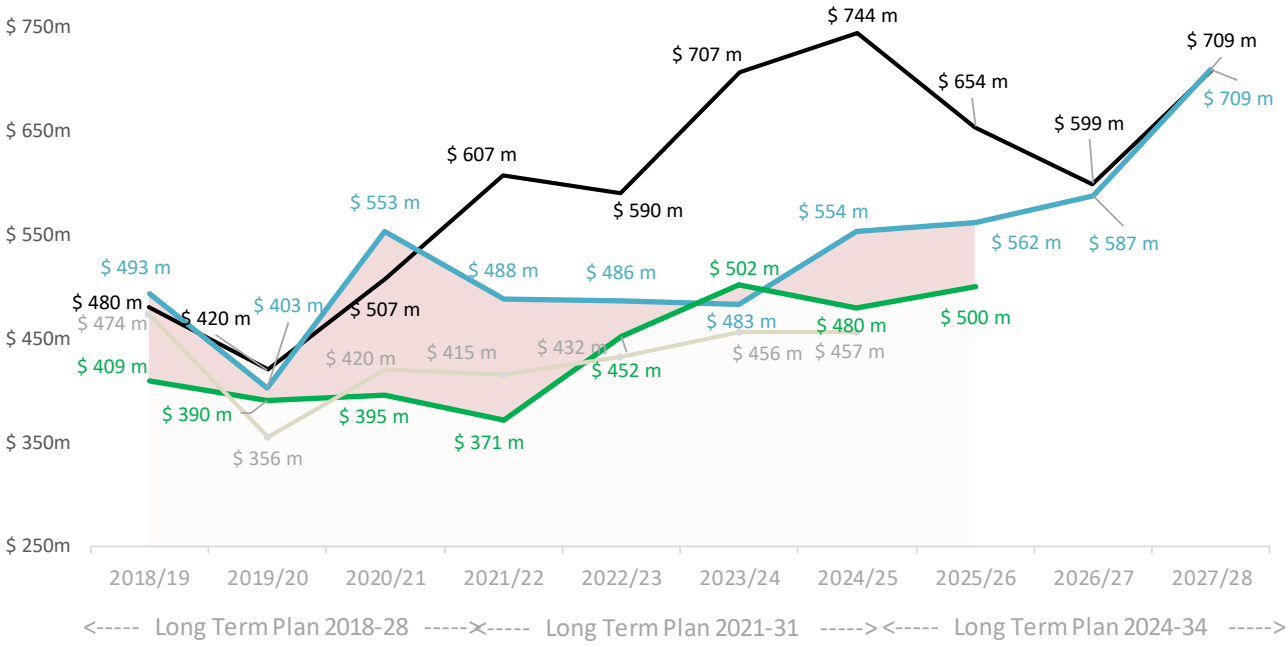
7.11 Reporting against the performance target includes Council's core and externally funded work, regardless of funding source, but excludes One New Zealand Stadium at Te Kaha.

7.12 The current year forecast variance of -11.0% remains generally consistent with reporting since October 2025. This is based on the current year budget of $561.8M against a forecast spend of $500M (underspend -$61.8M).

7.13 This compares with the prior year's year-end budget of $553.7M which recorded an underspend of -$73.4M, an unfavourable variance of -13.3%. More detailed information is provided in both the Financial Performance and Capital Programme Performance reports.

7.14 Set out below is the forward view of capital delivery performance (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.

7.15 This view now includes the adopted capital programme from the LTP 2024-34 as updated through the Draft Annual Plan 2026/2027, adopted on 10-12 February 2026. Further adjustments will be made as required with adoption of the final Annual Plan. Staff note that the capital programme for 2027/28 will be reassessed to reflect both deliverability and affordability as part of developing the LTP 2027-37.



<----- Long Term Plan 2018-28 -----><----- Long Term Plan 2021-31 -----> <----- Long Term Plan 2024-34 ----->

Planned delivery budget :	Total amount finalised in each Long Term Plan or subsequent Annual Plan. Includes Core Council programme, carry-forwards, and One New Zealand Stadium at Te Kaha.
Total budget Council delivered :	Core Council funded programmes, excluding One New Zealand Stadium at Te Kaha. *The gap between the blue line and black line consists of the planned spend for One New Zealand Stadium at Te Kaha.
Core CCC programme planned delivery :	Planned Council-only delivery (excluding One New Zealand Stadium at Te Kaha).
Forecast / actual Council delivered :	Amount spent or forecast to spend on Council delivery in a given year (Core funded programmes, excluding One New Zealand Stadium at Te Kaha).

7.16 The extended black line is the full planned delivery budget including One New Zealand Stadium at Te Kaha, as adopted through the Draft Annual Plan 2026/2027 (including confirmed carry forwards from 2024/25).

- For 2026/27 the planned budget has changed from $787M to $599M.
- The year 2027/28 planned budget has changed from $711M to $709M.
- Almost all the adjusted planned budget has been moved to the years 2028/29 to 2033/34.

7.17 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 between $554M to $587M for the first three years of the LTP 2024-34 (2024/25 to 2026/27), increasing to $709M for 2027/28.
- Noting that the capital programme and budget for 2027/28 and beyond will be reassessed as part of the Long-Term Plan 2027-2037.

7.18 The Council capital delivery (green line) for 2025/2026 is forecast at $500M against the programme budget of $562M (rounded) (blue line), which equates to 89.0% of budget.

7.19 Figures provided reconcile with the Financial Performance and Capital Programme Performance reports.

8. Responses to questions from Councillors

8.1 There are no outstanding responses.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A	Service Delivery Summary (Levels of Service)	26/704441	28

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
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Christchurch City Council

Long-term Plan 2024-34

Activity: Water Supply (March 2026)

Christchurch City Council

Overall Level of Service Forecast  74%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment	
						Comment	Remedial actions
■	$26,026,353	$23,831,579	$0	-$2,194,774	-9%	Water Supply is now forecasting an overspend of $2M.	Review water supply forecast.

(Controllable net cost of service after carry-forwards)

Activity: Water Supply - Level of Service Details

Council operates water supplies in a reliable manner

 80%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Number of unplanned interruptions per 1,000 properties served per year (12.0.1.2)	C	<=41	●	March 8.67	NB Connections confirmed at year end - calculation completed at this time. Preliminary calculations based on FY25 connections of 166,350 thousand indicate will meet goal.	
LTP/AP25: Proportion of residents satisfied with reliability of water supplies (12.0.1.13)	C	>=80%	●	82% satisfaction		
LTP/AP25: Number of continuities of supply complaints per 1,000 connections served per year (DIA 4e) (12.0.1.7)	M	<=2.0	●	Year to date only 25 complaints.	NB Connections confirmed at year end - calculation completed at this time. Given small number of complaints forecast to meet goal.	
LTP/AP25: Number of pressure or flow complaints per 1,000 connections per year (DIA 4d) (12.0.1.8)	M	<=2	●	1.20 per 1000.	Will meet target.	
LTP/AP25: Weekly average of the number of unplanned interruptions of greater than 4 hours duration each year (12.0.1.1)	M	<=1.2	●	Year to date 5.66 March 4.92 March - 405 reactive water shut offs occurred across the network.		Continue to work with maintenance contractor however the level of reactive/unplanned water shut offs is reflective of the condition of the water network and is not expected to change in the short term.

Council provides high quality water that residents are satisfied with

 100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Proportion of residents satisfied with quality of Council water supplies (12.0.2.19)	C	>=54%		59% satisfaction		
LTP/AP25: Total number of complaints received by Council about (DIA 4) (12.0.2.16):a) Drinking water clarityb) Drinking water tastec) Drinking water odourd) Pressure or flowe) Continuity of supplyf) Council's response to any of these waster supply issuesper 1,000 connections served per year (12.0.1.16)	C	<=6.6				
LTP/AP25: Number of water clarity complaints per 1,000 connections per year (DIA 4a) (12.0.2.13)	M	<=1.0		0.72 per 1000	Will meet target. Noting that numbers have increased on previous year for the same time period.	
LTP/AP25: Number of water odour complaints per 1,000 connections per year (DIA 4c) (12.0.2.14)	M	<=0.5		0.14 per 1000.	We will meet the target. Odour-related service tickets have increased less in the past month than in February. There are no identified issues with the water supply. It would appear that the increased media attention and ongoing visibility of odour concerns at the Christchurch Wastewater Treatment Plant appear to be influencing public perception, contributing to the rise in odour reports last month and this is returning to more normal levels this month.	
LTP/AP25: Number of water taste complaints per 1,000 connections per year (DIA 4b) (12.0.2.15)	M	<=0.5		0.24 per 1000.	Will meet target.	

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

33%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Proportion of customers connected to water supply zones with an up-to-date Taumata Arowai registered Water Safety Plan (12.0.2.1)	C	100%		100%		
LTP/AP25: Water supplied is compliant with the DWQA Rules (Bacteria compliance) (DIA 1a) (12.0.2.9)	C	All met			The target was not met during FY25.In Christchurch City, apart from Main Pumps and Tanner 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 review by Taumata Arowai.	

LTP/AP25: Water supplied is compliant with the DWQA Rules (Protozoal compliance) (DIA 1b) (12.0.2.10)	C	All met		Partially met	The target was not met during FY25. The final results will take into account how many days per year each supply was compliant.	
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%		100%	The backflow register is now operational, and we will be able to provide accurate reporting moving forward. Council owned devices have now been audited and recorded on the register. We are working on the next steps to address privately-owned devices through the building consenting process and site audits.	Continue to actively manage the backflow register. There is still risk that the LoS won't be met as we need 100% of all devices to have had an annual compliance check. If one is missed or late the measure won't be achieved.
LTP/AP25: Proportion of micro-biological drinking water samples collected and analysed by an IANZ accredited and Ministry of Health/Taumata Arowai registered laboratory (12.0.2.21)	M	100%				
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%		82%	200 tests completed - 82% for March scheduled tests. Contractor has lost two staff in the last month and struggling with resourcing. March tests will be completed in April. The backflow register is now operational, and we will be able to provide accurate reporting moving forward.	Continue to actively manage the backflow register. There is still risk that the LoS won't be met as we need 100% of all devices to have had an annual compliance check. If one is missed or late the measure won't be achieved.

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Median time (in hours) from notification to attendance of non-urgent callouts (DIA 3c) (12.0.1.9)	C	<=72		Year to date 9 hours 55 minutes March 11 hours 6 minutes		
LTP/AP25: Median time (in hours) from notification to attendance of urgent call-out (DIA 3a) (12.0.1.10)	C	<=1		Year to date 31 minutes March 33 minutes		
LTP/AP25: Median time (in hours) from notification to resolution of non-urgent callouts (DIA 3d) (12.0.1.11)	C	<=96		Year to date 19 hours 39 minutes March 20 hours 3 minutes		
LTP/AP25: Median time (in hours) from notification to resolution of urgent callouts (DIA 3b) (12.0.1.12)	C	<=5		Year to date 1 hour 42 minutes March 1 hour 42 minutes		
LTP/AP25: The proportion of residents satisfied with Council responsiveness to water supply problems (12.0.1.14)	C	>=70%		70% satisfaction		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
LTP/AP25: Number of complaints regarding Council's response to complaints about drinking water	M	<=0.6		0.22 per 1000.	Will meet target.	

taste, odour, clarity, pressure or flow, or continuity of supply per 1,000 properties connected to the Council's water supply system per year (DIA 4f) (12.0.1.15)						

Council water supply networks and operations are sustainable



67%

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	<=300		274	This LoS can only be confirmed at the end of the financial year. Rolling year result was estimated with FY25 Non-residential water use.	Working on leak reduction: leak detection contract targeted to ILI=D water loss zones. Smart water meter roll out is underway: ability to do a water balance to measure consumption more accurately.
LTP/AP25: Percentage of real water loss from Council's water supply reticulated network (DIA 2) (12.0.6)	C	<=25%		24.2%		
LTP/AP25: 10 year rolling historic ratio of renewals to depreciation (12.0.15)	M	>=70%				
LTP/AP25: Annual average power (kWh of electricity) used to pump each cubic metre of water (12.0.4)	M	<=0.35		March result unavailable due to staff shortages, but February result 0.34 against the target of <=0.35, year to date is trending above target at 0.36	The rating will remain as changed previously from "Requires remedial action" to "Will not meet target " as the results remain very close to the target and might not meet the end of year target.	The KPI cannot always be met because operational requirements dictate that we use the pumps necessary to meet system demand, which means the reticulation as a whole may not be operating at its most energy-efficient points
LTP/AP25: Average Infrastructure Leakage Index (ILI) for all Council water loss zones (12.0.6.2)	M	<=3.28		3.36	The target was not met during FY25. The ILI has improved from 4.26 in FY25 to 3.36 (interim result). It's expected that the final result for FY26 will not differ too much from the interim result as most of the leak detection work is finished, however the water supplied to the network and other parameters as pressure and number of connections may impact the final results.	Working on leak reduction: leak detection contract targeted to ILI=D water loss zones.
LTP/AP25: Increase Water Supply Asset Management Maturity towards agreed, appropriate level (12.0.16)	M	77			The target was not met during FY25. The results will be updated once the AMMA results are released.	Working towards implementing the Water Services Delivery Improvement Plan actions that will impact future AMMA scores (Asset Management Improvement Plan, asset data base review and update)
LTP/AP25: Number of infringement notices for major or persistent breaches of resource consents regarding the operation of the water supply network, as reported by ECan or Council (12.0.5)	M	0				
LTP/AP25: Peak day demand of drinking water in L per connection per day (12.0.10)	M	<=1400		1069	litres/household/day on 7/12/2025 in Christchurch and Brooklands/ Kainga	

LTP/AP25: Peak hour demand of drinking water in L per connection per hour (12.0.11)	M	<=95		72	litres/household/hour in Christchurch and Brooklands/ Kainga	

Long-term Plan 2024-34

Activity: Wastewater collection, treatment and disposal (March 2026)

Overall Level of Service Forecast



79%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment	
						Comment	Remedial actions
	$27,620,501	$29,531,529	$0	$1,911,029	6%	Water Supply is now forecasting an overspend of $2M.	Review water supply forecast.

(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



67%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Number of abatement notices, infringement notices, enforcement orders and convictions regarding Council resource consents related to discharges from wastewater systems per year (DIA 2) (11.1.2)	C	0		An Abatement Notice was received for CRC164462 on 26/02/2026,	This target will not be met, as we now have more than 0 notices issued for this year.	Our solution for this Abatement Notice has been to work closely with ECAN to ensure we meet all the targets set in the abatement notice on time.
LTP/AP25: Number of abatement notices regarding Council resource consents related to discharges from wastewater systems per year (DIA 2a) (11.1.2.1)	M	0		An Abatement Notice was received for CRC164462 on 26/02/2026,	This target will not be met, as we now have more than 0 notices issued for this year.	Our solution for this Abatement Notice has been to work closely with ECAN to ensure we meet all the targets set in the abatement notice on time.
LTP/AP25: Number of convictions regarding Council resource consents related to discharges from the wastewater systems per year (DIA 2d) (11.1.2.2)	M	0				
LTP/AP25: Number of enforcement orders regarding Council resource consents related to discharges from wastewater systems per year (DIA 2c) (11.1.2.3)	M	0				
LTP/AP25: Number of infringement notices regarding Council resource consents related to discharges from wastewater systems per year (DIA 2b) (11.1.2.4)	M	0				

LTP/AP25: Proportion of externally reported sampling and testing completed by an IANZ accredited laboratory (11.1.4)	M	100%				

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



75%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Percentage of total wastewater gravity network pipework length at condition grade 5 (very poor) (11.0.1.18)	C	<=18%		6.65%		
LTP/AP25: Proportion of residents satisfied with the reliability and responsiveness of wastewater services (11.0.1.16)	C	>=70%		67% satisfaction		Continue to make improvements where we can across Three Waters. Quarterly report provides further insights to improvements being made. Further review of resident's survey to come.
LTP/AP25: Total number of complaints received per 1000 connections by Council per year about (DIA 4): a) Wastewater odourb) Wastewater system faultsc) Wastewater system blockagesd) Council's response to wastewater issues (11.0.1.10)	C	<=10.7		Year to date only 62 complaints in total.	NB Connections confirmed at year end - calculation completed at this time. Given small number of complaints forecast to meet goal.	
LTP/AP25: Annual number of properties affected by wastewater blowbacks due to maintenance work carried out by the Council or its contractors (11.0.1.15)	M	<35				
LTP/AP25: Number of wastewater odour complaints per 1,000 connections to the wastewater network per year (DIA 4a) (11.0.1.8)	M	<=0.6		Year to date 42 complaints	NB Connections confirmed at year end - calculation completed at this time. Given small number of complaints forecast to meet goal.	
LTP/AP25: Number of wastewater system blockage complaints per 1,000 connections to the wastewater network per year (DIA 4c) (11.0.1.7)	M	<=6		Year to date 1 complaint	NB Connections confirmed at year end - calculation completed at this time. Given small number of complaints forecast to meet goal.	
LTP/AP25: Number of wastewater system fault complaints per 1,000 connections to the wastewater network per year (DIA 4b) (11.0.1.9)	M	<=4.0		Year to date 1 complaint	NB Connections confirmed at year end - calculation completed at this time. Given small number of complaints forecast to meet goal.	
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%		74.31%	At present 140.79 kms of high consequence of failure pipe are at a point in their lifespan where inspection is required with 104.63 kms of this length inspected. This equates to 74.31% performance against the target. To meet the current years target, 0.97 kms pipe requires inspection, costing $31,000.	Investigate provision of additonal 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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Median time (in hours) from notification to attendance of overflows resulting from network faults (DIA 3a) (11.0.1.5)	C	<=1		Year to date 39 minutes March 41 minutes		
LTP/AP25: Median time (in hours) from notification to resolution of overflows resulting from network faults (DIA 3b) (11.0.1.6)	C	<=12		Year to date 2 hours 46 minutes March 2 hours 4 minutes		
LTP/AP25: Median time (in hours) from notification to arrival on-site for non-urgent faults on rural wastewater networks (DIA 3a) (11.0.6.3)	M	<=120		14 hours 23 minutes		
LTP/AP25: Median time (in hours) from notification to arrival on-site for non-urgent faults on urban wastewater networks (DIA 3a) (11.0.6.2)	M	<=120		Year to date 2 hours 8 minutes March 47 minutes		
LTP/AP25: Median time (in hours) from notification to arrival on-site for urgent faults on rural wastewater networks (DIA 3a) (11.0.1.1)	M	<=2		March 9 minutes		
LTP/AP25: Median time (in hours) from notification to arrival on-site for urgent faults on urban wastewater networks (DIA 3a) (11.0.1.2)	M	<=1		Year to date 39 minutes March 38 minutes		
LTP/AP25: Number of complaints regarding Council's response to issues with the Council wastewater system per 1,000 connections to the wastewater network per year (DIA 4d) (11.0.6.4)	M	<=0.1		Year to date 2 complaints	NB Connections confirmed at year end - calculation completed at this time. Given small number of complaints forecast to meet goal.	

Council wastewater networks and operations are sustainable

67%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: 10 year rolling historic ratio of renewals to depreciation (pipe reticulation) (11.1.10)	M	>=45%				
LTP/AP25: Increase Wastewater Asset Management Maturity towards agreed, appropriate level (11.1.11)	M	>=77			The target was not met during FY25. The results will be updated once the AMMA results are released.	Working towards implementing the Water Services Delivery Improvement Plan actions that will impact future AMMA scores (Asset Management Improvement Plan, asset data base review and update)

LTP/AP25: Power consumption - kWh of electricity per cubic metre wastewater treated at the Christchurch wastewater treatment plant (11.1.5.1)	M	<=0.55		March result unavailable due to staff shortages, but February result 0.36 against a target of <=0.55, year to date is 0.37	Current trend indicates end of year target on course to be met	Current trend indicates end of year target on course to be met
LTP/AP25: Power consumption - kWh of electricity per kilogram of chemical oxygen demand (COD) removed at the Christchurch wastewater treatment plant (11.1.5.2)	M	<=1.2		March result unavailable due to staff shortages, but February result of 0.71 against the target of <=1.2, year to date is 0.70	Current trend indicates end of year target on course to be met	Current trend indicates end of year target on course to be met
LTP/AP25: Proportion of biosolids diverted from landfill (beneficially reused) (11.1.3.1)	M	>=80%		March result unavailable due to staff shortages, but February result of 100% against the target of 80%, year to date is 83%	Despite some planned short-term down time this month, it is anticipated that this currrent rate of performance can be achieved for the rest of the year to meet target.	Resources are being dedicated to try and restore the reliable performance of the sludge dryer, which appears to be workign with more reliable performance of the sludge dryer
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%		March result unavailable due to staff shortages, but February result 34% against the target of >=30%, year to date is 38%	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". Furthermore, both engines have had to receive reactive maintenance with associated downtime, meaning that we will be dropping lower towards the limit	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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Number of dry weather overflows from wastewater systems per 1,000 connections per year (DIA 1) (11.0.5.2)	C	<=0.7		0.05		

Christchurch City Council

Long-term Plan 2024-34

Activity: Vertical Capital Delivery (March 2026)

Christchurch City Council

Overall Level of Service Forecast 100%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	-$687,825	-$351,896	$0	$335,928	-95%		

(Controllable net cost of service after carry-forwards)

Activity: Vertical Capital Delivery - Level of Service Details

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Delivery of the day-to-day capital programme (Capital delivery - project management) of approved milestones, due for the financial year, are achieved within the year (13.7.26.11)	M	85%		Of the 37 projects in my portfolio, 12 are forecast to finish this FY. Of those 12, all are forecast to meet milestone 100%	Of the 37 projects in my portfolio, 12 are forecast to finish this FY. Of those 12, all are forecast to meet milestone 100%	.
LTP/AP25: Delivery of the day-to-day capital programme (Capital delivery - project management) to approved timeframes for whole of life (13.7.26.13)	M	85%		Of the 34 projects in my portfolio all 34 are forecast to finish to milestones. 100%	Of the 34 projects in my portfolio all 34 are forecast to finish to milestones. 100%	.
LTP/AP25: Delivery of the day-to-day capital programme (Capital delivery - project management), Capital programme expended from the approved annual budget including carry overs (13.7.26.12)	M	85%		37 projects Annual Year Budget $146.3M Forecast Year Budget = $130.0M 88.8%	37 projects Annual Year Budget $146.3M Forecast Year Budget = $130.0M 88.8%	.

LTP/AP25: Health and safety professionally managed to minimise clients to legal and statutory exposure (13.7.31)	M	100% relevant project documents and templates contain H&S item				
LTP/AP25: Provide specialist technical advice to Project sponsors and stakeholders (13.7.29.1)	M	Provide membership to PCG/PSG as sponsors - 100% for ongoing projects at delivery and development stage				

Christchurch City Council

Long-term Plan 2024-34

Activity: Transport (March 2026)

Christchurch City Council

Overall Level of Service Forecast



78%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment	
						Comment	Remedial actions
	$36,522,584	$37,221,283	$0	$698,699	2%		

(Controllable net cost of service after carry-forwards)

Activity: Transport - Level of Service Details

Our networks and services are environmentally sustainable and increasingly resilient



90%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Improve customer satisfaction with public transport facilities (quality of bus stops and bus priority measures) (10.4.4)	C	>=73%		79% satisfaction	The data used for this target is based on the results of the annual residents survey. This is normally conducted later in the year. The data from last year's survey showed that we exceeded the target set by 6%.	We will continue with the programs of to further improve enforcement and the up upgrade of bus stops and associated facilities.
LTP/AP25: Improve the perception (resident satisfaction) that Christchurch is a cycling friendly city (10.5.2)	C	>=67%		71% satisfaction	This KPI is measured on an annual basis taken from the Resident Survey 2025. LoS target of 67% has been achieved.	
LTP/AP25: Increase the infrastructure provision for active and public modes (10.5.42)	C	>= 635 kilometres (total combined length)		643 kilometres	The target has been met. Cycle provision continues to increase as more sections of the MCR projects are delivered, and bus lanes on Lincoln Road will also add to the total. Current numbers are: 620km of cycleways; 23km of PT priority lanes.	There are significant pieces of infrastructure either in or about to enter construction that would improve this. These include: - Sections of Nor'West Arc Section 3 and South Express - Lincoln Road bus lanes (CCC) - Marine Parade Therefore this would be expected to increase further in future years
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: Parts of NorWest Arc Section 3 have just been completed and others are in tender, and South Express section 3 has been awarded and will start imminently Work to the Te Kaha surrounding streets is complete and will support non-car arrivals to the new stadium. 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.
LTP/AP25: More people are choosing to travel by cycling (10.5.3)	C	>=13,000 average daily cyclist detections		Overall avg count for this financial year is 12,121 daily cycle detections (averaged over 9 months). The rolling 12 month daily average from start of Apr 2025 to end of Mar 2026 = 11,940 daily average Count for March was 14,588	Monthly average Count for March was 14,588, which is a highest March value of any other year to date. The target daily average cycle detections over the year to date at 12,121 falls below the target of >=13,000	Work in partnership with the development industry through the use of Private Developer Agreements to deliver a range of cycling infrastructure to support new residential growth areas Develop team skills and expertise in presenting successful business cases for cycling projects Update the business case requirements for the city-wide major cycle routes (MCR) programme, and specifically the Wheels to Wings (W2W) major cycle route to enhance the potential for Transport Agency Funding Assistance Develop new tools to strengthen evidence base for new cycle infrastructure in Business Cases
LTP/AP25: Delivery of travel planning programmes to schools, workplaces, and communities (10.7.1)	M	>=30 organisations /schools (or 8,000 participants)		107 schools and workplaces in total 89 school registered on the Good to Go Schools Programme 18 workplaces delivered Good to Go Workplace Programme		
LTP/AP25: Increase the numbers of people cycling in the central city (10.5.39)	M	>=2,100 cyclists		This is a one-off, annual, 2hr-count undertaken in March 2025. This 2025 survey recorded 1943 cycle trips into the central city during the 2hr count period.	For this a one-off, annual, 2hr-count in March 2025, over 92% of the target has been met and represents an increase of 16% over 2024 values. * awaiting March 2026 data release	Work in partnership with the development industry through the use of Private Developer Agreements to deliver a range of cycling infrastructure to support new residential growth areas Continue to deliver the cycle related capital programme Work with our funding partners at NZTA to progress outstanding MCRs to funding Points of Entry
LTP/AP25: Maintain the condition of off-road and separated cycleways (10.5.38)	M	>=75% condition rating 3 or better		The contractor inspection of all off-road cycleways has revealed no remedial works required. The contractor assessing all our shared footpath/cycleways has advised Council that the inspection and video regime for cycleways has commenced with targeted completion this financial year.	The AI tool and process used for footpath condition rating will be utilised for assessing the condition of the cycleway network. The camera buggies are released to the cycleway condition assessment project, and the AI machine learning is to be applied for completed condition assessment.	There is a concerted programme agreed with the road maintenance contractors to focus on and complete the cycleway condition rating assessment thru FY25/26.

					There is currently more than 100km of off-road and separated cycleways to be condition assessed and rated.	
LTP/AP25: More people are choosing to travel by public transport (10.4.1)	M	>=14 million trips per year		14,897,402	The total for the 12-month period of Mar 2025 to Feb 2026 was 14897402 exceeding the target by close to a million.	
LTP/AP25: Reduce emissions and greenhouse gases related to transport (10.0.41)	M	<=1.00 million tonnes of CO2 equivalents		1,082,536	This is currently tracking at approximately 8% over the target	

Our networks and services protect the safety of all road users

50%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Delivery of school cycle skills and training (10.7.6)	C	3,000 to 3,500 students per annum		2370		
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 Q1-3, there were 12 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 December 2025)	Between 1 April 2025 and 26 March 2026: Cyclists: 0 fatal crashes; 25 serious injury crashes Pedestrians: 0 fatal crash; 19 serious injury crashes This accounts for nearly half (47%) of the D&SI crashes on CCC roads this year so far	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. FY26 so far is trending more in line with historical averages for these groups, with cycle numbers appearing to level off at around 40% above 2016 levels. 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 team. 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 (DIA 1) (10.0.6.1)	C	4 less than previous FY		In the first three-quarters of FY26, 72 D&SI crashes occurred. 0 were fatal crashes and 72 were serious injury crashes. All measures are on CCC controlled roads, based on Waka Kotahi Crash Analysis System (CAS) report (for period 1 April 2025 to 31 December 2025)	In the previous year before the LTP (FY24), there had been 116 crashes resulting in a death or serious injury (due to late reporting the actual figure for FY24 was 117, but the original target has been held). The target is for this to reduce by 4 per year, therefore the targets are: - FY25 - 112 crashes (which was met) - FY26 - 108 crashes - FY27 - 104 crashes Based on the first three-quarters figures, and provisional figures for the full year, we are comfortably on target to meet this. Full year figures are expected to be reported from the end April reporting cycle. In the period since we report records (2010 onwards), we had not seen two consecutive	While we are on target, there have still been a significant number of people seriously injured on the network, so the aim is to continue to reduce harm on the network. As nearly half of the DSIs involve pedestrians or cyclists, many of the measures are focused on improving safety for these groups. This includes some safety interventions at high-risk locations and around schools, and ensuring that all projects follow safe system approaches, and continuing to do maintenance on roads and footpaths. Council has a strong road safety education programme, with a particular focus on the safety of school children and other vulnerable groups.

					quarters without a fatality on CCC roads. However, this year we have not seen any fatalities in the first three quarters.	
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		February Actuals To end December 2025, we are averaging 103.2 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 December 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. Data up to Q3 FY26 takes us over the 62 DSIs for the year that would be required to meet the target, despite being roughly in line with our best ever year. 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: 94 DSIs (provisional) 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



77%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Improve resident satisfaction with footpath condition (16.0.9)	C	>=43%		44% satisfaction		
LTP/AP25: Improve resident satisfaction with road condition (16.0.3)	C	>=30%		40% satisfaction		
LTP/AP25: Improve roadway condition, to an appropriate national standard, measured by smooth travel exposure (STE)(DIA 2) (16.0.2)	C	>=75% of the sealed local road network meets the appropriate national standard		CCC achieved 73% of the sealed local road network meeting the appropriate STE national standard, against a set target of >=75% for FY24/25. Based off the latest NAASRA loaded into AWM by NZTA earlier this month, but still using the VKT values from Dec 2025, CCC achieved a provisional 75% STE for FY25/26. This will require the latest VKTs at the end of June 2026 before publishing this result formally, but early indications bode well.	We have transitioned to the Apopo Traffic Monitoring Estimation Guideline calculation methodology for STE calculation. We have a 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 our total sealed network over a 6-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. The transport team is continuing to increase alternative sources of traffic count data from potential	Given that the STE result is affected by: i) pavement condition (cracking, potholes, and surface deformation); ii) traffic loading (high 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

					existing locations (traffic loops, etc.) to ensure we cover all our network roads over the next 10-years to reduce the reliance upon traffic estimate assessments and rather use actual counts.	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: Increase access within 15 minutes to key destination types by walking (to at least four of the five basic services: food shopping, education, employment, health, and open spaces) (10.5.41)	C	>=50% of residential addresses with a 15-minute walking access		49.5% within 15-minute walking access of 5 or more key destinations	This commentary is based on the model run in April 2025. The updated figures for FY25 show a rise from FY24 (FY24: 44.8% vs FY25: 49.5%) for those households with walking access to at least 4 key services. Within 15 minutes walking time (1km), the following percentage of households have access to services [FY24 figures for comparison]: - Parks and open spaces: 98% [99%] - Education: 75% [75%] - Healthcare: 78% [64%] - Employment hubs: 47% [47%] - Supermarkets: 35% [35%] The driver for the rise in the year appears to be greater access to healthcare.	The GIS map showing the number of available services within 15 minutes can be found at: https://gis.ccc.govt.nz/portal/home/item.html?id=4b9556a386774250abccf71751c8da0c
LTP/AP25: Maintain customer satisfaction with the ease of use of Council on-street parking facilities (10.3.3)	C	>=50%		59% satisfaction		
LTP/AP25: Maintain customer satisfaction with vehicle and personal security at Council off-street parking facilities (10.3.7)	C	>=50%		78% satisfaction		
LTP/AP25: Maintain roadway condition to an appropriate national standard, measured by the percentage of the sealed road network that is resurfaced each year(DIA 3) (16.0.1)	C	>=4%		4% (85.84km) of the sealed local road network has been programmed and clash-detected approved for resurfacing thru FY25/26. More has been programmed (134km) to accommodate a higher percentage of our sealed network being resurfaced thru potential gained efficiencies. To date, 123.17km (5.7%) has been resurfaced (103.2km chipseal; 6.1km AC; 2.9km Rehabs; and 11km Rejuvenation).	Through a mix of various innovative renewal approaches and location rationalisation, it is hoped that an additional network-length programmes will be added to try and achieve more for the available budget. Pre-seal repairs are well underway for completion prior to the beginning of the FY26/27 reseal works (seasonal), to ensure settlement of remedial works prior to the physical resurfacing works. 100 % of the FY25/26 targeted 4% reseal programme has been completed to date.	All current and proposed resealed works will be quality assessed (audited) over the next 6 months to identify any rework required for the FY25/26 resurfacing season (to be managed alongside the reseal programme for FY26/27).
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		87.7% of assessed footpath network was rated 1, 2 or 3, across the entire footpath network (2,661.68 km). 95.6% of the footpath network has now been videoed to date and has had AI machine learning applied.	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	Continue with condition-based assessments over the remaining 4.4% of the footpath network to develop appropriate renewals programmes for all footpaths in the next draft LTP. Continue with current maintenance regimes, including rapid response crews, to ensure high risk sites are addressed quickly.

					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 has had 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 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		76% satisfaction	2025 Annual Resident Satisfaction Survey recorded 76% 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 with more to be added/prioritised in 2026.
LTP/AP25: Respond to customer service requests within appropriate timeframes(The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the timeframe specified in the Maintenance contracts) (DIA 5) (16.0.13)	C	>=80% customer service requests are completed, or inspected and programmed within timeframes				
LTP/AP25: Maintain roadway condition, to an appropriate national standard (16.0.19)	M	Average roughness of the sealed road network measured: <=118		123.46 was achieved for FY25/26, 4.6% short of the minimum level of service target set for FY25/26 but a trending improvement of 2.9% from FY24/25.	The latest trending CCC roughness assessment thru CCDC was uploaded into AWM mid-March 2026. Whilst we have a positive improvement, we are still short of our agreed target, meaning that our roads still show signs of gradual wear and aging of the pavements.	To further reduce the average street roughness, the following factors will again need to be considered and budgeted for as part of the draft Long-Term Plan and ensuing Annual Plan processes: Assess Current Conditions: Identify the areas with the highest roughness. Conduct a detailed survey to determine specific trouble spots. Prioritize Repairs: Focus on the worst sections of a street first. Consider patching potholes, resurfacing, or grinding down rough spots. Implement Regular Maintenance: implement and monitor the available maintenance schedule. This will include periodic inspections and repairs to prevent further deterioration. Use Quality Materials: When resurfacing or repairing, ensure high-quality materials are used to withstand wear and tear and provide whole of life value. Consider Pavement Treatments: Subject to budget provision, explore options like

						sealcoating or using smoother asphalt mixtures, which can help reduce roughness. Monitor Progress: this is undertaken through annual or bi-annual roughness surveys. Community Feedback: Utilise feedback received through multiple resident surveys and engagement loops.
LTP/AP25: Maintain the condition of road carriageways (16.0.20)	M	<=4,900 customer service requests		164 Tickets for the period and 1418 YTD. Still on target to meet goals for year end.		
LTP/AP25: Provide an optimised balance of Council operated parking spaces in the central city (10.3.1)	M	<=85% average occupancy		The average peak occupancy for the Lichfield Street and Art Gallery car park buildings for March 2026 is 79.19%, with a YTD average peak occupancy rate of 80.95%. The average peak occupancy for parking meters for March 2026 is 38.71%, with a YTD peak occupancy rate of 37.20%. The overall YTD peak occupancy rate from July 2025 to March 2026 is 57.37%.		

Long-term Plan 2024-34

Activity: Technical Services and Design (March 2026)

Overall Level of Service Forecast  33%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	-$4,779,249	-$4,128,402	$0	$650,847	-16%	.	.

(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

 33%

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%		Currently the reporting system (RPS) for this has not been functioning. IT have been involved in the fix and results will have to be reported as soon as system is running.	Focus is being maintained on providing professional services to the Asset Units. This is discussed regularly and is a key focus for Managers and Team Leaders.	
LTP/AP25: Deliver information within performance measure agreed with the customer (13.7.25.3)	M	95%		Currently the reporting system (RPS) for this has not been functioning. IT have been involved in the fix and results will have to be reported as soon as system is running.	Focus is being maintained on providing professional services to the Asset Units. This is discussed regularly and is a key focus for Managers and Team Leaders.	
LTP/AP25: Infrastructure design Standards and Council standard construction specifications are reviewed (13.7.25.4)	M	At least every 2 years		Scope definition for the project is ongoing. Resource requirements are being developed.		

Long-term Plan 2024-34

Activity: Sustainable Economic Development (March 2026)

Overall Level of Service Forecast 100%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$15,700,626	$15,710,438	$0	$9,812	0%		

(Controllable net cost of service after carry-forwards)

Activity: Sustainable Economic Development - Level of Service Details

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Area of improvement to public and private space (5.1.9.2)	C	6,000 square metres		Total at Dec (YTD) = 4530.5m2	(ChristchurchNZ Quarter 2 forecast results, 1 July 2025 - 31 Dec 2025)	
LTP/AP25: Prepare City bids to attract business events to Christchurch (5.1.8.1)	C	30 City bids prepared to attract business events to Christchurch		YTD Total 31 City bids	(ChristchurchNZ Quarter 2 forecast results, 1 July 2025 - 31 Dec 2025)	
LTP/AP25: The city is successful in its bids to attract business events to Christchurch (5.1.8.2)	M	At least 35% success rate of bids for business events		YTD success rate is 74.2%	(ChristchurchNZ Quarter 2 forecast results, 1 July 2025 - 31 Dec 2025)	

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience, and sustainability (5.1.6.1)	C	800 engagements with businesses to provide support or advice		YTD 458 businesses	(ChristchurchNZ Quarter 2 forecast results, 1 July 2025 - 31 Dec 2025)	
LTP/AP25: Attraction of external investment for sustainable economic development services (5.1.5.8)	M	$1,500,000 external investment secured		YTD $1,026,940	(ChristchurchNZ Quarter 2 forecast results, 1 July 2025 - 31 Dec 2025)	

LTP/AP25: Partner with mana whenua to support growth in Maori prosperity and self-determination (5.1.2.8)	M	2 initiatives delivered in partnership with mana whenua and Te Runanga o Ngai Tahu entities to grow the value of the Maori economy and deliver intergenerational prosperity		YTD 2 initiatives	(ChristchurchNZ Quarter 2 forecast results, 1 July 2025 - 31 Dec 2025)	

Ensure Christchurch is well positioned as a Confident City that is attractive to businesses, residents, visitors, students, and potential migrants

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Number of familiarisation, trade or policy engagements with trade agents, investors, government or media Supporting: Business, investment, visitor, talent, convention, major events, screen, Antarctic programmes or international education attraction and retention (5.1.7.3)	C	60 engagements with trade agents, investors government or media		YTD 59 famils completed	(ChristchurchNZ Quarter 2 forecast results, 1 July 2025 - 31 Dec 2025)	
LTP/AP25: High level of engagement on ChristchurchNZ owned digital channels and platforms (5.3.1.1)	M	4 million engagements on ChristchurchNZ owned digital channels and platforms		2.26m engagements	(ChristchurchNZ Quarter 2 forecast results, 1 July 2025 - 31 Dec 2025)	
LTP/AP25: Meeting benchmark brand tracking targets with key audiences (5.3.5.1)	M	Christchurch ranks higher than comparator cities (Auckland, Wellington & Dunedin) for resident pride and domestic traveller consideration		Survey will be completed towards the end of the year.	(ChristchurchNZ Quarter 2 forecast results, 1 July 2025 - 31 Dec 2025)	

Christchurch City Council

Long-term Plan 2024-34

Activity: Strategic Policy and Resilience (March 2026)

Christchurch City Council

Overall Level of Service Forecast 100%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$4,010,198	$4,714,493	$0	$704,295	15%		

(Controllable net cost of service after carry-forwards)

Activity: Strategic Policy and Resilience - Level of Service Details

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Advice meets emerging needs and statutory requirements, and is aligned with governance expectations in the Strategic Framework (17.0.1.1)	C	Triennial (every three years) reconfirmation of the Strategic Framework and Infrastructure Strategy				
LTP/AP25: Bylaws and regulatory policies meet emerging needs and satisfy statutory requirements (17.0.19.4)	C	Carry out bylaw reviews in accordance with ten-year bylaw review schedule and statutory requirements				
LTP/AP25: Advice meets emerging needs and statutory requirements, and is aligned with governance expectations in the Strategic Framework (17.0.1.2)	M	Carry out policy reviews in accordance with Unit work programme and provide advice to meet emerging needs and statutory requirements				

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Identify delivery pathways for implementation of the Council's Climate Resilience Strategy (17.0.23.1)	C	Annual reporting to Council on progress of organisation to deliver the Climate Resilience Strategy				

LTP/AP25: Provide support and advice on measuring and reducing greenhouse gas emissions (17.0.23.2)	C	Report annually on Council's emissions				
LTP/AP25: Provide policy and advice for Council on climate resilience (17.2.34)	M	Council teams receive advice enabling action on climate change				

Long-term Plan 2024-34

Activity: Strategic Planning and Resource Consents (March 2026)

Overall Level of Service Forecast



96%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$8,668,781	$11,922,368	$477,834	$2,775,753	23%		

(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



100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Hold an Annual Heritage Festival (1.4.4)	M	Festival is held on an annual basis		The heritage festival was held from 11-27 October 2025 and a post-event report has been prepared. Over the course of 2026, a review will be carried out of what is working well/ what would benefit from changes.		
LTP/AP25: Provide heritage advice to support Resource Management Act statutory processes (1.4.3.1)	M	95% of advice provided within statutory timeframes		March Actuals March 2026 Heritage team District Plan advice Resource consent advice sought by Resource Consents team on 5 heritage sites*. Other district plan advice provided on 17 heritage proposals**, plus preliminary enquiries about consent requirements and ongoing advice on heritage projects including Council assets. * Heritage sites includes sites protected as heritage items and settings and sites which are part of protected heritage areas. **Other district plan advice on heritage proposals includes pre-application advice and advice on meeting standards for permitted activities.	Heritage advice on RC's accepted by RCU from the beginning of March 2026.	No remedial action required.

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



100%

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

LTP/AP25: Planning & investment supports the long-term transport and climate change targets (17.0.11.1)	M	Implementation of Otautahi Christchurch Transport Plan (OCTP) based on current funds		Work has commenced on an Implementation Plan for delivery of the Otautahi Christchurch Futures Transport Strategy.		
LTP/AP25: Planning & investment supports the long-term transport and climate change targets (17.0.11.2)	M	Monitor LTP/capital programme for alignment with OCTP		The preparation of an implementation plan to deliver the OC Future Transport Strategy will enable consideration of alignment between the strategy and delivery in the Annual Plan and Long-Term Plan.		

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Prepare plan changes to the District Plan to address issues and to implement national and regional direction, identified as a high priority by Council (9.5.1.1)	C	In accordance with statutory processes and timeframes		The Minister approved the exemption request for PC21 - Central City Noise - on 12 February 2026 and -PC7 Managing Significant Indigenous Vegetation - on 13 March 2026. The processing of both can now continue	Exemptions request's for other plan changes remain with the Minister. These include PC17 - Earthworks and a PC for Kerrs Reach We expect to hear back from the Minister in April.	
LTP/AP25: Process private plan change requests (9.5.4)	C	The processing of private plan changes complies with statutory processes and timeframes		Five private plan change requests have been lodged and are being processed in accordance with statutory timeframes. Submissions for PC18 - Hendersons Road closed on the 9 March 2026. These are being summarised and will be notified in May	A hearing for PC23 - Whisper Creek will be held from 20-22 May 2026 PC19, Marshs Road Industrial, was publicly notified on 21 November and submissions closed 19 December. Further submissions will be notified in April	
LTP/AP25: Develop and guide the implementation of spatial plans at a district and local area level to achieve higher order policy direction and Council's community outcomes (17.0.1.8)	M	Implementation of OCP (2024) including local area planning at an area or corridor level		The OCPP is being implemented through local area planning incl. - Development of a Local Area Plan for Hornby, aligned with work on an access study led by Waka Kotahi for Hornby and surrounds - Preparation of a Regeneration Framework for Linwood - Initial work on review of the Christchurch Central Recovery Plan to inform further work.		
LTP/AP25: Prepare plan changes to the District Plan to address issues and to implement national and regional direction, identified as a high priority by Council (9.5.1.6)	M	Providing Council an annual update on progress with plan changes		An update was provided to Council on 10 March 2026 on the plan change programme		
LTP/AP25: Update Housing and Business Capacity Assessments (HCA and BCA) as required under the National Policy Statement on Urban Development and National Planning Framework (9.5.1.7)	M	On-going monitoring and analysis of market information in preparation of the 2026 HCA and BCA		Monitoring is ongoing. An updated Housing Capacity Assessment formed part of an application to the Minister for RM Reform to opt out of part of Plan Change 14, which was sent on 15 October		
LTP/AP25: Work with sub-regional and regional partners in the development and implementation of the Greater Christchurch Joint Work Programme and in implementation	M	Work with partners in the development and implementation of the work programme of the GCP		Staff contribute to the work programme of the Greater Christchurch Partnership incl. attendance at Planning Managers and Senior Official Groups and most recently in drafting of a submission on the Going for Housing Growth discussion document.		

of future changes to the Resource Management system (9.5.1.3)						
LTP/AP25: Work with sub-regional and regional partners in the development and implementation of the Greater Christchurch Joint Work Programme and in implementation of future changes to the Resource Management system (9.5.1.5)	M	Support the implementation of the Greater Christchurch Joint Work Programme, and lead changes to the District Plan to implement future amendments to the Resource Management system		The work outlined under goal 17.0.1.8 (Hornby LAP, CCRP and Linwood) align with the priority area developments outlined in the Greater Christchurch Spatial Plan Work is also progressing on various plan changes while noting that a number will be subject to an application to the Minister for exemptions to be notified.		

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: High-risk Resource Management Act consents are monitored at least once every 3 months (9.0.17)	C	100%		Currently 7 High risk consents being monitored all have been monitored in the past 3 months		
LTP/AP25: Protect the environment and public's health by effectively monitoring the deposition of clean fill sites at least once every three months (9.0.17.1)	C	100%		6 Cleanfill sites required monitoring in accordance with the monitoring programme.	All required inspections took place.	
LTP/AP25: Resource Management Consents are reviewed and triaged (including risk category) within 30 working days of the consent being referred for monitoring (9.0.17.2)	M	100%		116 resource consents received for monitoring in March.	All new resource consents are triaged within 30 working days of receipt.	

Provide timely and effective resource management public advice

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Provide resource management public advice within legislative timeframes, or timeframes as agreed (9.2.14)	M	Advice is available Monday to Friday during business hours		Advice is provided with the Duty Planner available Monday to Friday as well as pre-application meetings on request		

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

67%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Customer satisfaction with the resource consenting process (9.2.7)	C	70%		76% satisfaction	76% of residents were satisfied with the resource consents processing service based on the 2026 survey	

LTP/AP25: Ensure resource consent decision-making is robust and legally defensible (9.2.6)	C	No decisions are overturned by the High Court upon judicial review		A judicial review has been lodged in relation to RMA/2024/2073 Proposed 24-hour Unmanned Service Station, 329 & 329A Prestons Rd, Marshlands, Christchurch		
LTP/AP25: Resource management applications processed within statutory timeframes (9.2.1)	C	95% within statutory timeframes		89% of applications were processed in statutory timeframes in March. 90% of applications have been processed in statutory timeframes in the year to date		Recruitment of additional planners Ongoing use of consultants and commissioners

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Provide urban design advice to support Resource Management Act statutory processes (1.4.3.3)	C	95% of advice provided within statutory timeframes		Timely advice being provided by staff and consultants.		
LTP/AP25: City-making partnerships and initiatives are supported (17.0.17.4)	M	95% compliance with agreed management and administration procedures for city-making grants and partnerships		A total of nine applications in the year to date with approximately $121,000 remaining to allocate from the Fund (of a total fund of $342,000).		
LTP/AP25: Provide advice to improve and promote urban design outcomes (17.0.17.3)	M	95% compliance for coordination of the Christchurch Urban Design Panel the terms of reference		No meetings scheduled during March.	Annual status review underway to inform ongoing improvements.	
LTP/AP25: Provide advice to improve and promote urban design outcomes (17.0.20.6)	M	Support strategic and spatial planning programmes and capital projects		Team continuing to provide support across the organisation and to private sector developments as required. Resource consent workload being managed alongside programmes and projects.		

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Work with communities and runanga in low-lying coastal and inland communities to develop adaptation plans that respond to the current and future impacts of coastal hazards caused by climate change. (17.0.23.4)	C	Undertake adaptation planning in accordance with Council expectations and in alignment with central government guidance.				
LTP/AP25: Undertake climate risk screening to provide Council and communities with the best available	M	Develop the Risk Explorer tool to support multi-hazard climate risk screening across				

information to inform investment and planning decisions. (17.0.23.5)		the district, develop regular internal reporting and engage with communities				

Long-term Plan 2024-34

Activity: Strategic Asset Management (March 2026)

Overall Level of Service Forecast 100%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$816,711	$1,110,939	$0	$294,228	26%		

(Controllable net cost of service after carry-forwards)

Activity: Strategic Asset Management - Level of Service Details

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Support the increase in the quality, completeness, and accuracy of data across the organisation through monitoring and reporting (13.12.32)	M	Dashboards are developed for each business unit across the organisation to identify improvements to data quality, accuracy, and completeness			Dashboards have been developed for business units across the organisation to identify improvement to data quality, accuracy and completeness. Working closely with Asset Management Project Manager to plan the Digital Technical Backlog including providing regular reporting to the AMG on progress. Data quality continues to require improvement. Service Unit work programmes are undertaking improvements in their areas to progress this. January and February 2026 Project Status Reports provided to key stakeholders. Update provided to the AMG members via the Information Pack for the AMG meeting to be held on 2 March, includes updates on the AM Project and the 3Waters BAU Backlog. The March 2026 AM Project Status Report provided to key stakeholders on 27 March 2026.	
LTP/AP25: The annual Asset Management Improvement Programme is delivered (13.12.20)	M	Notable increase in asset maturity is identified during the AMMA assessment			Asset Management Governance Group (AMG) members have been provided with a list of 25 Asset Management Improvement initiatives across CCC that show improvements in asset management maturity. The 2025 Asset Management Maturity Assessment - AMMA (3 yearly) based on IIMM's AMMA Framework started in July 2025. The Draft Report was received from MLA on	

					23 March 2026. This was shared with AMG members and HoS that were interviewed as part of the AMMA. They have been asked to review the document with their respective SMEs. Feedback has been requested on the Draft Report by 17 April 2026. SAM will consolidate the feedback and finalise the report for their endorsement during April 2026.	

Christchurch City Council

Long-term Plan 2024-34

Activity: Stormwater Drainage (March 2026)

Christchurch City Council

Overall Level of Service Forecast  **85%**

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment	
						Comment	Remedial actions
	$12,775,772	$13,125,970	$0	$350,198	3%	Water Supply is now forecasting an overspend of $2M.	Review water supply forecast.

(Controllable net cost of service after carry-forwards)

Activity: Stormwater Drainage - Level of Service Details

Council maintains waterway channels & margins to a high standard

 **100%**

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Minimum length of 500m of bank naturalised per year (based on a single side of the waterway) (14.0.4.1)	M	>=95%			Estimated that length of waterway bank naturalised will be significantly > 500m target.	
LTP/AP25: Percentage of all aquatic weed diverted from landfill (mechanical and hand harvested) (14.0.6)	M	>=95%				
LTP/AP25: Ratio of the length of watercourse consented to be physically improved versus physically degraded in each year (14.0.14)	M	>=3			Currently estimated that the ratio of waterway improved - vs - degraded will be significantly > target of 3.	

Council manages the stormwater network in a responsible and sustainable manner

 **75%**

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Number of abatement notices, infringement notices, enforcement orders and successful prosecutions regarding Council resource consents related to discharges from the stormwater networks per year (DIA 2) (14.0.2)	C	0				

LTP/AP25: Resident satisfaction with Council's management of the stormwater network (14.0.3)	C	50%		58% satisfaction		
LTP/AP25: Increase Land Drainage Asset Management Maturity towards agreed appropriate level (14.0.15.3)	M	>=77			The target was not met during FY25. The results will be updated once the AMMA results are released.	Working towards implementing the Water Services Delivery Improvement Plan actions that will impact future AMMA scores (Asset Management Improvement Plan, asset data base review and update)
LTP/AP25: Number of abatement notices regarding Council resource consents related to discharges from the stormwater networks per year (DIA 2a) (14.0.2.1)	M	0 abatement notices				
LTP/AP25: Number of enforcement orders regarding Council resource consents related to discharges from the stormwater networks per year (DIA 2c) (14.0.2.3)	M	0 enforcement orders				
LTP/AP25: Number of infringement notices regarding Council resource consents related to discharges from the stormwater networks per year (DIA 2b) (14.0.2.4)	M	0 infringement notices				
LTP/AP25: Number of successful prosecutions regarding Council resource consents related to discharges from the stormwater networks per year (DIA 2d) (14.0.2.2)	M	0 successful prosecutions				
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 target can be confimed at the end of the financial year, when the capital programme is completed.	Working towards implementing the Water Services Delivery Improvement Plan actions that will impact future programme delivery (Capital Delivery Improvement Plan)

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site (DIA 3) (14.0.10)	C	<=60 mins urban<=120 mins rural				
LTP/AP25: Percentage of emergency calls responded to within 2 hours (urban) or 6 hours (rural) (14.0.1.1)	M	>=95%				
LTP/AP25: Percentage of routine calls responded to within 5 working days (14.0.1.3)	M	>=95%				

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Annual reduction in the modelled number of properties predicted to be at risk of habitable floor level flooding of the primary dwelling in a 2% AEP Design Rainfall Event of duration 2 hours or greater excluding flooding that arises solely from private drainage (14.1.6.1)	C	>= 0 properties per annum on a rolling three-year average			Analysis will provide a 3-year rolling average result for FY26 of significantly >0.	
LTP/AP25: Catchment models are updated and run to represent existing development (ED) and maximum probable development (MPD) flooding; Otakaro Avon River and other models at required intervals not greater than every 5 years (14.1.6.9)	M	Huritini Halswell River, Styx River,Sumner			All specified models will be completed in FY26.	
LTP/AP25: Number of surface water network monitoring sites (flow, level, or rainfall) (14.1.6.3)	M	+2 sites			Current estimate is for 2 or more sites to be added.	

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Annual rolling average reduction in the discharge of zinc/copper/Total Suspended Solids (TSS) to be equal or greater than that required to meet the reduction set in the Comprehensive Stormwater Network Discharge Consent (CSNDC) for 2023 and 2028, derived through contaminant load reduction modelling of the stormwater treatment facilities which have been installed (14.1.7.1)	M	Pass			Same results as FY25 as the model has not been updated.	
LTP/AP25: Auditing of stormwater systems on industrial premises (14.1.7.4)	M	>=15 per year				
LTP/AP25: Average annual of retrofit stormwater treatment to existing or brownfield development areas (14.1.7.5)	M	>=10Ha per year			Analysis will provide a 5-year rolling average result for FY26 of significantly > 10Ha.	

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: For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authoritys stormwater system) (DIA Sub-part 3, 1b) (14.0.11.1)	C	<0.1 habitable floors per 1000 properties				
LTP/AP25: Number of complaints received by a territorial authority about the performance of its stormwater system (Expressed per 1000 properties connected to the territorial authority's stormwater system) (DIA 4) (14.0.11.3)	C	< 9 complaints per 1000 properties				
LTP/AP25: The number of flooding events that occur (DIA 1a) (14.0.11.2)	C	<2 flooding events				
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%		66.94% .	At present 38.51 kms of high consequence of failure pipe are at a point in their lifespan where inspection is required with 25.78 kms of this length inspected. This equates to 66.94% performance against the target.	Contract instruction has been issued to engaged CCTV contractor to increase the amount of work undertaken this FY.
LTP/AP25: Percentage of total stormwater gravity network pipework length at condition grade 5 (14.0.11.4)	M	<= 7%		6.20%		
LTP/AP25: Percentage of total Stormwater waterway linings at condition Grade 5 (14.0.15.1)	M	<= 7%			A selection of waterway linings were reinspected over the summer months. A comparision to the historic gradings held in GIS/SAP will be undertaking and a modelling exercise carried out to provide a theoretical condition grading for linings	Audit of reinspection results to be carried out and a model update to be carried out.

Long-term Plan 2024-34

Activity: Solid Waste and Resource Recovery (March 2026)

Overall Level of Service Forecast



96%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$39,305,296	$45,003,078	$0	$5,697,783	13%		

(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



88%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Provide accessible drop off facilities for materials not accepted in the kerbside collection or in excess of the kerbside allocation (8.1.5.3)	C	4 public transfer stations (3 city and 1 rural); with operating hours of: City sites - 7 days a week (07:00-16:30) Rural Site - min of 3 days a week (12:00-16:00)		The Transfer Stations have been open as per the contract and service delivery timeframes		
LTP/AP25: Deliver a Household Hazardous Waste Collection Day for Banks Peninsula (8.1.5.4)	C	1 per annum		This event took place on 4 October 2025	We are currently working on scheduling the next event for October 2026	
LTP/AP25: Kerbside wheelie bins emptied by Council services (8.0.2)	C	At least 99.5% collection achieved when items correctly presented for collection				
LTP/AP25: Organic materials collected by Kerbside Collection and received for processing at the Organics Processing Plant (OPP) (8.2.7)	C	140kg +40%/-10% organic materials / person / year		123.48kg/person/year	Currently tracking 3kg/person approx. under requirement.	Expecting to achieve KPI as we progress through the year.
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		72.03kg/ person	No significant change from the prior month.	Council continues to promote the correct use of kerbside recycling bins, and diversion of recyclable material from landfill.
LTP/AP25: Resident satisfaction with kerbside collection service (8.0.3)	C	At least 82%		82% satisfaction		

LTP/AP25: Total organic material collected at Council facilities and diverted for composting (8.2.1)	C	> 200kg + 30% / - 10% / person / year		207.06kg/person/year	KPI achieved.	
LTP/AP25: Total residual waste collected by Council services (8.1.2)	C	<=108kg/ person/ year		109.73kg/person/year		

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Consent compliance for: Council transfer stations and recycling centres, Material Recovery Facility, operation of Council's Organics Processing Plan, closed Council landfills, operations at Burwood Resource Recovery Park (BRRP) (8.1.9)	C	No major or persistent breaches of consents		No major or persistent breaches of consents		
LTP/AP25: Maximise beneficial use of landfill gas collected from Burwood landfill: Landfill gas to be available to facilities that utilise the gas (8.1.7)	C	At least 95% of the time				
LTP/AP25: Consent compliance for closed Council landfills (8.1.6)	M	No major or persistent breaches of consents				
LTP/AP25: Consent compliance for Council transfer stations and recycling centres (8.1.5)	M	No major or persistent breaches of consents		Barrys Bay Transfer Station is compliant with the site-specific consent(s) City Transfer Stations are compliant		
LTP/AP25: Consent compliance for Materials Recovery Facility (MRF) (8.0.5)	M	No major or persistent breaches of consents		No major or persistent breaches of consents	No major or persistent breaches of consents	
LTP/AP25: Consent compliance for operation of Council's Organics Processing Plant (8.2.5)	M	No major or persistent breaches of consents		No major or persistent breaches of consents	KPI achieved	
LTP/AP25: Consent compliance for operations at Burwood Resource Recovery Park (BRRP) (8.1.8)	M	No major or persistent breaches of consents				
LTP/AP25: Quality of compost produced by Council's Organics Processing Plant (8.2.6)	M	Compost meets New Zealand Compost Standard 4454:2005		Compost meets New Zealand Compost Standard 4454:2005	KPI achieved	

Engaging with community and industry to encourage positive waste disposal behaviour

100%

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

LTP/AP25: Maintain awareness of putting the right items in the right bin (8.0.8)	C	Minimum of 4 campaigns per year		Year to date 28 community education sessions have been conducted	Our annual EcoSort (MRF) Open Day was well received by the public with 512 attendees over the 3.5 period	
LTP/AP25: Engage with Central government, Industry and Sector interest groups on policy and strategy to reduce waste to landfill (8.0.6)	M	12 interactions per annum		55 out of 12	27 Feb 2026 - RLF aerosols (Lyn Mayes) 05 Mar 2026 - Paint wise (Financial modelling with 3R group) 09 March 2026 - Auckland council - Waste procurement team 10 March 2026 - MFE Investment Team 11 March 2026 - RLF subgroup on aerosols 12 March 2026 RLF meeting in Wellington 16 March 2026 - MFE Landfill Gas Sub-group 19 March 2026 - Morrison Low Advisory 20 March 2026 - Wanganui DC Shared landfill model 27 March 2026 - Agrecovery CE catch up	Nil
LTP/AP25: Proportion of incoming organic material that is contaminated (8.2.4)	M	Less than 2.0% (by weight) contamination of incoming organic material		0.19% contamination of incoming organic material		
LTP/AP25: Proportion of incoming recyclable materials that are contaminated (8.0.4)	M	<=10% (by weight) contamination of incoming recyclable materials		5.15% contamination of incoming materials	This figure is based on the average percentage of total waste in 5 randomly selected audited recycling truck loads. It is higher than the prior month, which may be attributed to a slight seasonal increase in contamination	CCC continue to contract daily audits on kerbside recycling bins, promote alternative recycling options for items that are contaminants, and communicate with the contractor to understand trends they are experiencing in contamination, to inform campaigns. Regular community talks on correct recycling practices, displays at public events, the Learning Through Action €œWatch Your Waste€□ programme and digital campaigns, contribute to keeping contamination levels down
LTP/AP25: Use of App (8.0.9)	M	35,000 Active users of the App		33,451 Active users of the App		
LTP/AP25: Use of waste web page (8.0.7)	M	Minimum of 450,000 web page hits per year		946,982 web views over the last 12 months	YTD web views are still well ahead of LOS targets, however continuing to track consistently down driven by significant drops in yellow bin (-62%), red bin (-37%) and Ecodrops (-29%) while collections has grown slightly (+5%).	Marketing will investigate further into the drop in yellow and red bin pages and make some recommendations in the next monthly report.

Long-term Plan 2024-34

Activity: Risk and Assurance (March 2026)

Overall Level of Service Forecast 100%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$3,028,238	$2,867,155	$0	-$161,083	-6%	While there are unders and overs, notably for audit fees, overall the Performance, Finance and Procurement activity is within and forecast to remain within budget. Risk and Assurance is forecast to be overspent by $160k due to rise in centralised Health, Safety & Wellbeing (HSW) costs.	

(Controllable net cost of service after carry-forwards)

Activity: Risk and Assurance - Level of Service Details

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Ensure Council has a documented, functional, and effective risk and audit management system (13.6.10.3)	M	Deploy a documented risk and audit management system aligned with GERMAF, ISO31000 and ISO19011		Audit activities are progressing as planned. Several audits are now in their final stages, and a number of new audits are scheduled to commence shortly. The strategic risk register continues to be reviewed and refined each cycle (approximately every two months), with ongoing enhancements to improve clarity, strengthen control descriptions, and support more effective risk monitoring.	Several audits are progressing through various stages and have identified vaulable gaps and risks in the control environment for management's awareness and action: Conflicts of Interest - Completed. Planned for ELT presentation in April and ARMC in June. Budgeting - Fieldwork undergoing internal QA. Cash handling - Draft report being completed. Key risks escalated to the executive sponsor. Aiming for ELT presentation in May and ARMC in June. BCP Gap Analysis - Fieldwork underway. STE Performance Measure Risk Assessment - Completed and finalised. CAPEX Contract Management (managing phase) - Planning underway. Privacy Act - Planning underway. Fraud and Corruption Gap Analysis - Planning underway.All engagements noted above contribute to strengthening Council's control environment and overall risk maturity. Risk work is also progressing, with some	N/A - no remedial actions needed.

					delays due to increased reactive workload this month. Feedback from an external risk management expert has been received and will be considered in the next iteration of the risk register. New reporting has been introduced to ELT and ARMC to support improved maturity, including audit action status reporting. Risk workshop with ELT is booked for May and this will allow improvement in risk maturity. Following this work, audit plan (that is mapped to strategic risks) will be developed for FY27-30. Risk and Audit are also frequently engaging with other LG risk and audit experts, as well as the Serious Fraud Office, to understand the landscape of other councils, to ensure there is consistency and cross-referencing across the sector.	

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Ensure Council has a documented, functional, and effective safety management system (13.0.9)	M	Develop a documented safety management system aligned with ISO45001		Electronic Permit to Work process on Noggin went live 3 March Continued support to units for HSW Advice. Snr Health and Wellbeing Advisor role recruitment started Q2 report presented to CCC HSW Committee	Positive feedback from Contractors using electronic Permit approval process, time efficiencies and clarity of risk controls evident. Noggin dashboard development and feedback continuing Critical Controls programme of work continuing	

Long-term Plan 2024-34

Activity: Regulatory Compliance and Licensing (March 2026)

Overall Level of Service Forecast



92%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$1,668,692	$2,621,461	$0	$952,769	36%		

(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)

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Health Licenses, e.g., Funeral Directors and Camping Grounds inspected annually (9.0.23)	M	50%		YTD 50% inspections required have been carried out (6 of 12)		

Animal Management Services prioritise activities that promote and protect community safety

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Incidences where there is an immediate public safety risk (aggressive dog behaviour and wandering stock) are responded to within 15 minutes of being reported to Council (9.0.1)	C	98%		98.5% achieved 403/409 of relevant P1 dogs attacking and wandering stock have been initiated with 15 minutes		
LTP/AP25: Nuisance complaints are responded to within 24 hours of being reported to Council (9.0.31)	C	98%		YTD 100% of complaints (4,106) responded to within the required timeframe (24 hours)		
LTP/AP25: Properties keeping dogs classified as dangerous are checked for compliance within 1 month of the classification (9.0.14.1)	M	100%		YTD 14 Dogs classified as Dangerous, with 14 compliance checks being completed and achieved, within the required timeframe. Five did not achieve compliance due to objections being received and change of ownership being undertaken, which caused delays in property inspections and desexing delays due		

				to dog being on heat. Two compliance checks undertaken in March.		
LTP/AP25: Properties with dogs classified as menacing are checked for compliance within 60 days of classification (9.0.14.2)	M	100%		YTD 19 Dog classified as Menacing with 17 compliance checks being completed within the required timeframe. Two did not achieve compliance within the required timeframe, 1 was due to the classification being appealed and compliance check not being able to be completed until the appeal was heard and the other was due to delays with desexing.		

Food premises are safe and healthy for the public

50%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Food premises issued with corrective actions are visited within 5 working days of the time specified for compliance (9.0.19)	C	95%		YTD 100% (107/107) corrective action checks have been completed.		
LTP/AP25: Scheduled Food Control Plan verification visits are conducted (9.0.5)	C	98%		YTD 68% (1228 of 1815) verifications have been completed.	Contractor commenced verifications	

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: All investigations into reports of incidents covered by the Resource Management Act that meet serious risk to public safety criteria are initiated within 24 hours, 7 days a week (9.0.3.2)	C	100%		YTD 100% - no matters were reported to investigate this month.		
LTP/AP25: All investigations of dangerous building reports are initiated, and identified hazards secured, within 24 hours, 7 days a week (9.0.3.1)	C	100%		100% of the dangerous building complaints that were reported (54) were responded to within the required timeframe. YTD four of the jobs reported met the threshold of dangerous.		
LTP/AP25: Compliance investigations are initiated within 3 working days of being reported to Council (9.0.28.2)	M	95%		100% of the complaints received (1488) have been initiated within 3 working days.		

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


100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Investigations into matters that pose a serious risk to public health are received, assessed and if appropriate started within 24 hours (i.e., asbestos, P-labs, contaminated land, hazardous substances) (9.0.21)	C	100%		YTD 100% of investigations (0) that were assessed as posing a serious risk to public health were actioned within 24 hours.		

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


100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Very High/High risk alcohol premises are visited at least once a year (9.0.4)	C	100%		YTD 96% premises (68) of the 71 requiring inspections have been inspected.		

The community is not subjected to inappropriate noise levels


100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Complaints in relation to excessive noise are responded to within one hour (9.0.8)	C	90%		YTD 95.4% of the 7910 calls received 7547 were attended to within the one-hour level of service.		

Christchurch City Council

Long-term Plan 2024-34

Activity: Recreation, Sports, Community Arts and Events (March 2026)

Christchurch City Council

Overall Level of Service Forecast 85%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$26,810,713	$31,819,479	$1,026,861	$3,981,905	13%		

(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.

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Customer satisfaction with the content and delivery across delivered events (2.8.5.2)	C	At least 80%		88% satisfaction		
LTP/AP25: Customer satisfaction with the quality of Council event support (2.8.6.2)	C	At least 80%		91% satisfaction		
LTP/AP25: Produce and deliver engaging programme of community events annually (2.8.5.1)	C	A minimum of 9 events delivered annually of which three are marquee events. (Outdoor events subject to weather)		The team have delivered: Winter Fireworks, Tirama Mai, Go Live Festival, New Year Eve, Kids NYE, Summer Theatre, Kite Day, Sparks and Summer Sundays.		
LTP/AP25: Support community-based organisations to develop, promote and deliver community events and arts in Christchurch (2.8.6.1)	C	15,000 hours of staff support per annum		11051 hours of support provided YTD		

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Customer satisfaction with the range and quality of facilities (7.0.7)	C	At least 80%		92% satisfaction		

LTP/AP25: Recreation & Sport facilities are available for use (7.0.1.1)	C	40 facilities are available for use		40 facilities currently avalible for use. 7 Recreation and Sport Centres 8 Outdoor Pools 8 Paddling Pools 5 Camping Grounds 12 specialist recreation facilities		
LTP/AP25: Provide facilities that have current Pool Safe accreditation including national standards for water quality (7.0.6.1)	M	Maintain Pool Safe accreditation for all eligible pools		Pool Safe accreditation hs been maintained for all eligible pools		

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

67%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Customer satisfaction with the quality of Council recreation and sport support (7.0.3.2)	C	At least 80%		93% satisfaction		
LTP/AP25: Facility based recreational and sporting programmes and activities are well utilised: the number of participants using multipurpose recreation and sport centres, outdoor pools and stadia (7.0.2.2)	C	At least 6.0 million		4,277,253 participations YTD		
LTP/AP25: Support citizen and partner organisations to develop, promote and deliver recreation and sport in Christchurch (7.0.3.1)	C	4,000 hours of staff support provided per annum		3397 hours of support provided YTD		
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 $31.40	Unlikely to meet target based on 2024/25 results. There have been further costs increases ie 4.2% increase on living wage.	
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 $2.88 per visit	Unlikely to meet target based on 2024/25 results. There have been further costs increases ie 4.2% increase on living wage.	
LTP/AP25: High uptake of Swim Safe lessons (7.0.2.1)	M	At least 130,000 Swim Safe lessons delivered		122,007 lessons delivered year to date		

Long-term Plan 2024-34

Activity: Programme Management Office (March 2026)

Overall Level of Service Forecast



80%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment	
						Comment	Remedial actions
	-$239,289	-$186,863	$0	$52,426	-28%		

(Controllable net cost of service after carry-forwards)

Activity: Programme Management Office - Level of Service Details

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



80%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Capital Programme monitoring and reporting including managing the change process within the agreed delegation's framework and report as required (13.13.13.1)	M	Live dashboards on CPMS datasets support monthly reporting on agreed business targets to Executive Leadership Team and Finance and Performance Committee				
LTP/AP25: Develop and maintain planning tools to support the development of the capital programme (13.13.11)	M	Capital Programme developed in response strategic priorities (including climate adaptation and resilience) and supported by detailed schedules and readily understandable data representation				
LTP/AP25: Develop and maintain project delivery frameworks; build capability in project management and governance, and promote visibility and target setting on embedded Carbon in the Capital Programme (13.13.13.2)	M	Resource Library maintained and reviewed periodically, project management induction sessions completed when required, facilitate a minimum of 3 Programme Management Office forums held yearly,				

		development and promotion of Carbon measurement and reduction in infrastructure planning and development				
LTP/AP25: Provide an effective and efficient Programme Management Office that meets the needs of the council (13.13.17)	M	>=75%		73%		
LTP/AP25: Support the business through management of risk, constructive reviews, and health checks during the project lifecycle to improve the delivery and value (13.13.15)	M	Regular Project and Programme reviews to support PMs, including risk, milestone, budget and stage gate reviews, project initiation, change management and programme validations				

Long-term Plan 2024-34

Activity: Performance, Finance, and Procurement (March 2026)

Overall Level of Service Forecast 100%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$10,792,103	$11,280,506	$0	$488,403	4%	While there are unders and overs, notably for audit fees, overall the Performance, Finance and Procurement activity is within and forecast to remain within budget. Risk and Assurance is forecast to be overspent by $160k due to rise in centralised Health, Safety & Wellbeing (HSW) costs.	

(Controllable net cost of service after carry-forwards)

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

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Community outcomes monitoring and reporting programmes are maintained (13.1.24.1)	C	85% of community outcomes monitoring indicators are up-to-date and reported publicly		85% of community outcomes monitoring indicators are up-to-date		
LTP/AP25: Conduct Resident Surveys, analyse and provide results to Council and staff (13.1.3)	C	Maintain two surveys per year, by the end of May			Results provided to Council, staff and community. On track.	
LTP/AP25: Deliver Organisational Performance Reporting and Analysis (13.1.26)	C	At least 95% of governance, corporate, group and unit performance reports and analyses, based on organisational performance targets. delivered to agreed deadlines			On track.	
LTP/AP25: Implement agreed programme of Service Delivery Reviews (LGA s17A) (13.1.27)	C	Programme delivery to Council to agreed timelines			s17A pending input from Andrew Rutledge and Nigel Cox.	
LTP/AP25: Implement and evolve CCC performance framework (13.1.2.2)	C	Performance Framework in place			On track.	

LTP/AP25: Implement the Long-Term Plan and Annual Plan programme plan (13.1.1)	C	Critical path milestone due dates in programme plans are met			AP submissions closed and coding completed early. Officer responses underway. Progress on LTP workstreams with updates to F&P and ARMC shortly.	
LTP/AP25: City monitoring datasets are maintained (13.1.24.2)	M	85% of city monitoring datasets are up to date		85% of city monitoring datasets are up to date		
LTP/AP25: Household and business growth models are maintained (13.1.24.3)	M	Household and business growth models are kept up to date and are reviewed at least annually		Household and business growth models are currently up to date	We are currently loooking at getting the assumptions reviewed by an external provider	
LTP/AP25: Monitoring and research projects (surveys, analysis, and reports) prepared as required (13.1.24.4)	M	Projects deliver to agreed timelines		Projects are currently being delivered to agreed timelines		

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Business Performance Reporting (13.1.5.1)	M	Monthly business unit and group financial reports prepared for integration with performance reports within agreed timeframes				
LTP/AP25: Business Performance Reporting (13.1.5.3)	M	Continually review adequacy of self - service reports for business use				
LTP/AP25: Council and Group financial and treasury reporting (13.1.6)	M	Provide Council and Group financial and treasury reporting within statutory or otherwise agreed timeframes				
LTP/AP25: Facilitate group and unit planning and budgeting (13.1.4.2)	M	Plans and budgets prepared within corporate timeframes - 100% of deadlines met within agreed timeframe				
LTP/AP25: Financial management (13.1.7.4)	M	Review financial and treasury strategies and policies within statutory or otherwise agreed timeframes Ensure compliance with prudential ratios				

Ensure Council procurement is conducted in an open, transparent, fair, and accountable way consistent with the principles of the Council procurement policy and the office of the Auditor General: Procurement guidance for public entities

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Procurement and Contract Management Compliance Monitoring and Reporting (13.1.23.1)	M	Report to Audit and Risk Management Committee monitoring compliance on time: 100%		No report this month.	N/A	N/A
LTP/AP25: Procurement and Contract Management is managed as a shared service delivery - Conformance (13.1.22.1)	M	95% of all procurement activity more than $100k (Excl. GST) put to market through RFP/T		100% of all procurement activity more than $100k (Excl. GST) put to market through RFP/T for March.	25 new contracts over $100k out of 52 new contracts.	N/A
LTP/AP25: Procurement and Contract Management is managed as a shared service delivery - Conformance (13.1.22.3)	M	100% of Procurement & Contract recommended Departures have valid procurement plans/strategies and risk assessment		9 departures approved in March with valid procurement plans/strategies and risk assessment.	Total value $8.07m.	N/A
LTP/AP25: Procurement and Contract Management is managed as a shared service delivery - Performance (13.1.21.1)	M	Return on Investment (ROI) = total Cost Reduction/Avoidanc e		CAPEX Cost Avoidance -% vs 10% ($-) CAPEX Cost Reduction 46.75% vs 5% ($2.74M) OPEX Cost Avoidance 44.50% vs 5% ($191.14K) OPEX Cost Reduction 34.30% vs 2% ($1.21M)	YTD target tracking well.	N/A
LTP/AP25: Procurement and Contract Management is managed as a shared service delivery - Performance (13.1.21.2)	M	Sustainable return through procurement activity - 90% of sourcing activity and contract management activity to achieve sustainable outcomes annually		100% of sourcing activity and contract management activity achieved sustainable outcomes for March.	N/A	N/A

Long-term Plan 2024-34

Activity: People and Capability (March 2026)

Overall Level of Service Forecast  **88%**

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$3,390,036	$3,801,671	$0	$411,635	11%	HSW budget overspent due to organisational wellbeing costs being higher than planned. This budget is a centralised budget and is consumed by all service units.	Closely monitoring Digital activity for YE results - significant cost pressure occurring. Also monitor HSW budget.

(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

 **100%**

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Support and enable leaders, managers and staff to effectively manage employee life-cycle activities (13.0.6.4)	M	At least 95% of HR administration tasks responded to within agreed timeframes				

Deliver fit for purpose, streamlined day to day HR support

 **0%**

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		4 new cases were opened in March, of which1 was able to be resolved within 30 working days. The 3 that remain open are by nature more complex and would reasonably take longer than 30 days to resolve. They continue to be addressed using the lowest level mechanism appropriate for the issue. This month there are 21 open ER Cases in total, 8 of these are considered to be formal processes, and the remaining 13 are being managed at the lowest possible level for the issue.	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. The P&C team's continued focus on addressing issues at the lowest level is having positive results for all parties. The P&C team also continues to receive positive feedback about the value that	We continue to provide guidance and support within the P&C team and to leaders across Council to support the effective and timely resolution of ER matters at the lowest possible mechanism. This work is led by the Principal Advisor ER/IR position, with positive results. These include greater consistency of practice through templates and resources, internal peer review and QA processes and increased oversight by P&C leaders. The P&C team is also encouraging and acting on the feedback that we receive from our internal customers, to support continuous improvement and support for all parties involved in ER matters.

					key stakeholders (e.g. senior leaders, P&C practitioners and our union partners) are seeing in the in-house ER/IR specialist role and advice and support provided.	

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Payroll is legally compliant (13.1.15.1)	M	No corrective actions from audits		Compliance achievement remains	Payroll continues to maintain full legal compliance across all payroll activities by: Consistently applying all relevant legislative requirements Maintaining accurate and reliable payroll records Meeting all PAYE obligations within required timeframes Actively leading and contributing to audits and internal reviews Providing regular reporting to support transparency and assurance	

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Facilitate visibility of organisational engagement levels (13.0.1.3)	M	Deliver at least one engagement survey and provide insights to leaders		The Working@Council survey closed on 13 March. 65% of staff participated in the survey (2032 responses), with a similar number of responses to 2025, providing a strong and representative view across the organisation Our overall score remained stable at 67%, maintaining the gains achieved in 2025 and continuing to sit above the Local Government benchmark (64%) We have sustained the significant improvements made since 2022 across key areas including strategy, people experience, and performance development There were targeted improvements in areas such as remuneration (+5%), organisational responsiveness, reputation, and resource allocation (+3%) Results continue to show that staff feel that their work is aligned and connected with the organisation The Council has a positive impact on the community scored 77%, and The Council is a great place to work increased to 75%. Staff continue to value inclusion and wellbeing, with strong results for feeling	We are now moving from data collection to insight generation (quantitative + qualitative integration underway). In April we will focus on using Working@Council results to inform and support ongoing leadership conversations, activities and continuous improvement initiatives	

				comfortable asking for help or feedback, and being themselves at work.		
LTP/AP25: Provide CCC staff access to develop their cultural understanding to successfully engage with Iwi and Mana whenua (4.1.32)	M	Support the delivery of a minimum of 12 Te Ao Maori related courses per annum		The OD Team delivered the following bicultural development opportunities during March 2026 (a total of 9 hours of learning with 28 kaimahi attending)Te Reo Māori 101 (in person) x 1 3 hours | 17 participants Te Reo Māori 101 (online) x 1 3 hours | 6 participants Te Reo Māori 102 (in person) x 1 3 hours | 5 participants.	Qrt 3 Totals Course name Duration (hours) Instances Total Hours Participants Honouring the Treaty of Waitangi 16 2 32 32 Te Reo Māori 101 (in person) 1 6 6 17 Te Reo Māori 101 (online) 1 6 6 6 Te Reo Māori 102 (in person) 1 6 6 5 Totals 50 delivery hrs 60 learners	
LTP/AP25: Support the build of organisational culture, diversity and capability (13.0.10.2)	M	Deliver at least four initiatives per annum		Work has progressed to strengthen leadership capability across the organisation, including: 1). Progression of a new leadership development programme. Scope, structure, and delivery approach have been refined. Next step is to discuss with ELT to confirm sponsorship and organisational commitment. 2). Continued embedding of effective feedback and performance and development management practices through targeted PDP engagement with priority units (e.g. Parks), informing improvements and practical guidance updates. 3) Establishment of a new PDP reporting model by the P&C unit for leaders 4) Development of aligned learning solutions, including new and revised PDP courses (for leaders and kaimahi) to support behavioural practice and system understanding.5) Engagement with HRBPs and leaders to test and refine tools, resources, and delivery approaches to ensure relevance and uptake	March focus has been on translating design into a structure to build the learning curriculum in alignment with Lead the Future programme. Leadership development has progressed to an organisational decision point, with Lead the Future positioned for ELT sponsorship so it's led from the top. Continuous Performance is increasingly being embedded through real-world application, with insights from leader engagement directly informing system, process, and guidance improvements, particularly as we seek alternative ways of support PDP IT processes. PDP reporting is shifting toward a more accessible tool that show's Unit status in one automated report Learning curriculum development remains aligned to priority needs, with delivery sequencing being actively managed alongside organisational requirements Note: work relating to managing unacceptable behaviour has been intentionally paused, pending broader P&C direction, to avoid fragmented or duplicated effort. Early alignment discussions have confirmed this area intersects with review of key	

					organisational policies by ELT, psychosocial health and wellbeing work between the P&C and HSW teams, de-escalation, and public-facing capability, requiring a coordinated organisational approach.	

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Proportion of new employees satisfied with recruitment process (13.0.7.5)	M	At least 90%		100% achieved	11 responses were received and all expressed their strong satisfaction with the recruitment process.	The Recruitment team will continue to work with hiring managers to ensure high engagement and satisfaction of candidates with the process. The team will also continue to focus on improvement initiatives that ensure optimal experience.
LTP/AP25: Support managers with recruitment processes to recruit and retain high quality candidates (13.0.7.7)	M	At least 95% of advertised positions are filled within 12 weeks of advertising		Due to end of month reporting not being available, we are unable to provide information on the actuals.	The Recruitrment team continue to work incredibly hard to support managers ensuring a successful placements within a timely period supporting candidate/employee engagement.	

Christchurch City Council

Long-term Plan 2024-34

Activity: Parks Heritage Management (March 2026)

Christchurch City Council

Overall Level of Service Forecast 100%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$802,509	$1,158,845	$80,000	$276,336	24%	minor adjustments across the Unit for Operating Costs (reducing forecasted underspend by approx.. $50k), mainly within Fuel. forecast for the fuel costs for the remainder of the fiscal year will be monitored carefully	

(Controllable net cost of service after carry-forwards)

Activity: Parks Heritage Management - Level of Service Details

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Parks scheduled heritage buildings are repaired (6.9.1.8)	C	80% of Parks scheduled heritage buildings repaired		working on the next building and completing one		
LTP/AP25: Resident satisfaction with presentation and maintenance of Public Artworks, Monuments, and Artefacts (6.9.1.5)	C	>=65%		70% satisfaction	The staff responsible for the regular presentation and maintenance of the public artworks, monuments and artefacts are well versed in what is required and have a consistent schedule to visit and maintain each piece as required.	
LTP/AP25: All heritage assets (excluding buildings) are managed and maintained in a clean, tidy, safe, functional, and equitable manner (6.9.1.9)	M	90% of scheduled maintenance completed according to planned programme		On Track	Heritage assets are managed in a clean, tidy, safe, functional and equitable manner as required.	
LTP/AP25: Maintain Parks scheduled heritage buildings (6.9.1.2)	M	70% of scheduled heritage buildings that are open or occupied are maintained at condition level 1 or 2.		On Track	Heritage building maintenance is prioritized as required.	
LTP/AP25: Prepare new or review existing conservation plans for Council-owned Heritage items scheduled in the District Plan (6.9.1.1)	M	2-4 plans per annum		First draft of conservation plans for New Brighton War Memorial and New Brighton Clock and setting have been internally reviewed and comments sent back to the authors to finalise the plans.		

Long-term Plan 2024-34 **Activity: Parks and Foreshore (March 2026)**

Overall Level of Service Forecast 88%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$42,190,453	$42,726,418	$0	$535,965	1%	minor adjustments across the Unit for Operating Costs (reducing forecasted underspend by approx.. $50k), mainly within Fuel. forecast for the fuel costs for the remainder of the fiscal year will be monitored carefully	

(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

75%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Teacher satisfaction with the delivery of Environmental, Conservation, Water, and Civil Defence education programmes (19.1.6)	C	>= 95%		100% satisfaction		
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 28087.25		
LTP/AP25: Attendance of repeat groups at community opportunities across the parks network (6.3.7.5)	M	Maintain or increase the percentage of groups with return or multiple events at existing sites		There have been activities in 131 different parks, with 98 being repeat activities, meaning 75% have been repeat activities.		
LTP/AP25: Participation in Environmental, Conservation, Water, and Civil Defence education programmes (6.8.6)	M	Education programmes: 26 Participants/ 1000 residents		There were 10544 participants year to date.		

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

87%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: All Community Parks are managed and maintained in a clean, tidy, safe, functional, and equitable manner (Maintenance) (6.0.1)	C	90% Maintenance Plan key performance indicators are achieved		On Track -Ticket numbers remain lower than previous years	Working through the nuance of the new 3 waters maintenance crews. New system taking time to bed in.	
LTP/AP25: Appropriate use and occupation of parks is facilitated (6.8.10.1)	C	Processing of the application is started within ten working days of receiving application - 95%		100% - 5 new applications		
LTP/AP25: Comply with Canterbury Regional Pest Management Plan (6.3.2.1)	C	Annual compliance 100% (nil notices of direction served by ECan)				
LTP/AP25: Customer satisfaction with the presentation of Community Parks (6.0.3)	C	>=60%		62% satisfaction	Goal Achieved based on the focus and work of in-house team's ability to focus resources on the public priorities within their ward/board areas.	
LTP/AP25: Customer satisfaction with the presentation of Hagley Park (6.8.4.1)	C	>=90%		99% satisfaction	The presentation of Hagley Park is prioritized by the team responsible for the day to day maintenance. Grass growth has increased significantly with the wet and warm weather. Staff are managing the effects of large events on the park.	
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		Budgeted capex project to acquire new neighbourhood parks in urban growth areas to meet this LoS and aligned with Council strategies and plans has been put on hold. Staff have been directed instead to prepare a new parks acquisition plan.		
LTP/AP25: Increasing tree canopy in Parks (6.8.2.1)	C	A net increase in total number of trees is achieved (1:2 replacement policy), with a minimum of 50% of the trees being medium to very large species				
LTP/AP25: Parks are managed and maintained in a clean, tidy, safe, functional, and equitable manner (Asset Performance) (6.8.2.3)	C	At least 90% of parks and associated public recreational assets are available for safe public use during opening hours				
LTP/AP25: Resident satisfaction with the overall availability of recreation facilities within the City's parks and foreshore network (6.8.5)	C	>= 70%		78% satisfaction	Up one percent on last year. Strong result - challenging conditions with high growth.	
LTP/AP25: Satisfactory playability and presentation of playing surfaces at metropolitan stadia (6.8.1.10)	C	Achieve accreditation of stadia from relevant international sports bodies for international games		On Track- Current accreditation in place	Te Kaha testing is underway in preparation for super round	

LTP/AP25: Fields are maintained to a level that meets the playing requirements of Regional Sports Organisations (6.8.1.6)	M	90% of scheduled games are able to proceed safely (except when closed during adverse weather events)		On track	Fields are maintained to a high standard throughout the City as required for each individual site. Regular maintenance is scheduled and fields are regularly assessed for additional maintenance. Weather conditions have put pressure on maintenance programs but fields are being maintained accordingly.	
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		Property investigations and reserve status progressing for the Sports Parks Management plan and the Banks Peninsula Reserves Management Plan. Discussions being organised with rununga and landowners for the Port Hills Plan. Draft Play Space Plan is being reviewed.		
LTP/AP25: Parks are provided (people have access to parks within walking distance of home) (6.8.1.3)	M	80% of urban residential properties are <500m from a park (any type of park except a utility park) at least 3000m2 in size		New reserves are being acquired in greenfield subdivisions at the correct rate to retain the current level of service. 100% DC funded.		
LTP/AP25: Protection and enhancement of locally threatened indigenous species (6.3.10.2)	M	Prepare at least two threatened species or site-led conservation plans per annum		Dickeys Scenic Reserve & Coutts Island Wildlife Refuge Restoration Plan: Completed, awaiting signoff Te Waoku Kahikatea Reserve Restoration Plan: Completed, awaiting signoff Creamery Ponds Reserve Restoration Plan: Signed off Styx Mill Conservation Reserve Restoration Plan: In Progress Styx River Reserve Living Laboratory Development & Ecological Restoration Plan: In progress Grey Duck Species Conservation Plan: In Progress Spotted Shag Species Conservation Plan: In Progress Banks Peninsula Coastal Cliffs Rock Stacks & Islands Restoration Plan: Started Chaneys Plantation Wetland: Completed, awaiting signoff Charlesworth Reserve: Completed, awaiting signoff Kaitorete Reserve: Completed, awaiting signoff Fernbird Species Conservation Plan: Completed, awaiting signoff		
LTP/AP25: Value for money, Controllable Cost per hectare (6.8.1.9)	M	Controllable inflation-adjusted operational cost per hectare of park land does not increase		forecasted cost per hectare for March YTD; its currently $4,402 per hectare which has been very slightly reduced from last month ($4,406) due to some minor changes in the forecast.	slight change in forecast	

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Restoration planting of residential red zone land (6.3.10.3)	C	At least 0.5 ha of restoration planting per annum				

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Customer satisfaction with the recreational opportunities and ecological experiences provided by the City's Regional Parks (6.3.5)	C	>=80%		85% satisfaction		

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Customer satisfaction with the availability of public marine structure facilities (10.8.1.1)	C	>=60%		67% satisfaction		

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Nursery capacity is adequate to meet Council core requirements (6.8.11.1)	M	Capacity to produce minimum of 300,000 plants per annum		area for nursery expansion is being planned		
LTP/AP25: The gene pool of locally occurring indigenous species is maintained (6.8.11.2)	M	100% of eco-sourced plants can be traced to their source population and source details are listed in nursery stocklist		starting to harvest seed from our eco source sites		

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

100%

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

LTP/AP25: Customer satisfaction with the presentation of the City's Garden Parks - Botanic Gardens and Mona Vale (6.2.2)	C	>=90%		99% satisfaction	survey returned with 99% so meeting the target 9% above	
LTP/AP25: Resident satisfaction with the presentation of the City's inner city parks (6.8.4.2)	C	>=80%		83% satisfaction	Focus has been on maintaining high profile areas through the Summer season. High rainfall through Summer months have created challenges with weed control in good growing conditions but staff have been managing as best as possible. Have been receiving good feedback from the community regarding the parks maintenance in the Inner City.	
LTP/AP25: Active collaboration on plant and biodiversity project, including conservation of rare and threatened species (6.2.12)	M	Actively collaborate with a partner on a conservation project		continue to grow some rare native plant species for conservation		
LTP/AP25: Botanic Gardens Plant collection curation and development (6.2.4.11)	M	Measurable improvement of one plant collection		collection is being enriched in the nursery for this autumn planting		
LTP/AP25: Number of active visitor/ group engagements (talks, tours, articles) provided (6.2.14)	M	32 engagements provided annually		good numbers for tours and talks		

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

75%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Customer satisfaction with cemetery administration services (6.4.5)	C	>=95%		97% satisfaction	The Cemeteries Team received a score of 97% satisfaction in the recent Residents Survey which was a great result. There were positive feedback comments received specifically mentioning the service received by the administration team. The key areas of satisfaction were staff manner and support, efficiency of service delivery, accuracy, reliability, clarity and knowledge, and ease of use.	
LTP/AP25: Customer satisfaction with the presentation of the City's Cemeteries (6.4.4)	C	>=85%		73% satisfaction	Down from previous year. With new in-house teams our structure saw cemeteries resourced in line with the rest of the city's parks with every cemetery site being a priority. Although our score was much higher than the wider community park score (73% vs 62%) the drop will signal a review of structure and resourcing to the cemeteries.	Next we will analyse detail behind survey results and compare team structure and resourcing specific to delivery of cemeteries maintenance activities. A review of capital renewal aspects that address areas for improvement will be prioritised in the upcoming year's programme.
LTP/AP25: Deliver effective and efficient Cemeteries administration services (6.4.3)	M	Cemeteries administration tasks, including interment applications, completed within agreed timeframes: 98%		Achieved	Completed within SLA 54 interments, 69 monumental mason permits, and 48 plot purchases. The student casuals achieved a milestone of completing the digitalisation of all of our cemetery plots (110,000 plots now digitalised). This work has led to the creation of a new cemetery search tool that is now being used	

					by internal teams and will eventually be available to external customers to access.	
LTP/AP25: Sufficient cemetery capacity is available to cater for the burial needs of Christchurch (6.4.2)	M	Minimum 2-year future interment capacity (full burial plots) is planned, consented, and funded, ready to deliver		4yr		

Long-term Plan 2024-34

Activity: Otakaro Avon River Corridor (OARC) (March 2026)

Overall Level of Service Forecast 100%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$0	$587,175	$587,175	$0	0%	minor adjustments across the Unit for Operating Costs (reducing forecasted underspend by approx.. $50k), mainly within Fuel. forecast for the fuel costs for the remainder of the fiscal year will be monitored carefully	

(Controllable net cost of service after carry-forwards)

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

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Effective permanent Co-Governance entity for the Otakaro Avon River Corridor (6.8.12.2)	C	Permanent Co-Governance entity operational				
LTP/AP25: Implement and progress the Otakaro Avon River Corridor Regeneration Plan (Green Spine) - Council /3rd party collaborations (6.8.12.4)	C	Align Council and community resources to enable successful implementation of appropriate and approved projects				
LTP/AP25: Manage and maintain the Otakaro Avon River Corridor environment (6.8.12.6)	C	Maintenance Plan key performance indicators 90% achieved		On Track	Still high growth so teams are very busy trying to keep up.	
LTP/AP25: Progress integrated Green Spine programme (Green Spine, Council-led capital investment - Parks, Water and Transport) as per the Implementation Plan (6.8.12.1)	C	90% of approved work programmes delivered in the year funded				
LTP/AP25: Implementation and progress the Otakaro Avon River Corridor Regeneration Plan - 3rd party led, Council facilitated investment (6.8.12.5)	M	Assess and present proposals to governance body as they arise. Facilitate implementation of		On going	On going	

		appropriate and approved initiatives				
LTP/AP25: Increase of tree canopy in the Otakaro Avon River Corridor (6.8.2.9)	M	Minimum two for one replacement of any trees that are removed in any financial year				
LTP/AP25: Native restoration of the Otakaro Avon River Corridor (6.3.10.4)	M	Minimum 3Ha of native restoration in any financial year				

Christchurch City Council

Long-term Plan 2024-34

Activity: Mayoral, Councillor and Executive Support, and Treaty Relationships (March 2026)

Christchurch City Council

Overall Level of Service Forecast 100%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$3,052,711	$3,632,590	$0	$579,879	16%		

(Controllable net cost of service after carry-forwards)

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

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Provide direct advice and administrative support to the Mayor, Deputy Mayor, and Councillors (4.1.25.1)	M	Within 48 hours, or as priorities are agreed		The Office of the Mayor and Civic Services supported the Mayor to attend 90 meetings or engagements and the Deputy Mayor to attend 56 meetings or engagements during March.		
LTP/AP25: Provide direct advice and support to the Chief Executive and administrative support to the Executive Leadership Team (4.1.25.2)	M	Within 48 hours, or as priorities are agreed				

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Provision of information is in accordance with LGOIMA principles and requirements (4.1.29.2)	C	99% compliance		LGOIMA 223 requests received 257 requests responded to (7.6 day average completion days) YTD 1628 requests received 1635 requests responded to (7.4 day average completion days) 99.94 per cent LGOIMA compliance Elected Member Requests 174 requests received 189 requests	No late responses for March. One late response YTD	

				responded to YTD 1329 requests received 1334 requests responded to		
LTP/AP25: Investigations into process and compliance by the Ombudsman's Office are responded to within their requested deadlines (4.1.29.1)	M	100% within requested deadlines		All requests responded to within Ombudsman timeframes. No adverse opinions received.		

Supporting the relationships between Council and the six Papatipu Runanga

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Facilitate opportunities for iwi and mana whenua to actively contribute in decision making processes (4.1.24)	C	Quarterly Te Hononga-Papatipu Runanga Committee meetings		Work underway on Te Kahui and Te Hononga moving in to the new year. Surveys and interviews to be conducted. Discussions undertaken with chairs.	Work underway on Te Kahui and Te Hononga moving in to the new year. Surveys and interviews to be conducted. Discussions undertaken with chairs.	N/A
LTP/AP25: Maintain positive Mana Whenua relationships (4.1.23)	C	Mana Whenua are satisfied with council support for papatipu priorities		Currently in discussions with Te Kahui. Draft survey developed re: Te Hononga. Members Engagement Plan in progress. Meetings with various Papatipu members this month.	Currently in discussions with Te Kahui. Draft survey developed re: Te Hononga. Members Engagement Plan in progress. Meetings with various Papatipu members this month.	N/A
LTP/AP25: Facilitate opportunities for Elected Members to develop their cultural understanding to engage successfully with Papatipu Runanga (4.1.33)	M	Annual visit to marae and Treaty training		Plan currently underway to look at visiting the remaining five Papatipu Runanga. Treaty Training will be offered to those that haven't yet completed it.	Plan currently underway to look at visiting the remaining five Papatipu Runanga. Treaty Training will be offered to those that haven't yet completed it.	Plan underway to visit five remaining papatipu.
LTP/AP25: Provide CCC staff access to the Treaty Relationships team for support to strategy, policy and procedure development (4.1.31)	M	Treaty Relationships team appropriately resourced to support CCC staff to develop strategies, policies and procedures		Team and individual work plans in place. A Māori Strategy, Key Priorities, and Engagement Plans in progress	Team and individual work plans in place. A Māori Strategy, Key Priorities, and Engagement Plans in progress	

Christchurch City Council

Long-term Plan 2024-34

Activity: Legal Services (March 2026)

Christchurch City Council

Overall Level of Service Forecast 100%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$4,267,406	$4,427,406	$0	$160,000	4%		

(Controllable net cost of service after carry-forwards)

Activity: Legal Services - Level of Service Details

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Cost effective legal service provision (13.5.6.3)	M	<or= 0.7-1%		Actual for March is 0.52%. Target is less than 0.7 - 1%.	On track based on current results.	
LTP/AP25: High quality legal advice provision (13.5.3)	M	90% of business units have at least one relationship management meeting every six months to agree and review quality benchmarks		100% of business units have had at least one relationship management meeting to agree and review quality benchmarks	Head of service to also meet with ELT members individually.	
LTP/AP25: High quality legal advice provision (13.5.6.4)	M	Maintain between the range of 50% - 75% internal provision and 25% - 50% external provision		Actual for March is 54% for internal provision and 45% for external provision.	Target is expected to be met based on results.	
LTP/AP25: Internal business unit requester satisfaction with the legal service provided (13.5.4)	M	70%		The last satisfaction survey had a result of 87%		
LTP/AP25: Legal contact provided in a timely manner (13.5.2.1)	M	90% advice provided within timeframes agreed between internal business unit and Legal Services		71 of 71 matters closed on time.	100% compliance.	

Long-term Plan 2024-34

Activity: Land and Property Information Services (March 2026)

Overall Level of Service Forecast 100%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	-$2,600,885	-$1,737,306	$0	$863,579	-50%		

(Controllable net cost of service after carry-forwards)

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

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Process land information memoranda applications within 10 working days (9.4.1)	C	99%		100% of applications were processed within 10 working days (10259)		

Provide timely response to property file requests

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Provide customers with access to property files (9.4.2)	C	90% within 5 working days of request (subject to payment of fees)		98% of the 578 property files requested were provided within 5 working days.		
LTP/AP25: Provide customers with access to property files that are already stored electronically (9.4.3)	C	90% within 2 working days of request (subject to payment of fees)		99% of the 6142 property files requested were provided to customers within 2 working days.		

Long-term Plan 2024-34

Activity: Governance and Decision Making (March 2026)

Overall Level of Service Forecast



80%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$11,847,348	$12,562,310	$198,969	$515,993	4%		

(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



0%

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



100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: No complaints regarding statutory compliance are upheld by the ombudsman or the Courts (4.1.2)	M	100% compliance		100% compliance	Final tasks relating to 2025 elections actioned. Report on the 2025 elections to be produced April 2026. Nomination period for Akaroa Community Subdivision underway. Closes 2 April 2026.	
LTP/AP25: Provide a triennial local government election (October 2025) (4.1.2.3)	M	100% election milestones delivered		100% election milestones delivered	100% compliance.	

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



86%

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

LTP/AP25: Increase transparency in decision making by releasing reports (4.1.28.5)	C	85% of all PX reports from the current triennium reviewed for potential release		March 2025 - 2028 YTD 71% (50 out of 70 - 9 reviewed plus 41 not due for initial review until after 1 July, 2026)	It is the beginning of electoral term	
LTP/AP25: Increase transparency in decision making through livestreaming eligible meetings (4.1.28.6)	C	90% of eligible meetings livestreamed and recorded on a digital platform		March = 100% (27 out of 27) YTD = 100% (84 out of 84)		
LTP/AP25: Increase transparency in decision making through minimising public excluded reports (4.1.28.4)	C	Less than 6.5% of reports considered in PX		March = 10% (23 reports out of 237 eligible) YTD = 9% (73 reports out of 795 applicable reports) Note: 33 of the total are from Workshops. If these were excluded only 5% of formal meeting reports YTD would be PX		Monitor volumes to see rates over time
LTP/AP25: Resident satisfaction with participation in and contribution to Council decision-making (understanding decision making) (4.1.18)	C	At least 33%		48%	48% of residents understand how Council makes decisions from the 2024/2025 Residents Survey. Ensure satisfaction surveys in place for Board meetings co-ordinated by Community Board Advisor. This result was particularly pleasing in light of tough decisions made in a fiscally constrained environment. It was the result of a number of initiatives ranging from increased engagement with community groups following decisions, livestreaming, refreshed Board pages, Board's meeting in community spaces, reduction in (and review of) PX reports and the support of public forum and deputations.	
LTP/AP25: Governance processes are maintained and published on the Website that ensure statutory compliance (4.1.28.3)	M	100%		100% All relevant governance documents remained up to date and the correct version published online		
LTP/AP25: Provide services that ensure all Council, and Committee meetings are held with full statutory compliance (4.1.22)	M	98% compliance		Council and Committee meetings were held with 100% compliance		
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		March = 44 YTD = 250	Target needs to reduce. The LoS target will be amended in the nextannual plan as the number of meetings fluctuates depending on the Councilstructure each year	None possible.

Long-term Plan 2024-34

Activity: Flood Protection and Control Works (March 2026)

Overall Level of Service Forecast 100%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment	
						Comment	Remedial actions
	$5,729,427	$6,506,228	$0	$776,800	12%	Water Supply is now forecasting an overspend of $2M.	Review water supply forecast.

(Controllable net cost of service after carry-forwards)

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

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Stop banks identified as not meeting the original design requirements for condition and/or height are repaired within 9 months (DIA Flood Protection & Control non- financial performance measure number 1) (14.1.3.3)	C	80%				
LTP/AP25: Stormwater attenuation facilities are assessed and compliant with New Zealand Dam Safety Guidelines 2015 (DIA 1) (14.1.8)	C	50%		100%		
LTP/AP25: Cross sectional surveys of selective waterways are carried out at required intervals (14.1.3.1)	M	2-5 yearly or as required				
LTP/AP25: Stop bank crest surveys are carried out at required intervals (DIA Flood Protection & Control non- financial performance measure number 1) (14.1.3.2)	M	Annually				

Long-term Plan 2024-34

Activity: Emergency Management & Community Resilience (March 2026)

Overall Level of Service Forecast 92%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$1,809,168	$1,711,659	$0	-$97,509	-6%	Please note this may be affected by the costs of the response and recovery to the February 2026 wet Weather Event and the F&P Committee decision on the Phillipstown hub regarding unbudgeted costs for building R&R and other related costs needing to be carried forward.	

(Controllable net cost of service after carry-forwards)

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

Co-ordinates effective civil defence emergency management readiness and response

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Christchurch CDEM plans covering local response arrangements are in place (2.5.1.1)	C	CDEM Plans are reviewed annually		Controllers to consider Tsunami plans on 5 March 2026		
LTP/AP25: Maintain an effective response capability and capacity to manage civil defence emergencies (EOC) (2.5.2.1)	C	One primary and one secondary Emergency Operations Centre (EOC) facility available to be activated within 60 minutes		Primary EOC is the Justice Precinct and the Alternative EOC is at Tūranga (interim location due to Civic unavailability).	Kilronan Base is Regularly used as a training facility. This site could be used as a tertiary option if needed. Activated in Feb for severe weather event.	
LTP/AP25: Maintain an effective response capability and capacity to manage civil defence (Communication Equipment) (2.5.2.4)	M	CDEM emergency communication s equipment is readily available, and maintained for immediate operational use		Sufficient communications methods available including alternate, contingency & emergency Cell phone, Star Link, EMS amongst others are maintained PACE plan to be developed by Operational Readiness Coordinator		
LTP/AP25: Maintain an effective response capability and capacity to manage civil defence emergencies (Equipment) (2.5.2.3)	M	CDEM emergency response vehicles are available, equipped and maintained for		All vehicles and trailers serviced, current WOF and Registrations		

		immediate operational use				

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Emergency Support Team volunteers are trained to support an emergency management response (2.5.11.1)	M	At least 80% Emergency Support Team volunteers have completed the Emergency Preparedness and Intro to CD Centres training		95% of Emergency Support Team volunteers have completed the Emergency Preparedness.		
LTP/AP25: Enhance professionalism of EOC personnel and community volunteers through an annual exercise (2.5.2.2)	M	An annual EOC exercise (with external partners and stakeholders) takes place at the required level to align with the National CDEM Exercise Programme		Severe weather response in Feb is proxy for this exercise. The AAR will draw out lessons identified and lessons learned.	Expectations for 2026 are being reset	
LTP/AP25: New Zealand Response Team members are trained to support an emergency management response (2.5.11.2)	M	At least 80% of New Zealand Response Team members trained to national accreditation standards		95% of Emergency Support Team have completed the Emergency Preparedness and into to CD centres training.		
LTP/AP25: Sufficient Council Staff are trained and available to maintain an EOC or Incident Management Team (IMT) response for 5 consecutive days (2.5.10.1)	M	A minimum of 150 staff trained and available for EOC and /or IMT roles		No one trained in March, 494 trained on record. Training reset underway. ORC to pick up asap on joining CCC.		

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

50%

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 activated July 2, 14, 23, 26, 30; September 5 and October 23 - 2025. EOC activated for 7 consecutive days during 'Feb 16th' severe weather event. Resourcing staff remains a topic of concern and needs organisation wide effort to address this.	An EOC will be stood up on the night of Te Kaha opening in April 2026	
LTP/AP25: Sufficient Council Staff are trained and available to lead each functional area of the Incident Management Team (IMT) or EOC	M	A minimum of 40 staff trained and available as functional leaders of IMT/EOC		38 staff trained and available as functional leaders of EOC - subject to CCC workload and management release		

response, allowing a response for 5 consecutive days (2.5.10.4)						

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Build community resilience through developing community response plans (2.5.4.2)	C	At least 30 community-based groups are actively supported in developing community response plans		March: Currently 83 community groups involved in community response planning, 35 active, 14 developing, and 34 scoping		
LTP/AP25: Build community resilience through public education and community engagement programmes (2.5.4.1)	C	At least 60 community resilience education and/or engagement programmes occur annually		Feb 7 education sessions this month, 78 public education events delivered YTD 4 talks on topics of emergency management and personal preparedness, Earthquakes and the Alpine Fault, Tsunamis and Community Response Planning 3 public events Communities reached included youth and children, elderly, general public, first responders and migrant communities		

Christchurch City Council

Long-term Plan 2024-34

Activity: Digital (March 2026)

Christchurch City Council

Overall Level of Service Forecast



84%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment	
						Comment	Remedial actions
	$58,379,666	$58,891,395	$0	$511,729	1%	Under budget by $200K in March.	

(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



67%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Council internal Customer Satisfaction: Customer satisfaction with the technology solutions, devices, support and digital services provided by the Digital Unit (13.2.31.1)	M	>= 65% satisfaction		No results yet for FY26.	No results yet for FY26.	
LTP/AP25: Digital enables effective and efficient business led change (13.2.33)	M	>/= 85% of the number of significant and high priority benefits realised		50% of Digital benefits met against our goal of 85%	Not met due to large amount of benefits overdue for measurement.	Escalate to Digital Leadership team and working with individuals to help get overdue benefits measured.
LTP/AP25: Improve the citizen experience to enable digital service (self-service or assisted) (13.2.33.1)	M	10% increase of the number of services digitally enabled		Work in progress.	The Digital Citizen Experience programme has its first release built and aiming to release this in the last quarter of FY 2026, post citizen engagement.	

Ensure IT Operational Resilience (availability and return to operation)



100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Key Services up time (13.2.14.1)	M	>=99%		99.99%	Analysis covers over 700 Configuration Items in the CMDB, focusing on Software and Application components supporting Council operations. Availability has remained consistently high, maintaining less than or equal to 99% over time, with current performance exceeding target.	

LTP/AP25: Network devices fully patched and up to date (13.2.37)	M	At least 95%		96%	We continue a new approach for reporting the achievement of device firmware versions. We have analysed all of the recent releases available and made a decision for each device family about the Council Minimum Acceptable Version (CMAV). We have chosen the CMAV based on feature set and absence of vulnerabilities, as relevant to the Councils requirements. The CMAV schedule will be reviewed and potentially amended as Cisco releases new firmware versions of value to Council. A device will be regarded as €˜Fully patched and up to date per the goal, when it meets or exceeds the CMAV.	
LTP/AP25: Priority 1 incidents for all services (13.2.14.2)	M	>/=95%		100%	The Return to Operations (RTO) metric measures the percentage of P1 incidents resolved within the defined SLA, based on business hours (7:00 am to 5:00 pm). After-hours impact is excluded from breach assessment. Cisco AnyConnect (P1 Call 175900) had a total outage of 431 minutes, of which approximately 100 minutes occurred within business hours, with the remaining duration outside business hours due to vendor-related work beyond Councils control. While the incident was not fully resolved within business hours, the measured business-hours impact remained within the 4-hour SLA threshold. Based on this approach, both P1 incidents recorded for the current month are assessed as meeting the SLA, resulting in an RTO score of 100% for the period.	

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Council compliance with Public Records Act reviewed through Archives NZ maturity self-assessment, with recommended improvement action plan approved by Executive Sponsor (13.2.30)	M	Reviewed annually		Reviewed annually.	Baseline Maturity Assessment completed and shared with Executive Sponsor. Improvement action plan has been approved by Executive Sponsor.	
LTP/AP25: Executive sponsor approved plan items either in progress or completed to plan (13.2.30.1)	M	100%		100%	Executive sponsor approved plan items either in progress or completed to plan.	

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Digital Infrastructure asset management: Asset lifecycle compliance (13.2.34)	M	=/< 1 year past		93.87%	There is a small percentage of machines that are outside of their warranty period of more than one year. This is due to location of devices or supporting solutions that are not easily switched to new hardware. Small reduction in devices outside of warranty by 1 year as staff work through replacements. Older devices at service centres and libraries are being replaced over the next two to three months.	
LTP/AP25: Digital Resource capacity plan approved by Governance annually (13.2.36)	M	Plan approved annually		Achieved.	Quarterly update presented to Governance.	
LTP/AP25: Software and applications: Renewal policy compliance and cycles (13.2.35)	M	90% of application licenses are within vendor support		70%	The % below target of 90% results from applications with multiple versions and software no longer in use.	

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

50%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Digital Projects are well managed to support wider business led changes (Budget) (13.2.25.2)	M	>/= 85% of Digital Projects are delivered within budget		83% of projects have been delivered to Budget.	83% of projects have been delivered to Budget. (down 17% from last month)	
LTP/AP25: Digital Projects are well managed to support wider business led changes (Scope) (13.2.25.3)	M	>/= 85% of IT Projects are delivered within scope		100%	100% of projects have been delivered to scope (no change from last month).	
LTP/AP25: Digital Projects are well managed to support wider business led changes (Time) (13.2.25.1)	M	>/= 85% of Digital Projects are delivered on time		83%	83% of projects have been delivered to Time (up 33% from last month).	When more projects deliver, the percentage will decrease and get back into target - however we cannot afford for other projects to miss their baseline delivery milestones in FY26.
LTP/AP25: The Digital Portfolio and Digital Investment Roadmap (3-year window) is approved by Governance group (13.2.26)	M	Annually		Achieved.	Quarterly update presented to Governance in November 2025.	

Provide a safe and secure network

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Staff have completed cyber security training (13.2.39)	M	>/=98%		97% for March 2026. Yearly average 98%.	The Cyber Security completion rate for new employees in March 2026 was 97%. The retraining rate was maintained at 85%.	
LTP/AP25: Staff susceptible to monthly phishing campaigns (13.2.40)	M	</=5%		0.55% for staff and 0% of Elected Members.	The monthly phishing simulation resulted in .55% of staff being compromised, 37% reporting the email phishing message.	

LTP/AP25: Time to triage cyber security incidents 24 x 7 x 365 (13.2.38)	M	</= 3 hours'		No priority 1 incidents for March 2026. No priority 1 incidents for the year. Time to acknowledge incidents remains below 5 minutes and the time to close remains below 50 minutes on average.	There were no known security breaches or critical/high security incidents in March 2026. In March our Security Services processed over 55k incidents, of those the Council Cyber Security Team investigated in detail 734 of those incidents.	
LTP/AP25: Trial technologies and approaches that enhance and stimulate innovation for improved community outcomes - Smart Christchurch projects meet the agreed success criteria defined in project brief (17.0.40)	M	87%		80%	No new initiatives were launched this month. Effort has been focused on progressing initiatives in the pipeline and ending the pilot for initiatives that have been going on for a while.	

Christchurch City Council

Long-term Plan 2024-34

Activity: Community Housing (March 2026)

Christchurch City Council

Overall Level of Service Forecast 100%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment	
						Comment	Remedial actions
	-$10,380,894	-$10,031,121	$0	$349,772	-3%	All Activities are currently forecast to be under budget with electricity savings a key driver.	

(Controllable net cost of service after carry-forwards)

Activity: Community Housing - Level of Service Details

Council contributes to the community housing supply in Christchurch

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Council actively manages lease with Otautahi Community Housing Trust (18.0.14.1)	M	Lease terms and conditions are managed - lease events are actioned and completed in a timely manner		Lease terms and conditions are managed - lease events are actioned and completed in a timely manner.	There is a good working relationship between Council and OCHT, we work together to ensure terms and conditions of the lease are managed accordingly. Regular communications are had ensuring levels of service are meet in a timely manner. Deed of Lease Compliance meetings are held six monthly; the last meeting was 19 February 2026.	
LTP/AP25: Council facilitates and/or funds community housing supply (18.0.2.1)	M	Implement Year 4 of replacement plan		367 new homes have been built since 2019	The target is to have all 366 units damaged in the 2010 and 2011 earthquakes replaced by 2030/31. It is important to note that the EQ damaged units were studio, or one-bedroom units and rebuilt complexes now also consist of family homes, giving a total of more than 620 bedrooms which exceeds the target. OCHT reached its target of replacing community (social) housing occupancy capacity lost to the Canterbury earthquakes when it opened its Willard Street development in 2023.	
LTP/AP25: Tenants of Council owned housing complexes are well housed (18.0.5.3)	M	At least 87% of building interiors & exteriors have a condition of ‰¤4		100% of building interiors & exteriors have a condition of less than or equal to 4	Based on available OCHT data, the overall condition of the Council's properties is improving. OCHT assessed Council's properties over the year with internal condition assessments ranging from 1.94 to 2.87, with an average of 2.37, where 1 is very good and 5 is very poor. External condition ranged from	

					1.13 to 3.05 with an average of 2.3, where 1 is very good and 5 very poor.	

Council contributes to the community housing supply in Christchurch with tenants of Council owned housing complexes well-housed

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Council facilitates and/or funds community housing supply (18.0.1)	C	At least 2080 units		2,517 (1,889 Council owned units and 628* OCHT owned units) * As per Community (Social) Housing Report - September 2025 to February 2026	Since 2019 OCHT have built 367 new homes across 17 city communities, which sees their owned housing stock at 628 homes. In the pipeline there are currently a further 202 homes either under construction or in planning. This is being achieved in part via the $55.7m loan to OCHT. Both parties are trying to achieve the same outcome, which is providing quality social housing services to Christchurch residents in a more economically sustainable manner. During the month the remaining long-term vacant units in Sandilands units (Linwood) were sold to Kainga Maha, a community housing partner. Note: timing between demolition of end-of-life units and the completion of new units will impact actuals at the time of reporting.	
LTP/AP25: Council maintains Community Housing as a rates-neutral service (18.0.7)	C	The Social Housing fund is solvent (i.e., >$0 and able to meet all budgeted costs on an annual basis)		The closing fund balance as per the February Monthly Financial Report was positive $1.656m.	The closing fund balance as per the February Monthly Financial Report was positive $1.656m - the forecast closing balance is positive $9.816m, which is due to assets sales.	
LTP/AP25: Tenant satisfaction with condition of unit (18.0.5.1)	C	>=70%		76%	In the most recent OCHT Annual Tenant Survey, results were released in June 2025, 76% of tenants were satisfied with the condition of their home.	
LTP/AP25: Tenants of Council owned housing complexes are well housed according to the Healthy Homes Guarantee Act 2017, and the Residential Tenancies (Healthy Homes Standards) Regulations 2019 (18.0.4.5)	C	100% Council owned units comply with regulations		100% Council owned units comply with regulations.	100% of Council owned units comply with the Healthy Homes Guarantee Act 2017, and the Residential Tenancies (Healthy Homes Standards) Regulations 2019.	

Long-term Plan 2024-34

Activity: Community Development and Facilities (March 2026)

Overall Level of Service Forecast 92%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$41,846,178	$41,917,257	-$373,600	$444,679	1%	Please note this may be affected by the costs of the response and recovery to the February 2026 wet Weather Event and the F&P Committee decision on the Phillipstown hub regarding unbudgeted costs for building R&R and other related costs needing to be carried forward.	

(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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Customer satisfaction with the delivery of community support, resilience, development, and recreation initiatives (4.1.27.1)	C	80%		88% satisfaction	83% customers were satisfied with community development and capacity building initiatives based on the 2024 - 25 survey. Residents survey Result 2026 = 88% against target of 80%. Teams continue to report on their contacts via the impact reporting dashboard & surveys undertaken at community events. percentage result is via residents survey.	
LTP/AP25: Locally focussed community support, resilience, development, and recreation initiatives are identified, prioritised, and delivered (4.1.27.2)	C	100% of Community board plans are developed and reported annually		2022/25 Plans complete and reported 2025/2028 Plans under development ETA May 2026	Community Board Plans developed with EM & unit participation. Now out for Community consultation. Final plans will be shared with units prior to Board adoption & presentation to Council early April. Beginning of electoral term.	
LTP/AP25: City-wide community support, resilience and development initiatives identified through key council strategies and Councillor	M	87% of the targets in the agreed implementation plan are delivered and reported		Identified implementation projects have an average completion of 48% as of 31 Feb 2026.		

Portfolio Groups are prioritised and delivered (4.1.27.4)				The forecast for year end is 92% against a target of 87%.		
LTP/AP25: Community issues, imperatives and trends are understood, recorded, and made available for stakeholders (2.2.1)	M	6 community profiles and supporting information at Board level and 1 at a city - wide level updated annually		6 Community Board profiles have been updated for 2025-2026 including some climate change considerations		
LTP/AP25: Council-wide planning processes and community relationships are supported by authentic and collaborative information (2.2.5.1)	M	Partner Organisations' collaborative status review is reported:130 Local70 City-Wide		16 partner engagements in March, 158 number YTD. 12 were city wide and 4 from Watai Board in March. Main areas of support the sector need include: Revenue e.g. funding (9) Communications i.e. social media, newsletters (5) Planning e.g. strategic project management (5) Community engagement and consultation (2) Some challenges the sector is having include: Reduced capacity of their volunteers Reductions in funding Confusion about the criteria for various council funding Lack of awareness of opportunities and networks Communications and engagement with the larger public, low attendance and those they are trying to reach i.e. older adults Running at a significant loss for the last 2 years and in a serious financial situation Opportunities of the sector Shifting back to areas of their historical work i.e developing campaigns on social cohesion and antiracism Supporting migrant communities with pathways to employment		
LTP/AP25: Locally focussed community resilience, development and/or recreation initiatives are identified, prioritised, and delivered (2.2.2)	M	87% of identified initiatives /projects delivered		Identified implementation projects have an average completion of 78%. The forecast for year end is 93% against a target of 87%	The reason this has declined was due to a revision of the percentage completed of 1 project from 100% to 80%.	

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: Requests for service regarding graffiti are responded to promptly (2.2.6.8)	C	At least 95% of requests responded to within 2 working days		100% of requests have been responded to within 2 working days		
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		January volunteer hours 484 February volunteer hours 500 March Volunteer hours ..... YTD July 2025 to Feb 2026 - 6950 hours	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. There are the same number of volunteers supported but we can no longer measure their reporting. These changes have increased efficiency, and our partners are satisfied. 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 (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.	

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Provide and manage funding for initiatives that facilitate resilient and active communities owning their own future (2.3.1.1)	C	100% of funding assessments detail rationale and demonstrate benefits aligned to Council's strategic priorities, and where appropriate, Community Board Plans		100%. The rationale for the recommendation including the alignment of the application with Council's strategic priorities and, where applicable, Board Plans is now built into the template.		

LTP/AP25: Enable volunteer participation through the effective administration of the community grant schemes (2.3.1.2)	M	Strengthening Communities Fund supports 2,185,000 volunteer hours annually, subject to eligible applications		Strengthening Communities Fund supports 2,185,000 volunteer hours annually	The Strengthening Communities Fund has supported 2,172,545 volunteer hours July to October 2026	

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Provide a sustainable network of community facilities to empower resilient, active, and connected communities owning their own future (2.0.1.1)	C	78 - 82 Facilities		85 facilities in the portfolio (94% are activated)	This level of service needs updating in the next LTP to reflect recent Council decisions on levels of service	
LTP/AP25: Support community management and/or activation of facilities through a partnership model (2.0.7)	M	At least 80% of community facilities are activated / managed in partnership with the community		94% of community facilities are activated/managed in partnership with the community (80 out of 85 facilities)		

Long-term Plan 2024-34

Activity: Communications and Engagement (March 2026)

Overall Level of Service Forecast 88%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$4,594,827	$5,275,809	$0	$680,981	13%		

(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

50%

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 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.	
LTP/AP25: Staff satisfaction with internal communications (4.1.14.1)	M	74%				

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Provide opportunities for residents to give feedback and engage with Council decision-making processes (participation in and contribution to decision making) (4.1.9)	C	At least 28%		43% satisfaction		

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Resident satisfaction that our external communications, marketing, and engagement activities are timely, accurate, relevant and clear (4.1.10.1)	C	79%		80% satisfaction	In the Residents Survey 2025-2026, 80% of residents consider Council communications are effective, helpful and relevant. This is 1% above the level of service target of 79%.	
LTP/AP25: Manage, adapt, and grow our external communications, marketing, and engagement channels in order to reach and engage with people (4.1.10.2)	M	13%				
LTP/AP25: Provide timely, relevant, and accurate external communications, marketing, and engagement activities to support equity, diversity, and inclusion (4.1.10.6)	M	Increase in youth, Maori, Pacific Peoples, and other under-represented voices (from previous year result)				

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Media enquiries have an initial response within 24 hours during office hours, and as required after-hours for emergencies. (4.1.12.2)	C	90% of media enquiries have an initial response within 24 hours during office hours, and as required after-hours for emergencies.				
LTP/AP25: Social media enquiries are responded to during office hours (Citizens & Customer Services provide after-hours support) (4.1.12.5)	C	80% of direct message social media enquiries are responded to within two hours				

Christchurch City Council

Long-term Plan 2024-34

Activity: Civic and International Relations (March 2026)

Christchurch City Council

Overall Level of Service Forecast 100%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$810,684	$971,581	$0	$160,897	17%		

(Controllable net cost of service after carry-forwards)

Activity: Civic and International Relations - Level of Service Details

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Lead city-wide coordination and collaboration in support of the agreed vision and priorities set out in the 2020 International Relations Policy Framework (IRPF) action plans (5.0.9.1)	C	Support delivery of implementation Plan to agreed timelines		CIR supported a member of the India New Zealand Business Council (INZBC) to progress the establishment of a strategic relationship in India.		
LTP/AP25: Deliver visit programmes, functions, and activities for visiting dignitaries (5.0.10)	M	Liaise with embassies, honorary consuls, and local stakeholders to plan and deliver visit programmes, functions, and activities for visiting dignitaries, in accordance with agreed priorities for inward visits and the IRPF implementation plan		CIR supported official visits to Christchurch by several international dignitaries, including the Irish Minister of State for Agriculture, Food, Fisheries and the Marine, who laid a wreath at Oi Manawa and met with members of the Irish community; the British High Commissioner, who visited Christchurch on a farewell call; the Japanese Ambassador, who hosted celebrations marking the birthday of the Emperor of Japan; and representatives of the Hong Kong Economic and Trade Office based in Sydney.		
LTP/AP25: Liaising with, and supporting, the Christchurch Antarctic Office to ensure Antarctic engagement activities are aligned with the International Relations Policy Framework (5.0.2)	M	Advice and logistic support provided as required, to assistChristchurch Antarctic Office to deliver against the Antarctic strategy		No activities were delivered against this level of service in March.		
LTP/AP25: Support Sister City Committees to deliver community	M	100% of Sister City Committees plan and deliver projects and		CIR staff supported the Seattle and Kurashiki Sister City Committees through participation in their regular meetings. CIR also worked		

activities to deepen the sister city relationships (5.0.1)		activities in alignment with the IRPF		with Global Cities New Zealand to plan for Christchurch to host the GCNZ Biennial Conference in September. Ongoing support was provided to the China Sister City Committee on the Wuhan Garden Project, which proposes the establishment of a Chinese pagoda, funded by the Wuhan Municipal Government, within the China Sister Cities Garden at Halswell Quarry Park.		

Deliver a regular schedule of high-quality civic ceremonies

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Annual programme of other high quality civic ceremonies delivered (5.0.8)	C	Deliver an annual programme of other civic or ceremonial events including 22 February commemorations, Civic Awards, and/or Charter Parades		CIR delivered a civic commemoration for the 15 March Terror Attacks in the Botanic Gardens, at the request of whā□nau of the shuhada. This was the first time a civic commemoration of this nature has been held. CIR worked with the Joshua Foundation to deliver a Duke of Edinburgh Awards presentation for 132 recipients.		
LTP/AP25: High quality citizenship Ceremonies to confer citizenship for Christchurch based new, New Zealand citizens delivered (5.0.6)	C	Deliver a regular schedule within budget		CIR successfully delivered two high quality citizenship ceremonies in March, welcoming 615 Christchurch based residents as new New Zealand citizens.		
LTP/AP25: Support the RSA and community in the delivery of commemorative events (5.0.7)	M	Deliver with the RSA a high-quality ANZAC Day Dawn Service; support other war commemorations (e.g., Armistice Day), to agreed standards, dates, and timelines		CIR staff continued to support the Christchurch RSA with planning for Anzac Day 2026, including coordination of city wide traffic management plans to enable Anzac Day services.		

Delivery of unscheduled Civic or National Ceremonies or visits

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Manage delivery of unscheduled Civic or national ceremonies or visits, including visits of the royal family and/or Governor General, and national remembrance /memorial events (5.0.4)	M	Lead or co-lead the delivery of significant unscheduled civic or national ceremonies or visits, as required and within time constraints and allocated budget		CIR coordinated with internal Council teams and Venues Otautahi to support the successful delivery of the official opening of One New Zealand Stadium at Te Kaha.		

Christchurch City Council

Long-term Plan 2024-34 **Activity: City Growth and Property (March 2026)**

Christchurch City Council

Overall Level of Service Forecast 100%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$3,383,250	$3,604,934	$65,308	$156,376	4%	All Activities are currently forecast to be under budget with electricity savings a key driver.	

(Controllable net cost of service after carry-forwards)

Activity: City Growth and Property - Level of Service Details

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Facilitate housing outcomes through financing mechanisms (17.0.43)	C	Facilitation of additional new community housing units (number of units to be confirmed) will be dependent upon having approved funding contracts in place with the Crown, and additional drawdowns of approved Council lending		Achieved earlier in the year	No action in March	
LTP/AP25: Work with our neighbours and other partners to provide regional housing advice (17.0.44)	C	Report annually to Council on progress towards the implementation of the Greater Christchurch Partnership Housing Plan and Canterbury Mayoral Forum Housing Plan		Achieved	Input provided in earlier months	

Generate positive community outcomes through the acquisition or disposal of property

100%

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

LTP/AP25: Deliver projects that will lead to positive community outcomes: -Increasing the supply of community housing; or -Increase employment opportunities; or -Improves Mana Whenua relationships; or -Allows for community "ownership" of service delivery; or -Reduces the impacts of natural or human induced (including climate change) hazards (13.4.10.1)	C	At least one new project commenced annually		Achieved this year the new initiatives include: a feasibility study into a transitional housing hub (approved by the Council 17 September 2025); and a lease of land to the East Christchurch Housing Trust to allow them to develop community housing.	Council received a draft feasibility study on the transitional housing hub study during March. This will be reviewed and reported back to the Council in upcoming months. In addition, during the month, the Unit has: assisted mana whenua with identification of a site for an aquaculture initiative; completed sales of the Andrews Crescent and Sandilands to community housing providers who will replace the existing end of life units with additional, new, warm, dry fit for purpose social and affordable homes.	
LTP/AP25: Acquisition of property right projects, (e.g., easements, leases, and purchases) is delivered to agreed timeframes (13.4.10)	M	At least 90% projects delivered to agreed timeframes per annum		90%	On target end year KPI	Maintain management processes and focus
LTP/AP25: Lease terms and conditions are managed (13.4.18)	M	At least 95% of agreements are live/documented		100%	All leases recorded in the system are documented	No remedial actions are required maintain processes and practices
LTP/AP25: Lease terms and conditions are managed in a timely manner (13.4.18.3)	M	At least 95% of current year lease events complete		95.41% of YTD events completed	KPI on track to be achieved by year end	No remedial actions required. Maintain focus, management, practices and processes

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Customer satisfaction with quality Case Management Services (9.1.15.2)	M	80%		95% satisfaction		

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Effectively support and administer financial incentives to support regeneration outcomes (17.0.20.5)	C	100% compliance with agreed management and administration procedures.		Financial incentives to be applied during FY26 are: (a) City Vacant Differential Rate (CVDR) - including site assessments and correspondence. Current year CVDR applied from July 2025. Letters have been sent this month to owners of sites that are potentially liable for the rate from July 2026. (b) CCBA grant - $270k on budget, with first	On track and meeting target of compliance with agreed management and administrative procedures.	

				tranche $150k released in September following the signing of the Annual Grant Agreement. Assessment is underway to enable release of the second tranche of funding. (c) Shape Your Place Toolkit funding - fully allocated by community boards, with the exception of Waipapa Papanui-Innes-Central which has $2,100 remaining. (d) The Enliven Places Rates Incentive for Property Owners - has allocated9,719.76 4 so far this financial year.		
LTP/AP25: Provide regeneration programme report/s to Council, that report on regeneration projects in the Central City and priority Suburban Centres (17.0.20.2)	C	Annually		Councillors were last briefed on the Local Area Planning programme on 11 March, via both the Local Area Planning biannual report (Suburban) and the Planning & Consents Unit biannual report .	The next Central City-specific Local Area Planning Annual Report will cover July 25 to June 26, for consideration est. September. The next Suburban-specific Local Area Planning report will cover the 2026 calendar year and be presented in early 2027. Other updates are provided via unit biannual reports, the next one scheduled for approx. September 2026	
LTP/AP25: Deliver small scale temporary and permanent capital projects to support city identity, community leadership and placemaking (17.0.20.3)	M	100% of capital projects align with Urban Regeneration Capital		The Enliven Places Programme has several projects planned for delivery this financial year, with February progress including: Welles St: Due to escalation of parklet costs, an alternative provider is being sought. Godley Plot Lighting: A lighting solution has been agreed, with installation anticipated in May Press Lane lighting: Lighting design finalised; mural design underway including discussion with building owners and artists. Sydenham tree creative lighting: lighting trial completed and lighting design completed. Procurement underway with installation anticipated in May. Linwood Village mural: mural delivery underway with completion planned by early April	On track to meet target of aligning projects with objectives.	

Long-term Plan 2024-34

Activity: Citizens and Customer Services (March 2026)

Overall Level of Service Forecast 100%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$7,413,192	$7,423,717	$0	$10,525	0%		

(Controllable net cost of service after carry-forwards)

Activity: Citizens and Customer Services - Level of Service Details

Provide a "first point of contact" Council customer service

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Citizens and customer satisfaction with the quality of the service received for phone contacts (2.6.7.3)	C	At least 85%		89% satisfaction	Resident satisfaction 2026 for phone service = 89% achieved	
LTP/AP25: Citizens and customer satisfaction with the quality of the service received for walk in services (2.6.7.1)	C	At least 85%		99% satisfaction	Resident satisfaction result 2026 for our walk in service = 99% achieved.	
LTP/AP25: Ensure Citizen and Customer Services are available to answer enquiries, 24 hours per day, 7 days a week (2.6.3)	C	At least 99% of the time		24/7 operation maintained 100% of the time.		
LTP/AP25: Provide a walk-in service that meets future citizen and customer demand (2.6.1)	C	7-13 walk in customer service hubs		Service hubs supported 26,881 walk-in interactions Matatiki (Hornby) Shirley and Linwood were our top busiest hubs.	Shirley and Linwood were busy primarily due to NZPost/Post Plus, whereas Matatiki (Hornby) was busy due to pools. Several rainy and colder days which contributed to reduced walk in volumes at the Halswell pool which is an outdoor facility.	
LTP/AP25: Citizen and Customer expectations for service response are delivered in a timely manner for email enquiries (2.6.4.2)	M	Email enquiries have an average response time of no more than 48 hours		March: 41 hours 27 minutes YTD: 36 hours 57 minutes	A total of 7,922 email interactions were presented this month. 9.5% increase in volume this month compared to March 2025 Top 3 enquires were Rates balance checks,	

					invoice request and settlements and refinance.	
LTP/AP25: Citizen and Customer expectations for service response are delivered in a timely manner for social media enquiries (2.6.4.3)	M	80% of social media enquiries are responded to within two hours (after hours)		Average response time of 31minutes 10 seconds achieved (Citizen & Customer Services cover after hours response only).		
LTP/AP25: Citizen and Customer expectations for service response are delivered in a timely manner for telephone enquiries (2.6.4.1)	M	Telephone enquiries have an average speed to answer of no more than 120 seconds		March: 108 seconds YTD: 106 seconds	A total of 27,191 interactions were presented. % calls answered in less than 2 minutes = 68.9% % calls answered between 2-5 minutes = 20.2% % calls answered above 5 minutes = 10.9%	

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Improvement projects completed (13.16.7.3)	M	As per agreed work programme		Improvement projects completed as per agreed work programme.	Multiple significant projects are being worked on and milestones delivered throughout the month by the team within agreed timeframe and scope. Smaller improvement work was also undertaken and successfully delivered. Of significance this month was improving the process for third party assets - such as NZTA - providing clarity for customers. Previously, we would pass these requests on to external parties. Unfortunately, this led to customers expecting us to take action on their behalf, even though we didnt have the authority or capability to resolve issues relating to assets we dont own. This also made it challenging for us to keep customers informed about the progress of their requests. We have also worked with the GIS team to add a new development on GIS maps when creating a Hybris ticket for faulty traffic lights. Until now, we were only able to see streetlights and when we received calls for faulty traffic lights, we had to rely on the images from the aerial map hoping the traffic light is visible. This lead to the contractor being called out, with associated costs, when it was unnecessary. The GIS map will by default show the location of traffic lights when the Incident Category is Safety / Hazards / Lighting allowing us to confirm information on traffic lights at an intersection.	

LTP/AP25: Process and procedure documentation and maintenance provided (13.16.7.2)	M	In accordance with agreed work programme		Process and procedure documentation and maintenance provided in accordance with the agreed workplan.	Standard maintenance and review of existing procedures have continued along with process and procedure documentation developed as outcomes of continuous improvement work. There has been an upturn in requests to review procedures when a contractor has declined the work although documentation has been followed to suggest they are the correct team. When queried with the appropriate Contract Managers the response has been they are in scope in all cases, and they have worked with the contractor to clarify. No noticeable pattern identified but we are monitoring. This month, we also strengthened documentation around setting up customers to reduce duplicated records.	
LTP/AP25: Service and Activity Reporting is provided (13.16.7.5)	M	Within two working days of month end or as negotiated		Service and Activity reporting provided within two working days of month end or as negotiated.	Regular and recurring reporting delivered as per SLA and negotiated delivery dates. Ad hoc reporting also provided as requested. It is pleasing to see different levels of the Council now using the Daily Insights Dashboard such as the Transport team being able to review the number of interactions on an intersection they are looking at. We are hoping this use will cascade upwards.	

Christchurch City Council

Long-term Plan 2024-34

Activity: Christchurch City Libraries / Nga Kete Wananga o Otautahi (March 2026)

Christchurch City Council

Overall Level of Service Forecast 100%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$33,991,020	$34,074,864	$0	$83,844	0%		

(Controllable net cost of service after carry-forwards)

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

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Maintain collections per capita of city population, per year (3.1.1.3)	C	3 - 4 items per capita		3.20 items per capita	3.20 items per capita as at 1/03/2026	
LTP/AP25: Maintain number of issues per capita of city population, per year (3.1.1.4)	C	At national average or better		12.23 items per capita of city population against 9.90 national average	12.23 items per capita if annualised as at 1/03/2026	
LTP/AP25: Collections in a number of languages are available in a range of formats (3.1.1.6)	M	Maintain at least 18 languages		Maintained 18 languages	18 languages are maintained as at 1/03/2026	
LTP/AP25: Heritage material available digitally through the Discovery Wall and Canterbury Stories (Digital Heritage Repository) increases as communities continue to contribute (3.1.1.5)	M	At least 6000 images are added each year		8,314 images added this reporting year	8,314 images added since 1/07/2025	

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Maintain participation at public programmes and events (3.1.4)	C	380-450 participations per 1,000 of population				

LTP/AP25: Residents have access to spaces, services, and leading-edge technology resources to improve their wellbeing (3.1.9)	C	Capture and share at least 12 to 16 customer stories per annum				
LTP/AP25: Collaborations and partnerships enable a sustainable diversity of library programmes and events offerings (3.1.10)	M	Maintain or increase current collaborations and partnerships				
LTP/AP25: Provide delivery of professional Kaupapa Maori programmes and events, to support our commitment to Te Tiriti o Waitangi (3.1.11)	M	Deliver at least 270 sessions per annum				

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Maintain a mobile outreach service (3.1.2.4)	C	Between 50-60 visits per week				
LTP/AP25: Maintain library user satisfaction with the library service (3.1.5)	C	At least 90%		94% satisfaction	Slight drop from 96% last survey	
LTP/AP25: Provide weekly opening hours for existing libraries (as appropriate for metropolitan, suburban & neighbourhood libraries) (3.1.2.1)	C	23 - 74 hours per week		23-74		
LTP/AP25: Maintain visits per capita (3.1.2.5)	M	At national average or better		8.69	Above national average (3.6)	

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Access to information and technology support via walk-in, library website, phone, email, professional assistance, and digital access (3.1.3.3)	C	Maintain number of advice queries and in-depth research enquiries			Maintained	
LTP/AP25: Access to online information is freely available through the library website (3.1.3.1)	C	Access freely available		Access freely available	Access has been provided 24/7	
LTP/AP25: Devices available to the public (3.1.3.5)	C	Ratio of 4 per 5,000 of population		4.38	Actual is achieved, 4.38 against target of 4 per 5000 of population. This is slightly reduced from last months figure of 4.42 as the Councils latest population estimate has risen to 419,000.	

LTP/AP25: Free 24/7 Wi-Fi access is available at all libraries (3.1.3.4)	C	Free Wi-Fi 24/7		99.72%	Overall network availability (based on AKIPS reporting) for this month including WiFi was 99.72%.	

Christchurch City Council

Long-term Plan 2024-34

Activity: Christchurch Art Gallery / Te Puna o Waiwhetu (March 2026)

Christchurch City Council

Overall Level of Service Forecast 100%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$8,192,333	$8,276,220	$0	$83,886	1%	Will meet target	

(Controllable net cost of service after carry-forwards)

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

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Residents and visitors have access to a nationally significant art gallery (3.0.6)	C	Maintain hours of opening, no fewer than 2,749 hours pa		target 2749 actual forecast 2756Expected to increase again with a late week of Matariki celebrations	Will achieve target	
LTP/AP25: The Art Gallery attracts residents and visitors into the city, contributing to the identity, wellbeing, and activation of the city (3.0.1)	C	Maintain visitation at 95% of the average of the last 5 years, or higher		March target 25,682 actual 32,600 = 127% of monthly target March YTD target 217,268 actual YTD 250,019 = 115% of target YTD	Will make target	
LTP/AP25: Visitor satisfaction with the overall Art Gallery experience (3.0.2)	C	At least 90%		Q2 FY 26 results = 95%	Will meet target	
LTP/AP25: Collection access and documentation (3.0.4.2)	M	All new collection works reported to brokers and council insurance and asset managers within 3 months of acquisition		42 works accessioned this quarter to above standards		
LTP/AP25: Collection access and documentation (3.0.3.1)	M	Maintain records of all outward loans and CAG collection images published by third parties		200 image requests received for March 2026. Outwards loan records maintained	Will meet target	
LTP/AP25: Collections are cared for in optimum conditions to ensure that the Gallery's collection is available for generations to come (3.0.4.3)	M	Items stored in keeping with industry standards within 3 months of acquisition (including handling and storage systems (crates,		42 works accessioned this quarter. to above standards		

		racking, framing etc) and environmental conditions)				
LTP/AP25: Collections are cared for in optimum conditions to ensure that the Gallery's collection is available for generations to come (3.0.4.4)	M	Collections works required for exhibitions conserved within budget		On target		
LTP/AP25: Collections documented and maintained, with access provided (3.0.4.1)	M	90% of all new collection items are published online with an image (where copyright permission is available) within 3 months of acquisition		Q3 94.3% published on-line with an image		
LTP/AP25: Develop, maintain, and provide access to a collection of nationally significant art (3.0.3.2)	M	Works of art purchased to enhance Christchurch Art Gallery's collection in line with policy		Works of art purchased/accessioned into the gallery's collection as per policy	Will meet target	

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: A diverse range of art exhibitions that attract new and repeat audiences are developed and presented (3.0.8.2)	C	No fewer than 12 exhibitions presented pa		Proposed 13 exhibitions 25/26 FY	Will make target	
LTP/AP25: Administer the allocation for public art in Christchurch (3.0.7)	M	CCC allocation to the Public Art Advisory Group (PAAG) is spent in line with policy		CCC allocation to the Public Art Advisory Group (PAAG) is spent in line with policy	Will meet target	
LTP/AP25: Exhibitions & publications presented (3.0.8.1)	M	4-6 publications pa, with at least 1 significant publication every 2 years		4 x Bulletins3 significant publications - Whenua, Taniwha, upcoming Venice publication 1 further publication There's a Horse in the Gallery	Will meet target	

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Deliver a diverse range of public programmes to promote and educate the importance of the visual arts (3.0.9.2)	C	At least 22,000 people attend advertised public programmes per annum		1750 Participants	1750 on a target 2574	
LTP/AP25: Deliver a diverse range of school-specific programmes to promote and educate the importance of the visual arts (3.0.9.1)	C	At least 11,000 attend school specific programmes per annum		1502 Participants	1502 on target of 1727	

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: International Museum standards maintained: climate control (3.0.10.1)	M	Humidity maintained within current agreed international standards range		For March, humidity was within tolerance 99.8% of the time in the Gallery and 97.5% of the time in the Stores. YTD, this equates to 99.9% in the Gallery and 98.7% in the Stores.		
LTP/AP25: International Museum standards maintained: climate control (3.0.10.2)	M	Temperature maintained at current agreed international standards		For March, the temperature was within the 100% agreed tolerance in the Gallery, and in the Stores it was 100%. YTD, this equates to 100% in the Gallery and 99.8% in the stores.		
LTP/AP25: International Museum standards maintained: security and asset protection (3.0.11)	M	Maintain On site security presence in CAG 24/7/365				

Christchurch City Council

Long-term Plan 2024-34

Activity: Business Support and Continuous Improvement (March 2026)

Christchurch City Council

Overall Level of Service Forecast 100%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment	
						Comment	Remedial actions
	$2,943,876	$3,367,835	$0	$423,959	13%		

(Controllable net cost of service after carry-forwards)

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

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Closely manage consolidated shared services such as travel, first aid and stationery and demonstrate tangible cost savings while delivering quality outcomes (13.16.2.3)	M	Year on year decrease of actual spend against budgets		Achieved	Staff Travel YTD $286,960.00, YTD Plan $461,975.00, Underspend $175,015.00 Stationery YTD $244,886.00, YTD Plan $312,387.00, Underspend $67,500.00 First aid costs are included with Safety Equipment costs and unable to separate out to show actual spend	
LTP/AP25: Customer satisfaction with the general and technical administration support across the Organisation (13.16.2.1)	M	At least 80%		Achieved	Stakeholders have regularly communicated their satisfaction with our services especially when we are able to provide additional support. For example, the procurement team were down one team member due to unplanned leave and we have been able to provide this team with the additional support needed. The Residents Survey highlighted satisfaction with the new Optimo portal and the ability to view venue availability at any time. The team also received some positive feedback in the survey comments regarding the prompt responses from the booking team.	
LTP/AP25: Monthly administration tasks are completed within agreed timeframes (13.16.1)	M	95%		Achieved	Tax invoices, asset based purchase orders, stationery orders, fencing claims and RPAS all completed within SLAs. Some of the requests are still not meeting the right quality which results in additional work to correct but this is being actively addressed at the time with the appropriate people. Regular hire work has continued to increase	

					with a lot of people changing bookings or cancelling due to concerns around costs and lowering attendance rates. SLAs have all been achieved.	

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Improvement activities are delivered within agreed timeframes as per prioritised work programme (13.15.1.2)	M	80%		95%	Frustrating delay in AI hub page delivery, but now up and running.	Team training delivered for extra-I&I SharePoint edit access.
LTP/AP25: Staff satisfaction with interactions with the service (13.15.2)	M	80%		100%		

Christchurch City Council

Long-term Plan 2024-34

Activity: Building Regulation (March 2026)

Christchurch City Council

Overall Level of Service Forecast  **85%**

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	-$5,021,596	-$4,514,771	$0	$506,824	-11%		

(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

 **100%**

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Notify relevant building related claims to insurer (9.3.2)	M	100% of known relevant building related claims notified to insurer within relevant Financial Year		100% of known relevant building related claims for March have been notified	100% of known relevant building related claims for March have been notified	
LTP/AP25: Respond to building related claims under the appropriate forum (9.3.7)	M	Report Annually that Council complies with WHRS, WHT, District Court, High Court, and Dispute Tribunal rules, including meeting acceptable standards of evidence, timeframes, and representation		Council has complied with WHRS, WHT, District Court, High Court, and Dispute Tribunal rules during the month of March - 100%	Council has complied with WHRS, WHT, District Court, High Court, and Dispute Tribunal rules during the month of March - 100%	

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

 **100%**

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Maintain a public register of earthquake prone buildings in Christchurch (9.3.5)	C	Update the Earthquake Prone Building Register whenever the Council becomes aware of a change of a building's earthquake-prone status		The buildings on the EPB register 31st March 2026: 441 - The total number of buildings removed from the EPB register in March 2026: 3 - Structural strengthening completed: 1 - Demolished: 2	The Earthquake Prone Building Register has been regularly updated as required	

				133AL (EPB notices) issued: 1 133AH (Engineer assessments) issued: 0		

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Building Consent Authority status is maintained (9.3.1)	C	Building Consent Authority status is maintained		Building Consent Authority status is maintained		

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Pools are inspected in accordance with the legislative requirements in section 162D of the Building Act 2004 (9.0.7)	C	All pools are inspected in accordance with legislative requirements		112 Pool inspections were conducted in March 2026 1069 Pool inspections have been conducted for the year-to-date. This is 99.5% of the annual target	Currently on track to meet the year-end budget	

Provide a public advice service to support building consenting customers

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Provide a quality eco design service (17.0.37)	C	Provide free eco design advice to the public		The Eco Design Service has provided 30 consultations for the month of March 2026 The Eco Design Service has provided 243 consultations for the year-to-date and is on track to meet the year-end target of 300	The Eco Design Service was also busy with: Providing advice to designers about G7 (Natural Light), Solar Systems, H1 (energy efficiency) Delivering talks to 3rd year Engineers and 2nd year Designers at Ara on; Ventilation H1 Weathertightness and moisture issues Participated at the CCC stand at the Home Show promoting the EDA service EDA rebranding Feedback on the 'City Centre Zone' Training: Drainage, Granny Flats, H1	
LTP/AP25: Public advice is available, including building control phone and counter services to public, elected members and media, website and online services, printed	M	Between the hours of 8.00am - 5.00pm, Monday to Friday (excluding public holidays)		Walk in customers: 251 customers. Time spent: 5113 minutes Duty BCO phone calls: 347 calls answered	This target is anticipated to be met at year end	

publications, LGOIMA requests and input toward legislative review or interpretation (9.1.8)				Duty BCO emails: 996 emails resolved		

Receive and process project information memoranda applications in a timely manner

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Process project information memoranda applications within statutory timeframes (9.4.10)	C	Process 99% of project information memorandum applications within 20 working days		100% of applications have been processed within 20 working days in March 100% of applications have been processed within 20 working days for the year-to-date	Currently on track to reach the target at year-end	

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Customer satisfaction with building consents process (9.1.4)	C	80%		The customer satisfaction for the month of March 2026 was 83.8% The year-to-date customer satisfaction is 81.4%	The year-to-date customer satisfaction is currently on track to meet the target of 80%	
LTP/AP25: Grant building consents within 20 working days (9.1.1)	C	The minimum is to issue 95% of building consents within 19 working days from the date of acceptance		97.4% of building consents were issued within 19 working days for the month of March 2026 97% of building consents have been issued within 19 days for the financial year-to-date	Currently on track to meet the year-end budget	

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Audit Building Warrant of Fitness to ensure public safety and confidence (9.1.9)	C	Audit 20% of building stock annually		139 audits were undertaken in March 2026 930 audits have been carried out for the year-to-date. This equates to 80.9% of the annual target and currently on track to meet the year-end target of 1149 audits	On track to meet the year-end target	

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

0%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
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		96.6% of Code Compliance Certificates have been issued within 19 working days for the month of March 2026 89.3% of Code Compliance Certificates have been issued within 19 working days for the year-to-date	The number of Code Compliance Certificates issued has continued to increase. During March 89.4% were issued within 5 working days.	The recently recruited assessors have been trained and are helping to manage workloads.
LTP/AP25: Carry out building inspections (9.1.12)	M	98%		94.11% of inspections were completed within three working days of customer request for March 2026 94.41% 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 request for the financial year-to-date	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 (March 2026)

Overall Level of Service Forecast



93%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$19,854,193	$20,217,638	$0	$363,445	2%	All Activities are currently forecast to be under budget with electricity savings a key driver.	

(Controllable net cost of service after carry-forwards)

Activity: Asset management & Facilities - Level of Service Details

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



100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Building Warrants of Fitness completed on time (13.4.28.1)	M	100%		8 BWOF's for March - all were completed and issued on time.		
LTP/AP25: Facilities Management and Maintenance Services are audited and achieve contract KPIs (13.4.7)	M	At least 98% of contract KPI's achieved		Results for March 2026 were not available - reported results are for February 2026. All KPI's for the month were achieved - shown 100% on the dashboard		
LTP/AP25: High-priority (7 1/2 year) sites will meet requirements by 2025 (13.4.28.3)	M	At least 50% compliant		This is being reviewed and updated as per Trim document 25/1397392	Note- Government legislation is about to change these requirements. Further discussion and consideration are being undertaken> This will be updated if required in the future.	None at this time
LTP/AP25: Key building systems operate in line with their original design parameters (13.4.7.4)	M	Heating and Ventilation systems maintain user comfort levels with a variance of 1-degree centigrade of original design parameters		The March 2026 average space temp across all floors of the Civic offices during occupied hours (7 am to 5 pm) was 22.033°C. This is within the WorkSafe NZ €˜good workplace temp range for summer months, as per below: WorkSafe NZ dictates that temperatures must be set between 19-24 degrees in summer and 18-22 degrees in winter to ensure good workplace health and safety.		
LTP/AP25: Key building systems operate in line with their original design parameters (13.4.7.5)	M	95% of FaÃ§ade blinds operate as per initial design parameters		Auto blinds we have had no faults on the auto blinds this month		

LTP/AP25: Key building systems operate in line with their original design parameters (13.4.7.6)	M	Automatic doors operate 95% of the time as per the original design performance		Auto doors we have had no faults on the on the auto doors this month		
LTP/AP25: Medium-priority sites will meet requirements by 2033 (13.4.28.4)	M	Planning is underway for medium-priority sites		This is being reviewed and updated as per Trim document 25/1397392	Note- Government legislation is about to change these requirements. Further discussion and consideration are being undertaken> This will be updated if required in the future.	None at this time
LTP/AP25: Priority 1 and Priority 2 reactive maintenance jobs are completed within contract timelines as determined by the Facilities Service contract. (13.4.7.2)	M	At least 90%		There were 29 P1 and 66 P2 jobs for January 2026. Two P1 jobs were not completed within the agreed timeframe, and two P2 jobs were also not completed on time. All Priority jobs for the month totalled 315 Success rate 95.56%		

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

67%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Asset Management Plans are in place for Facilities Assets (Sports and Recreation, Libraries, Community, Arts and Culture, and corporate buildings) (13.4.24.2)	M	100%		All AMP's are complete for the current LTP cycle 2025-27	Complete	None required
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		Total emissions across major facilities increased from 131.65 tCO_e in February 2025 to 153.41 tCO_e in February 2026, representing a 16.52% rise. This increase is primarily driven by higher emissions at CIVIC due to diesel heating while TriGen remains offline, and by Pioneer not being open last year. As with previous reports, electricity emissions are calculated using 2024s grid emission factor; actual emissions may be lower due to the high share of renewable generation nationally.	CIVIC (+98.79%) The significant increase in emissions at CIVIC is driven by the use of the diesel boiler for space heating, with approximately 4,500 litres delivered in February 2026. With TriGen not operating, there is no on-site generation to offset emissions, resulting in a higher carbon intensity despite lower overall energy use compared to the previous year. Art Gallery (-11.53%) Emissions decreased in line with reductions in both electricity and landfill gas consumption. Landfill gas data has been restored this month, allowing for a complete comparison with February 2025 and reflecting ongoing optimisation efforts. Pools Taiora QEII (+0.98%); Jellie (+3.04%); Pioneer (+182.39%); Te Pou Toetoe Linwood Pool (-6.56%); Graham Condon (+1.35%) Most pool facilities remained within expected operating ranges. Pioneer continues to show a significant increase due to the February 2025 closure, resulting in a low baseline for comparison. Libraries Turanga (-10.89%), Bishopdale (+11.57%), Lyttelton (-3.23%), Sumner (+8.59%), Upper Riccarton	

					(-41.06%) Turanga and Lyttelton maintained stable and efficient performance with reduced emissions. Upper Riccarton Library shows a significant decrease, returning to normal operation following elevated emissions in February 2025. Bishopdale Library recorded an 11.57% increase. Investigation identified that AHU1 operated overnight for two nights during the month; this issue has not reoccurred and remains under investigation. Sumner Library shows a moderate increase in emissions, consistent with residual impacts from previously identified control issues, which have now been resolved.	
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		Overall, energy consumption across CIVIC, Turanga, Taiora QEII, Jellie, Pioneer, Te Pou Toetoe Linwood Pool, Graham Condon, Orauwhata Bishopdale Library, Lyttelton Library, Sumner Library, and Upper Riccarton Library increased by 3.14% in February 2026 compared to February 2025, mainly due to Pioneer not opening last February.	Key Observations CIVIC (-16.96%) Energy intensity at CIVIC remained lower than in February 2025 because the TriGen plant was not operating. However, space heating was provided by the diesel boiler system this year, with approximately 4,500 litres of diesel delivered in February. While this contributed to energy use, the impact remains less significant than previous landfill gas consumption. Art Gallery (-16.41%) Both electricity and landfill gas consumption decreased compared to February 2025. Landfill gas data has been restored, enabling a complete comparison. The reduction reflects ongoing optimisation efforts across the site. Pools Taiora QEII (+0.98%); Jellie (+3.04%); Pioneer (+182.39%); Te Pou Toetoe Linwood Pool (-6.56%); Graham Condon (+1.35%) Most pool facilities remained within expected operating ranges. Pioneer continues to show a significant increase due to the February 2025 closure, resulting in a low baseline. Libraries Turanga (-10.89%), Bishopdale (+11.57%), Lyttelton (-3.23%), Sumner (+8.59%), Upper Riccarton (-41.06%) Turanga and Lyttelton maintained stable and efficient performance. Upper Riccarton Library shows a significant reduction, returning to normal operation following elevated consumption in February 2025. Bishopdale Library recorded an increase of 11.57%. The investigation found that AHU1 operated overnight for two nights during the month. This issue has not reoccurred and remains under investigation. Sumner Library continues to show slightly elevated consumption, though significantly lower than in January. This aligns with	

					previously identified control issues, which have now been resolved.	

Provide the organisation with a safe, efficient, and well utilised vehicle fleet that supports Council to achieve its fleet emissions targets

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Enable asset utilisation by assessing overall fleet efficiency and emissions to identify potential efficiency savings (13.4.11.5)	M	Hours Used / Total Working Hours Target: 40%		July 2025 61% utilisation over 184 working hours August 2025 56% utilisation over 184 working hours September 2025 58% utilisation over 176 working hours October 2025 62.5% utilisation over 176 working hours November 2025 62.5% utilisation over 152 working hours December 2025 54% utilisation over 160 working hours January 2026 February 2026 55% utilisation over 152 working hours March 2026 60% utilisation over 176 working hours YTD 58.5% utilisation over 1536 working hours		
LTP/AP25: Provide the organisation with a safe vehicle fleet (13.4.11.2)	M	100% of Registrations completed on time		July - 30 WOFs/COFs due 25 issued, 5 unwarranted (off the road awaiting repairs) August 35 WOFs/COFs due 37 issued, 3 unwarranted (off the road awaiting repairs) September 48 WOFs/COFs due 42 issued, 6 unwarranted (off the road awaiting repairs) October 20 WOFs/COFs due 15 issued, 3 being disposed of, 2 unwarranted (off the road awaiting repairs) November 22 WOFs/COFs due 20 issued, 2 unwarranted (off the road awaiting repairs) December 30 WOFs/COFs due 28 issued, 2 unwarranted (off the road awaiting repairs) January 25 WOFs/COFs due 16 issued, 9 unwarranted (8 are awaiting sale and will be warranted prior to sale. 1 off the road awaiting repairs) February 30 WOFs/COFs due 24 issued, 7 unwarranted inc 1 from Jan still awaiting repair(off the road awaiting repairs) March 30 WOFs/COFs due 26 issued, 4 under repair (off the road awaiting repairs) YTD 270 WOFs due, 266 issued, 4 vehicles under repair		

LTP/AP25: Support Council to achieve its fleet emissions targets by increasing the proportion of zero-emission vehicles in our transport fleet (13.4.11.4)	M	Fleet vehicles are Zero Tailpipe/ battery electric - both shared fleets and dedicated fleets. Target: +10% over the previous year		2024/2025 results: We have increased the number of EVs in the fleet (shared & dedicated) from 40 last year to 65 this year. Jun 25 - 24% of the Mower Fleet is EVJun 25 - 13% of Vehicle Fleet is EV Jul 25 - 24% of the Mower Fleet is EVJul 25 - 13% of Vehicle Fleet is EV Aug 25 - 24% of the Mower Fleet is EVAug 25 - 13% of Vehicle Fleet is EV Sep 25 - 24% of the Mower Fleet is EVSep 25 - 13% of Vehicle Fleet is EV Oct 25 - 24% of the Mower Fleet is EVOct 25 - 13% of Vehicle Fleet is EV Nov 25 - 24% of the Mower Fleet is EVNov 25 - 13% of Vehicle Fleet is EV Dec 25 - 24% of the Mower Fleet is EVDec 25 - 13% of Vehicle Fleet is EV Jan 26 - 24% of the Mower Fleet is EVJan 26 - 13% of Vehicle Fleet is EV Feb 26 - 24% of the Mower Fleet is EVFeb 26 - 17% of Vehicle Fleet is EV Mar 26 - 24% of the Mower Fleet is EVMar 26 - 17% of Vehicle Fleet is EV	Awaiting delivery of 4 x BEV Transit vans, 2 x BEV VW vans	

Christchurch City Council

Long-term Plan 2024-34

Activity: Akaroa Museum (March 2026)

Christchurch City Council

Overall Level of Service Forecast 100%

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

Forecast	Full Year Forecast	Full Year Plan	Carry Forward	Variance After C/Fwd	% Variance After C/Fwd	Activity manager financial comment: Comment	Activity manager financial comment: Remedial actions
	$451,108	$461,268	$0	$10,160	2%	Will meet target	

(Controllable net cost of service after carry-forwards)

Activity: Akaroa Museum - Level of Service Details

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

100%

Measure of Success	C/M	Target	Forecast	Actual	Comment	Remedial Action
LTP/AP25: Minimum hours of opening per annum (3.3.3)	C	Minimum 2093 hours pa, average of 40 hours per week		1,592 hours open to the public year to date.	Open 31 days at 6 hours per day = 186 hours open during March.	
LTP/AP25: Number of exhibitions presented per annum (3.3.4)	C	No fewer than two temporary exhibitions presented		2 exhibitions presented year to date		
LTP/AP25: Visitor satisfaction with their Museum experience (3.3.8)	C	At least 90%		Visitor satisfaction remains high.	Collecting survey data during final week of March and first week of April.	
LTP/AP25: All collection items displayed and stored securely in stable environmental conditions, and adequately insured (3.3.6.2)	M	No loss or damage to collections		Stable conditions maintained, insurance maintained and no loss or damage to collections year to date.		
LTP/AP25: Collections developed and maintained: Collection grows in line with the Museum's Acquisitions and Disposals Policy (3.3.6.1)	M	At least 98% documented within 3 months		18 accessions, comprising 281 objects, added to the collection year to date. Records kept in line with policy.	Five accessions, comprising 44 objects, were added to the collection during the month and documented within three months of acquisition.	
LTP/AP25: Public access is provided to the collections and information held in the Museum (3.3.7)	M	>400 enquiries per annum		287 enquiries received and answered year to date	During March a total of 47 enquiries were received and answered - 31 family history, 12 collections and 4 other.	
LTP/AP25: Visitors per annum to Akaroa Museum (3.3.2)	M	Maintain visitation of at least 95% of the average of previous 3 years		20,926 visitors to the Museum year to date.	3,167 visitors to the Museum during March	

Item 8

8. Financial Performance Report - March 2026

Reference Te Tohutoro:	26/712944
Responsible Officer(s) Te Pou Matua:	Bruce Moher, Head of Finance
Accountable ELT Member Pouwhakarae:	Bede Carran, General Manager Finance, Risk & Performance / Chief Financial Officer

1. Purpose and Origin of the Report Te Pūtake Pūrongo

1.1 The purpose of this report is to inform the Committee on Council's financial performance to 31 March 2026, 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 - March 2026 Report.

3. Executive Summary Te Whakarāpopoto Matua

3.1 This is the third quarter report for 2025/26, and it includes quarterly information on the Treasury function, rates, general debt, and insurance claims. A breakdown of financial performance by Activity is also included (refer Attachment A).

3.2 The year-to-date operational surplus of $16.7 million is $52.9 million more than budget. This will reduce to $44.4 million post carry forward adjustments. The positive variance is largely driven by: savings in insurance costs, reduced personnel costs due to staff vacancies, lower than budget landfill and resource recovery operations, a strong building market increasing consenting revenue, timing of Three Waters and Transport maintenance works, increased recreation and sports participation revenues, subvention receipts and late rating growth.

3.3 The **forecast year end** operating surplus has remained stable at $44.4 million following the prior month's comprehensive review of the current underspend trends versus balance of the year's budgets. This is driven by: insurance renewal savings ($8.5 million), lower personnel costs based on the forecast vacancies ($8.1 million), landfill and resource recovery operations due to lower landfill maintenance and lower recycling processing costs ($5.7 million), Three Waters higher labour capitalisation rates ($4.1 million), Rates and rates penalty growth ($1.4 million), a buoyant property market increasing consenting operations including LIM and Property File revenue ($2.6 million), higher Subvention receipts ($6.7 million) and lower net interest costs due to lower borrowing ($3.4 million) reflecting lower capital spend.

3.4 The Weather Event in late February involved significant rain predominately impacting Banks Peninsula, causing major slips and damage to bridge buttresses. Additional costs incurred mainly for dumping fees for debris is estimated at $1m-$2m (opex). Staff are still assessing the full Transport activity cost impact, with $1.4m currently included in the forecast.

3.5 No significant impacts relating to current increased fuel prices or contract escalation resulting from the Middle East conflict have been factored into this forecast. Fuel increases are starting to filter through now (currently seeing an approx. 43% impact on direct fuel costs in the Parks and Facilities areas) and will be re-assessed in the April forecast. Operational contract impacts will become clearer when the next price indexes are available from Statistics NZ. In addition

there may be some supply disruption for products or raw materials for products. Staff are working on assessing the impacts on cost and will provide an update in the April report.

3.6 The capital programme spend is below budget year-to-date by $51.2 million, primarily in the areas of Transport ($16.6 million), Three Waters ($16.9 million), and $10 million for One New Zealand Stadium at Te Kaha which related to timing of expenditure that was charged in the prior year. The Project Management Office (PMO) forecasts the underspend to extend to $74.6 million by year end.

4. Operational Revenue and Expenditure

4.1 This covers day to day spend on staffing, operations and maintenance, and revenues to fund the operational spend.

4.2 Operational revenue exceeds expenditure as it includes rates revenue for capital renewals and debt repayment. This 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.

	Year to Date Results				Forecast Year End Results				After Carry Forward		
$m	**Actual**	**Budget**	**Var**		**Forecast**	**Budget**	**Var**		**C/ fwd**	**Var**	
Operational											
Revenues	(851.2)	(840.1)	11.1		(1,155.0)	(1,144.7)	10.3		(0.8)	11.1	
Expenditure	635.4	677.0	41.6		851.5	892.3	40.8		5.7	35.1	
Funds not available for Opex	199.1	199.3	0.2		253.6	252.4	(1.2)		0.6	(1.8)	
Operating (Surplus)/Deficit	**(16.7)**	**36.2**	**52.9**		**(49.9)**	**-**	**49.9**		**5.5**	**44.4**	

4.3 At the nine month stage, the year-to-date operating variance to budget is positive $52.9 million, but forecast to reduce to $44.4 million after carry forwards by financial year end. Summaries of the material revenue and expenditure variances and changes are highlighted below.

4.4 **Revenue** is $11.1 million higher than budget year-to-date, which includes additional subvention receipts of $7.2 million. Revenue is forecast to remain $11.1 million higher than budget at year end.

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

Revenue Variances ($ million)	Annual Budget	YTD Var	Forecast Var
Rates – additional late 24/25 valuation growth	825.7	0.6	0.4
Rates – penalties	5.5	1.4	1.0
Interest earnings	36.0	(2.0)	0.8
Subvention receipts	7.3	7.2	6.7
Transwaste dividend – SOI update	5.6	(0.4)	(0.4)
Resource Consenting – DC change and strong Christchurch property market	10.1	3.2	3.2
Building & Planning consent volumes (refer also to cost variances)	27.1	1.8	1.5
LIM & Property file volumes – strong Christchurch property market	3.3	0.7	0.9
Transport – mix of NZTA subsidy receipts and commercial rent	48.4	(1.6)	(0.4)
Recreation & Sports – additional community participation	26.4	2.2	1.0

Water Billing and Trade Waste Revenue	13.0	(0.9)	(1.1)
Resource Recovery transfer stations, organics processing and landfills	24.4	(1.6)	(3.1)
Other revenue variances	111.9	0.5	0.6
Total	**1,144.7**	**11.1**	**11.1**

4.6 **Expenditure** is $41.6 million under budget year to date and forecast to be $35.1 million (3.9%) under budget, after carry forwards, at year end.

4.7 Key drivers of actual and forecast expenditure variances to budget include (amounts in brackets are unfavourable variances, i.e. expenses are greater than budget):

Expenditure Variance ($ million)	Annual Budget	YTD Var	Forecast Var
Insurance - renewal savings	37.3	9.2	8.5
Waste Management – lower recycling processing fees and organic processing fees, and landfill costs	67.8	6.9	8.8
Personnel Costs –vacancies with 2025 salary increases applied.	296.9	8.8	8.1
Three Waters - timing of reactive maintenance & operating works and higher capitalisation rates	60.6	4.6	4.1
Rates on Council owned properties – late annual plan rates reductions after expense budget set	39.9	1.3	1.7
Digital – timing of software renewals and portfolio delivery	33.0	1.6	(0.9)
Interest expense	139.1	3.3	2.6
Governance – savings in renegotiated MKT Treaty contract and election costs	6.2	0.6	0.5
Parks – minor timing of activity and no major fire events	20.3	0.7	0.2
Transport - timing of maintenance works and new tram contract impacting forecast	67.6	2.9	(0.1)
Recreation & Sports – maintenance cost savings due to delay in Parakiore opening	24.3	(0.3)	1.0
Riskpool insurance call	-	(0.4)	(0.4)
Resource Consenting and Building – additional outsourcing costs due to high volumes	9.0	(1.5)	(3.0)
Regulatory Compliance & Licencing – underspend in noise control security costs	2.5	0.5	0.5
Strategic Planning & Policy – underspend in professional advice and Port Hills redzone	3.2	1.1	0.5
Other expenditure variances	84.6	2.3	3.0
Total	**892.3**	**41.6**	**35.1**

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

5. Capital Expenditure and Revenue

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

	Year to Date Results	Forecast Year End Results	After Carry Forwards

$m	Actual	Budget	Var		Forecast	Budget	Var		Carry Fwd	Var	
Core Programme	330.3	371.1	40.8		512.6	561.8	49.2		32.5	16.7	
Less unidentified Carry Forwards	-	-	-		(12.6)	-	12.6		29.3	(16.7)	
Core Programme	**330.3**	**371.1**	**40.8**		**500.0**	**561.8**	**61.8**		**61.8**	-	
One New Zealand Stadium at Te Kaha	72.5	82.9	10.4		79.7	92.5	12.8		12.8	-	
Total Capital Programme	**402.8**	**454.0**	**51.2**		**579.7**	**654.3**	**74.6**		**74.6**	**-**	
Revenues and Funding	(224.3)	(235.4)	(11.1)		(317.6)	(310.9)	6.7		6.7	-	
Borrowing required	**178.5**	**218.6**	**40.1**		**262.1**	**343.4**	**81.3**		**81.3**	**-**	

Capital Expenditure

5.2 Capital expenditure is $51.2 million under budget year-to-date primarily due to Transport ($16.6 million), Three Waters ($16.9 million), and $10 million for One New Zealand Stadium at Te Kaha which related to timing of expenditure that was charged in the prior year.

5.3 The PMO's current core programme year end forecast is $500 million. This is $61.8 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 $12.6 million higher than PMO's at $512.6 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 $49.2 million (9%) under budget before carry forwards due to underspends on three waters ($32.0 million, 13% of its total capex), mainly related to delays arising from dependencies on other project work proceeding, transport ($5.6 million, 4% of its total capex) and landfill and transfer station projects ($7.6 million, 63% of its total capex).

Capital Revenues and Funding

5.5 Capital revenues and funding are $11.1 million lower than budget year to date. This is largely due to the timing of New Zealand Transport Agency capex payments ($10.5 million) and Parakiore and Court Theatre capital grant receipts ($3.8 million) offset by higher Development Contributions ($7.2 million). The balance relates to the receipt timing of Crown revenues and reserve drawdowns.

5.6 Capital revenues and funding are forecast to align with budget by year end.

6. Special Funds

6.1 The current year movements and balance of the Housing Account and Capital Endowment Fund are shown in Attachment A.

6.2 The balance of funds available in the current financial year for allocation from the Capital Endowment Fund is $1.42 million.

7. Treasury

Policy Compliance

7.1 Council is compliant with its four major policy risk areas. Most Council debt is incurred to fund capital expenditure (capex). Council may also borrow and on-lend to related parties, in order to reduce overall Group interest costs. Policy parameters are designed to manage Treasury risks in a prudent and non-speculative manner, and to achieve an acceptable balance between low costs and low volatility of costs from one year to the next (noting that 22.3% of rates revenue is spent on debt servicing). Current compliance with the four major policy risk areas is tabulated below:

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

Borrowing

7.2 Total gross debt is shown below – the current balance, projected for year end, and a comparison to last year-end (all figures are $ millions):

	Jun-25 Actual	Current	Jun-26 Projected	Full Year Change
Ratepayer-funded Debt	2,131	2,288	2,329	198
To fund Advances to Related Parties	702	582	349	-353
Gross Borrowing	**2,833**	**2,870**	**2,677**	**-155**

7.3 Advances to related parties are primarily to Christchurch City Holdings Ltd (CCHL), which currently stands at $484 million (down $120 million year to date).

7.3.1 Advances to CCHL will decline by $350m by June 2026, then steadily to zero by 2032 as CCHL migrates to funding its debt independently of Council.

7.3.2 For all Advances, interest earned fully off-sets the related borrowing costs – there is no additional interest rate risk for Council.

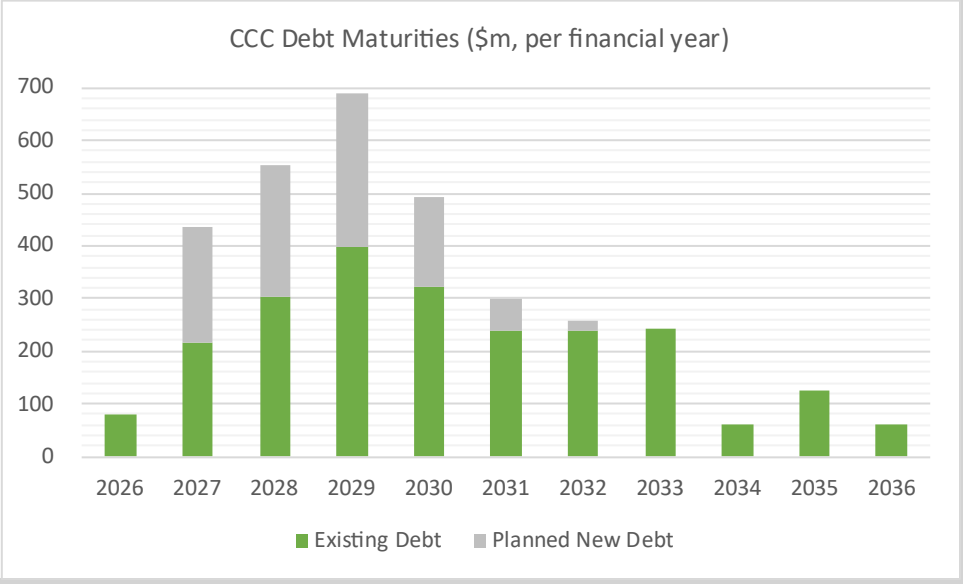
7.3.3 The table excludes cash and other financial investments, which can be significant and are held for working capital purposes.

Funding & interest rate risks

7.4 **Funding risk** is the risk that Council cannot access sufficient and/or cost-effective borrowing when needed. The chart below shows how much of Council's existing debt matures in each financial year (green), plus the amount of planned debt increase in each year (grey) – the combined total shows the funding requires to be sourced from debt markets each year.

7.4.1 The green bars exclude amounts borrowed and on-lent to CCHL, because these will be repaid by CCHL as they mature (i.e. the funding risk is managed by CCHL, not Council).

7.4.2 Existing debt is spread over a long period (out to November 2035), and the borrowing requirement each year is considered comfortable.



7.5 **Interest rate risk** is the risk that Council's average cost of funding is unacceptably high and/or volatile. Interest rate risk and funding risk are managed independently – in practice, debt is

normally incurred at a "floating" rate, with interest rates managed separately using derivative hedging instruments.

7.5.1 Most existing Council debt has been fixed for at least the next three years, which will limit the impact of market volatility on future borrowing costs.

7.5.2 Interest expense budgets include the impact of anticipated changes to market interest rates, so changes to headline figures such as the official cash rate do not normally result in significant variances between actual and budgeted interest expenses.

7.5.3 Council's average cost of funding for last year (actual), and the next three years (projected) is presented in the table below:

	Jun-25	Jun-26	Jun-27	Jun-28
Ratepayer-funded Debt	4.9%	4.7%	4.9%	4.9%

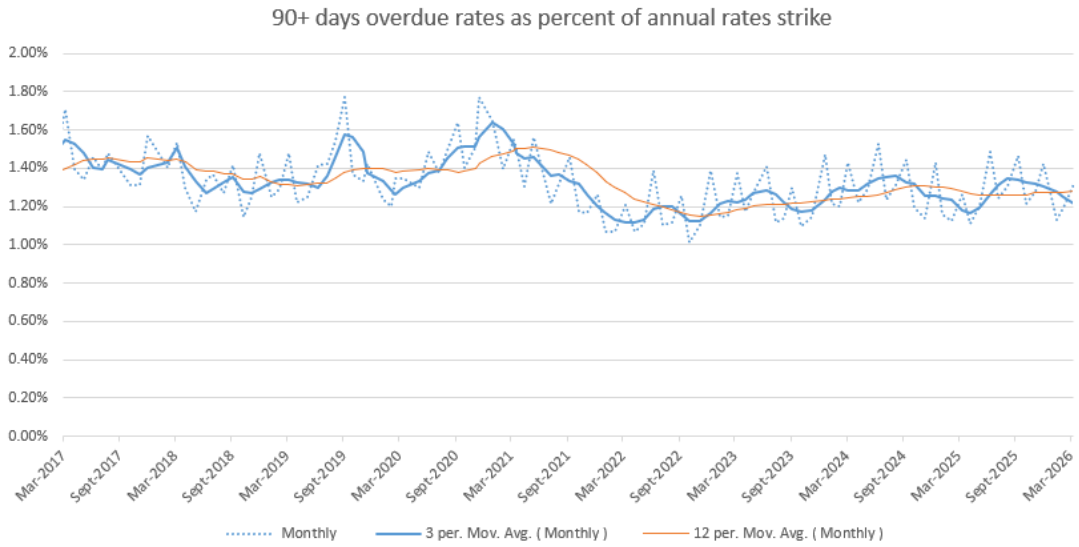
7.6 For context, Council's average funding cost was 5.2% in 2018/19 (pre-Covid), and the long-term planning assumption is around 4.9%-5.0%.

8. Rates Debt

8.1 Rates debt decreased $4.0 million in the March 2026 quarter, as shown in the table below. Rates debt is $2.1 million higher than March 2025.

$m	Dec 2025	Mar 2026	Change	Comment
Rates Debt	36.3	32.3	(4.0)	Total rates debt is in line with expected seasonality
Current year overdue	27.4	29.1	1.7	The change in current overdue for Q3 2024-25 was $2.5M
Previous years arrears	8.9	3.2	(5.7)	
No. properties with arrears over $20,000	86	70	(16)	

The graph below shows 90+ days rates debt as a percentage of the annual rates strike in the respective year, with a three-month moving average to smooth the quarterly cycle. Rates arrears remain consistent with previous years. The 12-month moving average remains below pre-COVID levels. Work with the Legal team continues to make progress with long-term debtors. One property is being prepared to go to Council to approve a rating sale, and two are scheduled for court hearings in April.



9. General Debt

9.1 Debts older than six months are being actively pursued. The current debt figures have reduced since Feb 2026, mainly due to less invoices coming through Building and Resource Consents. The 30 days debt has increased due to Infringements aging. Debt over 6 months old is $1m.

	Dec 2025 ($m)	Mar 2026 ($m)	Change ($m)	Comment
General Debt (current debt %)	6.2 (60%)	12.4 (79%)	+6.2 (+19%)	Calendar year end debt is consistently lower than March debt due to the level of invoicing. Infringements debt makes up a significant portion of the current debt.
3-6 months	0.3	0.1	-0.2	
6 months +	0.9	1.1	+0.2	

9.2 Debt written off in the March quarter was $56,863, mainly related to damaged roading assets.

10. Insurance Claims

10.1 The table below outlines the number of events that have been notified by Council against its insurance policies as well as claims against Council from third parties for the March quarter. Any significant claims are reported to the Audit and Risk Management Committee by the Legal Services team.

	Policy	Claims / Notifications		Estimated Cost
		Above excess	Below excess	
Claims by Council	Motor Vehicle	0	3	TBC
	Material damage	0	0	$0
Claims against Council	PI / PL	1	2	TBC

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A	Attachment to report 26 712944 (Title Attachment A – Operational & Capital breakdown ~ Mar26)	26/741026	148

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

Document Name – Location / File Link
Not applicable

Signatories Ngā Kaiwaitohu

Authors	Kiran Hasan - Finance Systems & Reporting Accountant Nick Dean - Finance Business Partner Mitchell Shaw - Principal Advisor - Finance Martin Zelas - Rates Manager Adrian Seagar - Manager Insurance & Asset Management Steve Ballard - Group Treasurer
Approved By	Bruce Moher - Head of Finance Bede Carran - General Manager Finance, Risk & Performance / Chief Financial Officer

Financial Performance Report March26
Attachment A– Operational & Capital breakdown by Activities / Special Funds

Operations by Activity

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

		Year to Date Results			Forecast Year End Results			After Carry Forwards	
$000's		Actual	Budget	Var	Forecast	Budget	Var	C/F	Result
Akaroa Museum		317	346	30	451	461	10	-	10
Christchurch Art Gallery Te Puna o Waiwhetū		5,717	6,175	458	8,192	8,276	84	-	84
Christchurch City Libraries Ngā Kete Wānanga o Ōtautahi	1	25,253	25,829	576	33,991	34,075	84	-	84
Citizen and Customer Services		5,482	5,605	123	7,413	7,424	11	-	11
Community Development and Facilities	2	37,079	37,191	112	41,846	41,917	71	(374)	445
Emergency Management & Community Resilience		1,283	1,282	(1)	1,809	1,712	(98)	-	(98)
Recreation, Sports, Community Arts and Events	3	19,094	22,658	3,564	26,811	31,819	5,009	1,027	3,982
Communities & Citizens		**94,225**	**99,087**	**4,862**	**120,514**	**125,684**	**5,171**	**653**	**4,517**
Civic and International Relations		517	747	230	811	972	161	-	161
Sustainable Economic Development		11,767	11,775	8	15,701	15,710	10	-	10
Economic Development		**12,284**	**12,523**	**238**	**16,511**	**16,682**	**171**	**-**	**171**
Flood Protection and Control Works		**4,119**	**4,854**	**735**	**5,729**	**6,506**	**777**	**-**	**777**
Governance and Decision Making	4	9,029	9,791	762	11,847	12,562	715	199	516
Mayoral, Councillor and Executive Support, and Treaty Relationships		2,273	2,741	468	3,053	3,633	580	-	580
Ōtākaro Avon River Corridor (OARC)		-	35	35	-	587	587	587	-
Governance		**11,301**	**12,566**	**1,265**	**14,900**	**16,782**	**1,882**	**786**	**1,096**
Housing	5	**(6,900)**	**(7,689)**	**(790)**	**(10,381)**	**(10,031)**	**350**	**-**	**350**
Parks and Foreshore	6	30,867	32,081	1,214	42,190	42,726	536	0	536
Parks Heritage Management		429	862	433	803	1,159	356	80	276
Parks, Heritage & Coastal Environment		**31,296**	**32,943**	**1,647**	**42,993**	**43,885**	**892**	**80**	**812**
Solid Waste & Resource Recovery	7	**30,378**	**35,596**	**5,218**	**39,305**	**45,003**	**5,698**	**-**	**5,698**
Building Regulation	8	(5,190)	(3,908)	1,282	(5,022)	(4,515)	507	-	507
Land & Property Information Services	9	(2,032)	(1,361)	671	(2,601)	(1,737)	864	-	864
Regulatory Compliance and Licensing		360	1,192	832	1,669	2,621	953	-	953
Strategic Planning and Resource Consents	10	5,510	9,069	3,559	8,669	11,922	3,254	478	2,776
Regulatory & Compliance		**(1,352)**	**4,992**	**6,344**	**2,715**	**8,292**	**5,577**	**478**	**5,099**
Stormwater Drainage	11	**9,644**	**9,757**	**113**	**12,776**	**13,126**	**350**	**-**	**350**
City Growth and Property		2,189	2,651	462	3,383	3,605	222	65	156
Communications and Engagement	12	3,316	3,973	657	4,595	5,276	681	-	681
Strategic Policy and Resilience	13	2,706	3,605	900	4,010	4,714	704	-	704
Strategic Planning & Policy		**8,210**	**10,229**	**2,019**	**11,988**	**13,595**	**1,607**	**65**	**1,542**

Attachment A – Operational & Capital breakdown by Activities / Special Funds as at 31 March 2026

$000's		Year to Date Results			Forecast Year End Results			After Carry Forwards	
		Actual	Budget	Var	Forecast	Budget	Var	C/F	Result
Transport	**14**	**26,347**	**28,648**	**2,301**	**36,523**	**37,221**	**699**	**-**	**699**
Wastewater	**15**	**20,557**	**22,179**	**1,622**	**27,621**	**29,532**	**1,911**	**-**	**1,911**
Water Supply	**16**	**18,726**	**18,791**	**65**	**26,026**	**23,832**	**(2,195)**	**-**	**(2,195)**
Corporate Revenues and Expenses	**17**	**(603,328)**	**(592,542)**	**10,786**	**(818,907)**	**(803,506)**	**15,401**	**2,811**	**12,590**
Internal Services	**18**	**69,653**	**76,348**	**6,695**	**97,766**	**101,297**	**3,532**	**-**	**3,532**
Corporate		**(533,675)**	**(516,194)**	**17,481**	**(721,142)**	**(702,209)**	**18,933**	**2,811**	**16,122**
Total Opex Controllable Net Cost of Service		**(274,837)**	**(231,719)**	**43,118**	**(373,921)**	**(332,100)**	**41,822**	**4,874**	**36,948**
Vested Assets	**19**	(48,382)	(239,573)	(191,191)	(245,713)	(245,713)	-	-	-
Non-Controllable Internals		(18)	(84)	(66)	(18)	82	99	-	99
Insurance & Rates	**20**	56,754	66,935	10,181	67,428	77,186	9,758	-	9,758
Depreciation Expense	**21**	272,975	276,637	3,662	363,472	368,850	5,378	-	5,378
Net Non-Controllable Costs		281,329	103,915	(177,414)	185,169	200,404	15,235	**-**	**15,235**
Total Opex Net Cost of Service		**6,492**	**(127,804)**	**(134,296)**	**(188,752)**	**(131,696)**	**57,057**	**4,874**	**52,183**

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

Notes

1. Christchurch City Libraries Ngā Kete Wānanga o Ōtautahi has a favourable year-to-date variance of $0.58 million. This is primarily driven by higher-than-planned grant revenue receipt of $0.25 million from the Griffin Estate Trust and Gammik Estate, other usage and rental revenue up $0.08 million, and reduced maintenance expenditure of $0.37 million, largely attributable to the timing of the Turanga bore project completion. The favourable year-end variance of $0.1 million is expected to be generated from the additional grant revenue received from the Griffin Estate Trust and Gammik Estate.
2. Community Development and Facilities favourable year-to-date variance of $0.11 million is primarily due to more revenue being received in facility hire due to timing differences during the transition from Intelli to Optimo booking system, receipt of unplanned revenue from Lime Technology (Scooters) and receipt of unplanned third-party funding revenue for Community Initiatives (offset by the related project delivery costs and Edgeware Pool grant). The carry forward (bring back) relates to the grant allocation for the Edgeware Pool project which has been requested to be brought forward. The favourable year end variance of $0.45 million is expected to be generated from the additional Lime commercial rent and additional facility hire along with the Edgeware Pool bring back.
3. Recreation, Sports, Community Arts and Events has a favourable year-to-date variance of $3.6 million, primarily driven by a combination of increased revenue and reduced expenditure. Revenue across the existing network—comprising pool operations, fitness, swim education, camping grounds, and He Puna Taimoana—is $2.2 million above budget, reflecting higher-than-anticipated community participation. This includes the impact of opening Parakiore later than planned.

Expenditure is also lower than planned, with year-to-date savings of $1.6 million in personnel costs, $0.9 million of which relates to the Parakiore staffing. Other operating and maintenance costs $0.64 million are under-spent mainly relating to Parakiore. Ecosystem grants are also overspent by $0.70 million for which a bring back has been requested. The year-end favourable variance of $3.99 million is driven by $1.0 million higher than planned revenue across camping grounds, He Puna Taimoana hot pools and overall pool and fitness revenue streams, offset by lower stadia and sponsorship revenues. Operating costs are $2.9 million lower due to the timing of Parakiore opening and Jellie Park closing. As a result of these timing disruptions personnel costs are $1.9 million lower, along with other operating and maintenance costs being $1.2 million lower.

4. Governance and Decision Making has a favourable year-to-date variance of $0.76 million. This is primarily due to the October election-related savings of $0.23 million (postage, advertising, printing) and ongoing staff vacancy and community board expense allowance savings of $0.53 million. Full year election costs savings have been validated at $0.17 million along with $0.55 million savings in personnel related costs. Of this full year saving $0.20 million carry forward will be required relating to elected members rolling three year training and conference budget with little being spent this financial year.
5. Housing has an unfavourable year-to-date variance of $0.79 million, primarily due to a timing-related reduction in housing rental income of $0.48 million, which is influenced by lease payment schedules and OCHT's operational and capital expenditure. Additionally, maintenance expenditure exceeded budget year-to-date by $0.31 million, reflecting the timing of works undertaken. Both revenue and costs will be managed by OCHT within budget by year end.
6. Parks and Foreshore has a favourable year-to-date variance of $1.21 million, primarily driven by the following factors:
    a. Revenues exceeding budget by $0.62 million, driven by lease renewals and casual rentals for the Botanic Gardens, garden parks, and regional parks at rates higher than originally planned as well as new parking revenue in Hagley Park and Nga Puna Wai.
    b. Personnel cost savings of $0.31 million, resulting from vacancies within Community Parks and Metropolitan Parks.
    c. Net underspends in operating expenses of $0.57 million in operating costs largely due to less fuel costs (fleet electrification) and use of external advice (increasing use of internal staff).
    d. Maintenance costs are overspent $1.0m due to much higher grass growth this year along with increased production costs at Harewood Nursery.
    e. Higher-than-anticipated internal recoveries of $0.13 million, reflecting increased staff time allocated to capital projects

    The forecast year end favourable variance of $0.54 million is generated from additional lease & casual rental and new Hagley Park parking revenue as well along with new grants for the MSD Cadet Programme, RISE-IN project. Full year costs are neutral with higher maintenance costs (grass growth) being offset by lower operating and professional advice.
7. Solid Waste & Resource Recovery has a favourable year-to-date variance of $5.22 million, driven by:
    a. Burwood landfill reduced maintenance cost savings of $2.4 million were achieved through lower utilisation of machinery hire for landfill operations and the timing of transfer station maintenance. The Burwood Landfill maintenance savings are expected to be $2.9 million by year-end.
    b. Operating cost year-to-date reductions totalling $2.82 million (forecast favourable variance of $2.88 million at year-end) were realised across multiple areas, including:
        - Recycling collection and contamination management,
        - Residual waste disposal,
        - Organics processing,
        - Transfer Station operations timing.
8. Building Regulation has a favourable year-to-date variance of $1.28 million predominantly resulting

from additional fee revenues ($1.78 million), representing an 9% increase compared to the same period ending March 2025. These were achieved despite marginally lower overall volumes. This uplift is largely attributed to higher income from the processing of consents, Building Warrant of Fitness (BWoF), and Certificates of Acceptance (COA)/exemptions. A one-off revenue recognition gain of $0.60 million was realised following a correction in the BC Processing Consent Invoicing via the Power BI Report Server, which resolved previously missing data linkages. The increase in year-to-date revenue is partially offset by additional costs including the use of external inspection providers to manage higher volumes within required timeframes ($0.49 million), and higher than anticipated costs being incurred from engineering specialists. The full year forecast reduces the year to date favourable result to $0.51 million based on the impact of the Building Act reforms and increased competition in the consenting market.

9. Land & Property Information Services has a favourable year-to-date variance of $0.67 million, driven by stronger-than-anticipated revenues. Actuals have exceeded budgeted figures each month throughout the first half of the 2025/26 financial year. Notably, year-to-date revenue is the highest revenue achieved in the past three years, reinforcing the local property markets positive momentum. Year-to-date performance is tracking well ahead of plan, reflecting sustained demand and supporting a favourable outlook for the remainder of the financial year. The favourable forecast year-end variance of $0.86 million is a result of strong trends in the Christchurch property market. As a result, the revenue forecast surplus has been revised to anticipate that income will continue to exceed budget, despite expected seasonal fluctuations.
10. Strategic Planning and Resource Consents favourable year-to-date result of $3.56 million is primarily due to:
    a. $3.24 million additional revenue from Resource Management Applications (RMA) after record volumes were received in Sept 2025 due to the DC Policy review, particularly multi-unit residential consents, with this momentum continuing in the property market.
    b. $1.37 million saving in personnel costs due to vacancies in the district plan team, RMA team, and strategic transport team.
    c. $1.10 million saving in external consultant costs relating to budgeted spend on council driven plan changes, transport planning and the coastal hazards adaptation programme.

    Offset by:

    d. $2.10 million overspend on resource consent external contractors to ensure statutory timeframes are met, due to higher volumes and staff vacancies.

    The full year favourable forecast variance of $2.78 million continues the same year to date trends and themes offset by a requested $0.48 million carry forward relating to delayed Council led plan changes due to higher workloads this year.
11. Stormwater Drainage favourable year-to-date variance of $0.11 million is the result of the delay in the start of the internal stormwater basin mowing contract with the Parks Unit. There is a recalibration of costs away from staffing and contractors as services are moved in-house to Parks. This change is also reflected in the year end favourable variance of $0.35 million.
12. Communications and Engagement favourable year-to-date variance of $0.66 million results from a $0.40 million underspend on personnel costs due to ongoing vacancies and $0.17 million of additional staff cost recoveries, due to support being provided to Transport for Better-Off Funding project related works. The year-end favourable forecast variance of $0.68 million results from recognising the continuing year-to-date trend of vacancies and project recoveries.
13. Strategic Policy and Resilience favourable year-to-date variance of $0.90 million is the result of a $0.44 million underspend on personnel costs due to staff vacancies, $0.29 million underspend on professional advice due to the timing of climate resilience projects and $0.27 million underspend in grants due to timing of Biodiversity Grants. Greater Christchurch Partnership (GCP) revenue is also reduced by $0.15 million due to less costs being incurred (one vacancy) resulting in less on-charging to the other GCP partners. The forecast year-end favourable variance of $0.70 million is the result of recognising expected personnel vacancies savings ($0.24 million) and $0.44 million reduced

professional advice being required, based on historic trends.

14. Transport favourable year-to-date variance of $2.30 million is the result of $0.51 million of personnel cost savings due to ongoing vacancies and $3.36 million of operational savings due to the timing of traffic signals maintenance, tree maintenance and non-contract city street maintenance, partly offset by $2.3 million of delayed NZTA subsidy revenue. The favourable year end variance of $0.70 million is expected to be generated by ongoing vacancy savings of $1.1 million, offset by more maintenance costs associated with weather events and increased tram maintenance costs per the new contract, and $0.4 million reduced revenue from NZTA subsidies offset by the new service agreement and renegotiated tram licence agreement,
15. Wastewater favourable year-to-date variance of $1.62 million is due to a $1.49 million underspend on maintenance, due to lower than anticipated reactive maintenance occurring, and $2.22 million additional internal staff recoveries from working on capital project delivery. These are partly offset by a $0.70 million under-recovery of trade waste charges, a $0.66 million overspend on personnel costs due to overtime at the wastewater treatment plant and the use of contracts to fill planned staff positions, and a $0.36 million overspend on operating costs (refuse disposal, electricity and service contracts) due to incorrect budget phasing. The forecast year-end favourable variance of $1.91 million is the result of continued high staff recoveries from working on capital project delivery, partly offset by an overspend on staffing and use of contractors and increased refuse disposal and service contract costs.
16. Water Supply small favourable year-to-date variance of $0.06 million is primarily the result of higher staff recoveries on capital projects and lower spend on consultants offset by higher personnel and maintenance costs. There is also less excess water revenue being charged as people adapt to usage and the charging regime. The reason that there is a switch from a YTD underspend to a $2.19 million overspend for the full year forecast is mainly due to some significant staffing recoveries budgeted for June that will not eventuate. This is a budgeting assumption issue rather than a change in actual recoveries.
17. Corporate Revenues and Expenses has recorded a favourable year-to-date variance to budget of $10.79 million, primarily due to:
    a. $2.00 million in additional rates revenue, resulting from overstrike adjustments, late rating growth, and higher rates penalties income.
    b. $1.30 million in lower net interest costs, driven by a higher opening cash balance for the financial year and lower overall delivery of the capital programme.
    c. $0.40 million in additional final FY25 Transwaste dividend revenue.
    d. $7.20 million more subvention receipts

    The forecast favourable year end variance of $12.59 million is the result of:
    a. $0.40 million additional rates revenue due to the overstrike / late rating growth.
    b. $1.00 million additional rates penalties revenue based on actual penalties charged in the first half of the 2025/26 financial year.
    c. $3.40 million in lower net interest costs, driven by a higher opening cash balance for the financial year and lower overall delivery of the capital programme.
    d. $6.70 million more subvention receipts
    e. Partially offset by reduced forecast dividends from Transwaste of $0.40 million. Transwaste issued a final statement of intent lowering their dividend projections for the 2025/26 financial year after the Annual Plan was set.
18. Internal Services have a favourable year-to-date variance of $6.69 million, primarily driven by:
    a. $3.20 million underspend in personnel costs due to ongoing vacancies within most units other than Digital (contractor spend).
    b. $1.92 million underspend on professional advice within the Digital Portfolio, resulting from the timing of external spend.
    c. $0.59 million underspend on software licence fees as renewals expected in the second half

of the financial year.

d. $0.45 million in additional staff time recoveries to capital from the Technical Services and Design unit, attributed to increased productivity and unbudgeted contractor recoveries.

A forecast year-end favourable variance of $3.53 million is expected, primarily reflecting $3.38 million in personnel cost savings due to ongoing vacancies across the following areas:

- Digital Unit: $1.28 million
- Finance Unit: $0.36 million
- Technical Services and Design Unit: $0.78 million
- Business Support Unit: $0.31 million

19. Vested Assets - the increased budget allocation for the 2025/26 financial year reflects the anticipated vesting of Parakiore. YTD variance primarily relates to Parakiore, the final paperwork required to recognise the vested asset is still in progress however, is expected prior to financial year end. Note variances to budget on this cost type do not impact the Operating Surplus/Deficit as they are non-cash in nature, it will impact the Council's Annual Report statement of comprehensive revenue and expenses.
20. Insurance & Rates - existing policies have been renewed for $7.2 million less than budget. However, the budget includes partial year premiums for Parakiore and One NZ Stadium at Te Kaha (total budget of $3.0 million), with Parakiore policy cost now finalised ($1.4 million under budget) leaving Te Kaha to be concluded. The insurance policy renewals savings are partially offset by a $0.4 million unbudgeted call from Riskpool for 2025/26 operating costs, legal/advisory fees and changes in liability following the LGMFT v Napier City Council legal decision. $1.7 million reduction in rates on Council owned properties, based on the first half year actual costs continuing for the remainder of the financial year.
21. Depreciation - variances relate to the timing of Parakiore & Te Kaha capitalisations as well as the balance of the capital programme expected to be 11% under delivered by year end. Note variances to budget on this cost type do not impact the Operating Surplus/Deficit as they are non-cash in nature but will impact the Council's Annual Report statement of comprehensive revenue and expenses.

Attachment A – Operational & Capital breakdown by Activities / Special Funds as at 31 March 2026

Capital by Activity

		Year to Date Results			Forecast Year End Results			After Carry Forwards	
$m		Actual	Budget	Var	Forecast	Budget	Var	C/F	Result
Communities & Citizens		33.4	33.6	0.2	51.1	53.9	2.8	1.6	1.2
Flood Protection and Control Works		12.2	12.7	0.5	18.2	19.3	1.1	0.8	0.3
Housing		3.0	3.7	0.7	5.1	5.1	-	-	-
Parks, Heritage and Coastal Environment		55.9	53.0	(2.9)	78.1	76.4	(1.7)	(5.2)	3.5
Solid Waste & Resource Recovery		2.6	6.8	4.2	4.5	12.1	7.6	7.0	0.6
Regulatory & Compliance		0.1	0.1	-	-	0.1	0.1	-	0.1
Stormwater Drainage		25.3	38.7	13.4	41.6	56.0	14.4	11.7	2.7
Strategic Planning & Policy		0.4	1.6	1.2	1.4	1.6	0.2	-	0.2
Transport		83.7	100.4	16.7	143.8	149.5	5.7	5.4	0.3
Wastewater		52.5	57.9	5.4	82.6	97.9	15.3	11.3	4.0
Water Supply		53.6	51.2	(2.4)	74.0	75.1	1.1	(1.8)	2.9
Corporate Capital		80.0	94.3	14.3	92.0	107.1	15.1	14.4	0.7
Gross Capital Spend	**1**	**402.8**	**454.0**	**51.2**	**592.3**	**654.3**	**62.0**	**45.3**	**16.7**
Unidentified Carry forwards		-	-	-	(12.6)	-	12.6	29.3	(16.7)
Capital Programme Expenditure	**2**	**402.8**	**454.0**	**51.2**	**579.7**	**654.3**	**74.6**	**74.6**	**-**
Development Contributions		(24.3)	(18.2)	6.1	(30.7)	(24.6)	6.1	-	6.1
Less DC Rebates		0.1	1.2	1.1	1.6	1.6	-	-	-
Crown Recoveries		(12.4)	(14.1)	(1.7)	(19.3)	(18.8)	0.5	-	0.5
Waka Kotahi NZTA Capital Subsidy	**3**	(14.3)	(24.8)	(10.5)	(33.0)	(33.0)	-	-	-
Misc. Capital Revenues	**4**	(11.6)	(15.4)	(3.8)	(17.1)	(17.6)	(0.5)	-	(0.5)
Asset Sales		(4.1)	(2.9)	1.2	(10.5)	(3.8)	6.7	6.7	-
Capital Revenues		**(66.6)**	**(74.2)**	**(7.6)**	**(109.0)**	**(96.2)**	**12.8**	**6.7**	**6.1**
Rates for Renewals		(157.3)	(157.3)	-	(209.6)	(209.6)	-	-	-
Reserve Drawdowns		(0.4)	(3.9)	(3.5)	1.0	(5.1)	(6.1)	-	(6.1)
Other Available Funding		**(157.7)**	**(161.2)**	**(3.5)**	**(208.6)**	**(214.7)**	**(6.1)**	**-**	**(6.1)**
Borrowing Required	**5**	**178.5**	**218.6**	**40.1**	**262.1**	**343.4**	**81.3**	**81.3**	**-**

Capital Expenditure

1. For detailed commentary on gross Capital spend variances please refer to the Capital Project Performance Report.
2. Gross capital expenditure of $402.8 million has been incurred in the 2025/26 financial year to date compared to a budget of $454.0 million. Of this amount $330.3 million relates to Core/External Funded delivery, while $72.5 million relates to the One New Zealand Stadium at Te Kaha.

   2025/26 capital programme expenditure is forecast to be $579.7 million at year end, an underspend of $74.6 million (11%).

   Proposed carry forwards of $74.6m are intended to be allocated across the remaining years of the 2024 Long-Term Plan, the timing and deliverability of the capital programme is currently being re-evaluated through the 2026/27 Annual Plan to ensure alignment with delivery capacity and strategic priorities.

Capital Revenues

3. Waka Kotahi NZTA capital subsidy is $10.5m lower than budget year to date, due to timing.
4. Misc. Capital Revenue is $3.8m lower than budget year to date due to the timing of Parakiore and Court Theatre grant receipts.

Attachment A – Operational & Capital breakdown by Activities / Special Funds as at 31 March 2026

Borrowing

5. The year-end borrowing requirement of $262.1 million, is $81.3 million lower than budgeted. This reduction is attributable to the forecast capital programme expenditure underspend. At this stage $40 million has conservatively been estimated in current 2026/27 Annual Plan assumptions.

Special Funds

	Year to Date Results			Forecast Year End Results			After Carry Forwards	
$000's	Act/YTD	Plan/YTD	Variance	Forecast	Plan Year	Variance	Carry Fwd	Variance
Housing Development Fund								
1 July Opening Balance	3,623	3,623	-	3,623	3,623	-	-	-
Income	12,366	12,843	(477)	17,321	17,394	(73)	-	(73)
Operating expenditure	(11,152)	(12,173)	1,021	(12,872)	(14,628)	1,756	-	1,756
Capital expenditure	(3,025)	(3,678)	653	(5,058)	(5,058)	0	-	0
Asset Sales	-	-	-	-	-	-	-	-
Interest on fund balance	45	185	(140)	65	247	(182)	-	(182)
Balance	1,856	799	1,057	3,079	1,578	1,501	-	1,501
Capital Endowment Fund								
Capital Balance	103,962	103,962	-	103,962	103,962	-	-	-
Income Distribution								
1 July Opening Balance	2,569	2,569	-	2,569	2,569	-	-	-
Income	3,507	3,528	(21)	4,700	4,700	0	-	0
Less: Expenditure								
Community Partnership Fund	-	120	(120)	(175)	(480)	305	-	305
Christchurch NZ	(1,188)	(1,188)	(0)	(1,584)	(1,584)	-	-	-
Environmental/Climate Change Partnership Fund	(300)	(300)	-	(300)	(300)	-	-	-
Upper Riccarton Domain Development	-	(35)	35	(70)	(70)	-	-	-
Santa Parade	(125)	(125)	-	(125)	(125)	-	-	-
Orana Wildlife Park	(260)	(260)	-	(260)	(260)	-	-	-
Arts Centre Funding	(250)	(250)	-	(250)	(250)	-	-	-
Rainbow Project	-	(100)	100	(100)	(100)	-	-	-
Watch This Space - Street Art Programme	(250)	(250)	-	(250)	(250)	-	-	-
The Youth Hub Events Space	(1,030)	(1,030)	-	(1,030)	(1,030)	-	-	-
Christchurch Foundation	(220)	(220)	-	(220)	(220)	-	-	-
Banks Peninsula and Recreation Incorporated	(50)	(50)	-	(50)	(50)	-	-	-
Te Hapu Ngati Wheke	(150)	(150)	-	(150)	(150)	-	-	-
Heathcote Valley Community Association	(100)	(100)	-	(100)	(100)	-	-	-
Te Whatu Manawa Maori-Tanga o Rehua Trust Board	(75)	(75)	-	(75)	(75)	-	-	-
Issac Theatre Royal	(313)	(313)	-	(313)	(313)	-	-	-
St John- Banks Paninsula Area Committee	(400)	(400)	-	(400)	(400)	-	-	-
SPACPAC Canterbury Charitable Trust	(15)	-	(15)	(15)	(15)	-		
Governors Bay Jetty Restoration Trust	-	-		(75)	(75)	-		
Unallocated funds	**-**	**-**	**-**	**(1,667)**	**(1,667)**	**-**	**-**	**-**
Balance	**1,350**	**1,371**	**(21)**	**59**	**(246)**	**305**	**-**	**305**

Attachment A – Operational & Capital breakdown by Activities / Special Funds as at 31 March 2026

Item 9

9. Capital Programme Performance Report March 2026

Reference Te Tohutoro:	26/483367
Responsible Officer(s) Te Pou Matua:	Paul Dadson, Manager Capital Programme
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 March 2026. 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 March 2026.

3. Background/Context Te Horopaki

3.1 The FY26 year-end forecast for the overall capital programme is **$579.7m**, or 89% of budget. This is based on the PMO Forecast for Core Capital, and the year-end forecast for One New Zealand Stadium at Te Kaha.

3.2 For Core Capital (excluding One New Zealand Stadium at Te Kaha), the PMO Forecast for FY26 year-end remains at **$500m** this month, or 89% of budget, which is within 3% of the aggregated project management forecast of $512.6m.

3.3 A new risk has been added to the Core Capital dashboard this month, relating to the potential impacts of the Middle East conflict on capital programme delivery. Key risk areas include supply chain disruptions, cost escalation, commercial risks, and programme delays.

3.4 Full results are provided in the Capital Programme Performance Report for March 2026 (Attachment A). This includes the Watchlist Report as Appendix 1.

3.5 Active risks and issues affecting Watchlist projects include some pre-construction delays, programme interdependencies (third party and internal), risks relating to the Middle East conflict, consenting timelines and uncertainty, challenging ground conditions, and budget.

3.6 The Watchlist Report continues to reflect the proposed budgets within the Draft Annual Plan 2026/27. There have also been some updates to Watchlist project delivery milestone baseline dates this month, to align with the proposed budgets in the Draft Annual Plan.

3.7 There have been no changes to the Overall Status flags in the Watchlist this month.

3.8 The Monthly Change Report is included in the public excluded section due to contract commercial sensitivity.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A	Capital Programme Performance Report - March 2026 Final	26/730412	159

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 - Manager Capital Programme
Approved By	Lynette Ellis - Head of Professional and Technical Services Brent Smith - General Manager City Infrastructure

Christchurch City Council

Capital Programme Performance Report

March 2026

Introduction

- This report provides a monthly status update on capital programme performance in the current Financial Year (FY26), including the overall capital programme, Core 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 Core 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 a (+) symbol for reference.



Ōmōkihi (South Library Replacement) - The project is progressing well in construction, and remains on track for opening in December 2026.

Item 9

Attachment A

Christchurch City Council

- Overall
- Core Capital
- Three Waters
- Transport
- Parks, Heritage & Foreshore
- Citizens and Communities
- Other Activities
- Watchlist

Capital Programme Overview

At the end of the third quarter of FY26:

- The overall capital programme budget for the financial year is 63% spent.
- Based on project management forecasts, the year-end forecast for the overall capital programme is $592.3m (91% of budget), down from $602.2m (92% of budget) last month. The reduction in forecast was primarily within the Three Waters and Parks programmes.
- Expenditure for March was lower than forecast, with key variances in Transport and Three Waters.
- Further detail on the results above is provided within the area dashboards.

Larger project expenditures in March included One New Zealand Stadium at Te Kaha (+), the annual chipseal resealing programme, the CWTP Activated Sludge Plant (+), and Ōmōkihi (South Library replacement) (+).

Month Highlight

The past month has marked a series of major milestones for **One New Zealand Stadium at Te Kaha** (+). Practical Completion was issued to lead contractor BESIX Watpac on 13th March, five and a half weeks ahead of the contractual completion date. This was followed by the official opening of the stadium on 27th March. Final system commissioning, turf care, and operational staff training are in progress in preparation for the first event - Super Rugby Pacific's Super Round over Anzac Weekend. The project remains on track to be delivered within budget.

As the largest project ever undertaken by the Council, the stadium development has also incorporated a suite of enabling capital works, including transport upgrades and water infrastructure renewals in the surrounding streets, and the establishment of a dedicated turf farm. All associated projects have been successfully delivered to the required timelines.

Construction highlights video - https://vimeo.com/1178998469?fl=pl&fe=vl

Year Budget
$654.2M

Year Forecast
$592.3M

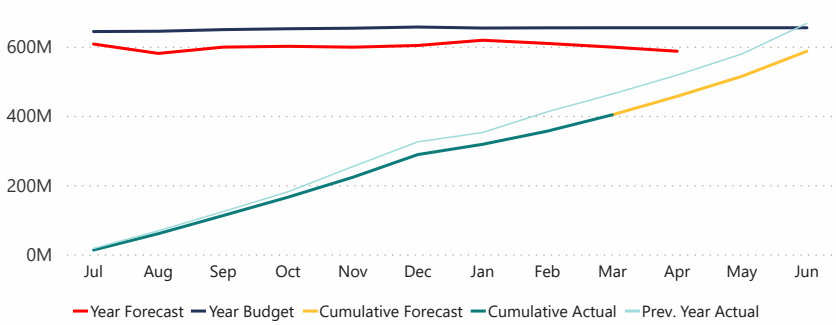
Forecast Result
91%

Year Actuals
$409.6M

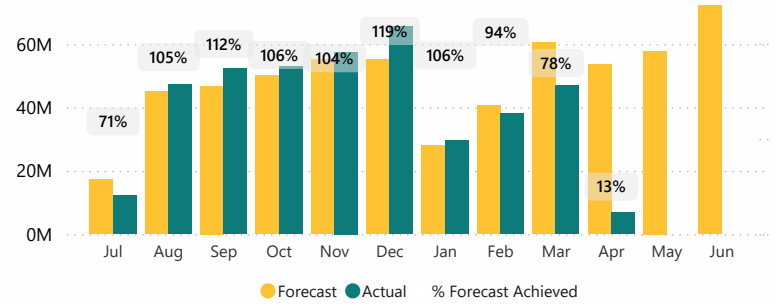
% Budget Spent
63%

% Forecast Spent
69%

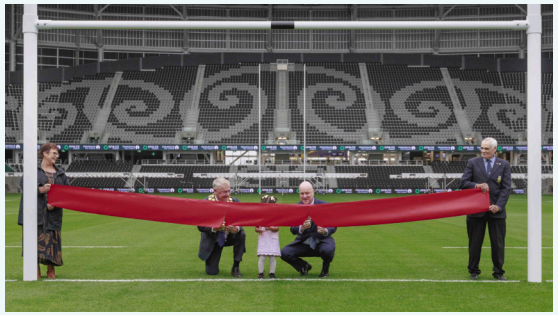
Monthly Financial Time Line



Monthly Cashflow Actuals vs. Forecast









Christchurch City Council

- Overall
- Core Capital
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Core Capital *(excl. One NZ Stadium at Te Kaha)*

PMO Forecast

The **PMO Forecast** for FY26 year-end remains at **$500m** this month (89% of budget) for Core Capital. This is now within 3% of the bottom-up / aggregated project management forecast of $512.6m. Based on the PMO Forecast for Core Capital and the year-end forecast for One New Zealand Stadium at Te Kaha, the PMO Forecast for the overall capital programme is $579.7m (89% of budget).

Key Programme Risk / Issues

Forecast Stability Q3 / Q4: Last financial year (FY25), project management year-end forecasts for Core Capital reduced by -$48m in Q3 ($536.3m to $488.7m). There is a risk of a similar downward forecast adjustment this financial year FY26.
Current Status: Moderate. This risk has been partially realised. FY26 year-end forecasts for Core Capital decreased by -$16m in Q3 ($528.6m to $512.6m), mainly within the Wastewater activity. While the reduction is more moderate than Q3 last year, further downward movement is anticipated in Q4 due to the lower March result and risks to the Transport forecast (see Transport dashboard).
Mitigation: To strengthen confidence in the year-end position, actions include programme validation and continued development of improved forecasting tools.

Middle East Conflict: This presents several key risks to the capital programme, including:

- Global supply chain disruptions – Extended lead times and uncertain delivery dates for construction materials due to oil supply shortages, associated impacts on material production, and disruptions to global shipping networks with restrictions through the Strait of Hormuz. Impacts are expected across a range of materials, including those with petrochemical inputs (e.g., bitumen, plastics), those that are energy intensive to produce and transport, and those that rely heavily on international manufacturing and logistics (e.g., machinery, vehicles, specialist plant and equipment).
- Cost escalation and inflationary pressure – Material, transport, and energy costs are likely to exceed previous assumptions, increasing the risk of project budget shortfalls.
- Commercial risks – Heightened cost pressures for suppliers increase the likelihood of contract variations and reduced certainty over final delivery costs.
- Programme delays – Late or unpredictable deliveries of construction materials and possible fuel shortages within New Zealand may affect critical path activities, leading to resequencing of works, misalignment across interdependent projects, and schedule delays driven by rising costs.

Current Status: Moderate / High. These are emerging risks; the duration and impacts are uncertain.
Mitigation: Monitor and plan where possible for longer term disruptions:
At project level: Active management of project phasing, sequencing, procurement to reduce exposure to long-lead and high-risk materials. Design flexibility, early market engagement where possible.
At programme level: Coordinated management of inter-project dependencies, possible rephasing of projects to prioritise those with lower exposure to the above risks. Early engagement with suppliers on constraints and alternatives.

Year Budget
$561.7M

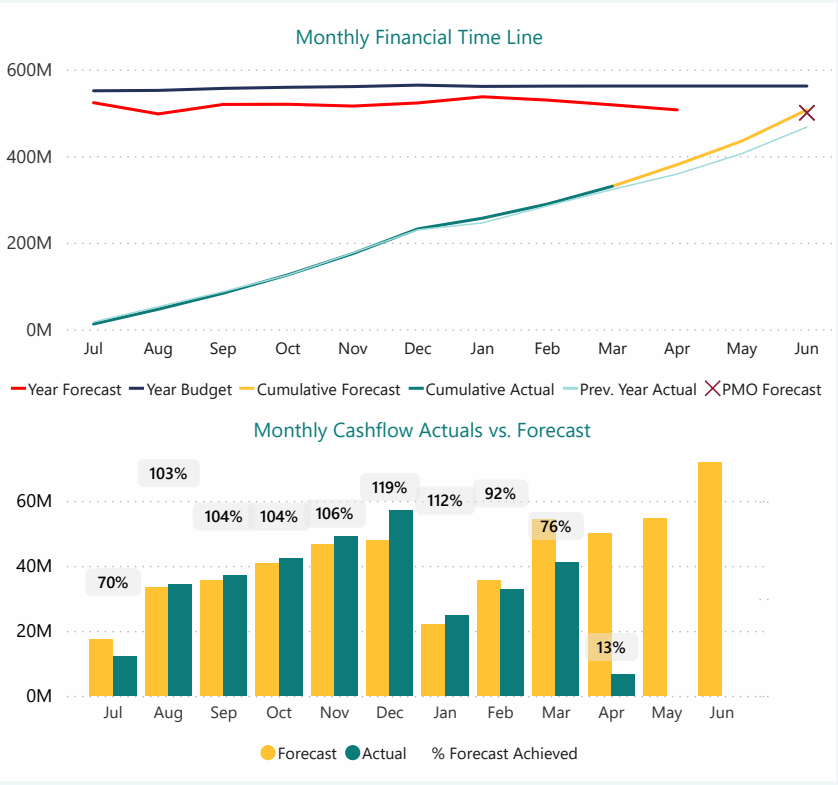
Year Forecast
$512.6M

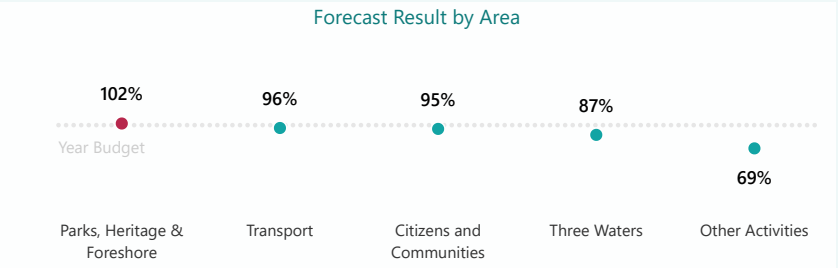
Forecast Result
91%

Year Actuals
$336.9M

% Budget Spent
60%

% Forecast Spent
66%





Item 9

Attachment A

Christchurch City Council

- Overall
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Three Waters

The FY26 year-end forecast for Three Waters is $216.3m (87% of budget), continuing the downward trend observed since December, and down from $222.5m (90%) last month. Year-end forecast reductions in March occurred across Water Supply (from 102% to 98% of budget), Wastewater (from 87% to 84%), and Stormwater Drainage (from 77% to 74%). The majority of the reduction this month relates to projects in pre-construction phases, with some forecasts rephased into the next financial year(s) in line with current project timelines.

Larger project expenditures in March related to works at the Christchurch Wastewater Treatment Plant (CWTP), including the Activated Sludge Plant project (+), and the Wastewater Clarifier Mechanical Renewals (Clarifier 4 only).

A number of projects within the Stormwater and Water Supply activities did not meet month-start forecasts for March. One larger variance related to a property purchase for wetland construction at Goodmans in Marshland. This purchase is now complete, and the expenditure is expected to be reflected in April.

Within the Flood Protection programme, construction commenced in March on the first stage of the major SW Greens Stormwater Facility project in Halswell. This project will construct first-flush basins, detention basins, and wetlands to service the surrounding catchment.

Activity	Year Budget	Forecast Result
Water Supply	$75.1M	98%
Flood Protection & Control Works	$19.3M	94%
WW Collection, Treatment & Disposal	$97.9M	84%
Stormwater Drainage	$56.0M	74%

Year Budget
$248.3M

Year Forecast
$216.3M

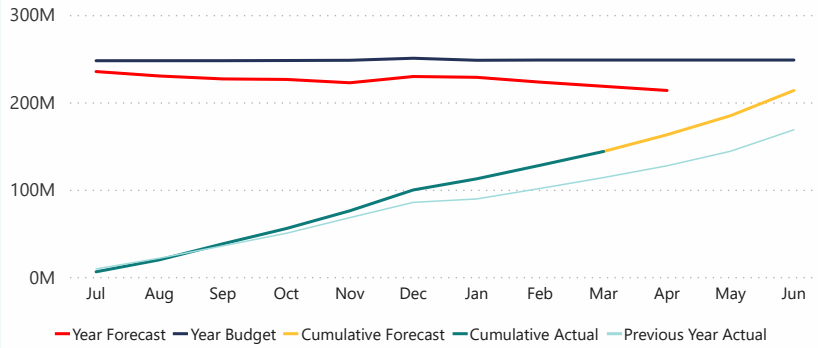
Forecast Result
87%

Year Actuals
$147.9M

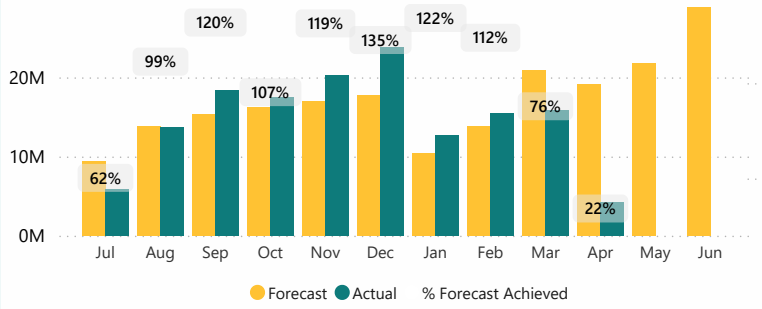
% Budget Spent
60%

% Forecast Spent
68%

Monthly Financial Time Line



Monthly Cashflow Actuals vs. Forecast



Project Forecast Variances FY26 (Top / Bottom 5)

Project	Year Budget	Year Forecast	Variance
41987 - SW Addington Brook & Riccarton Drain Filtrat...	$5.9M	$2.3M	$3.6M
67806 - CWTP Activated Sludge Plant	$17.9M	$15.0M	$2.9M
71996 - WW Grassmere Wet Weather Storage Facility	$5.1M	$2.4M	$2.7M
65033 - WS Water Supply MEICA Renewals FY26 – FY30	$2.6M	$0.4M	$2.2M
30172 - WW Riccarton Interceptor (Upper Riccarton)	$5.1M	$3.2M	$1.9M

Project	Year Budget	Year Forecast	Variance
81914 - WS Mains Inwoods, Reginald, Mairehau, Fati...	$0.5M	$3.4M	($2.9M)
60309 - CWTP Wastewater Clarifier Mechanical Rene...	$3.0M	$5.8M	($2.8M)
42154 - WW Selwyn Street Pump Station (PS0152), Pr...	$1.7M	$4.3M	($2.6M)
64986 - WS Akaroa L'Aube Hill Reservoir Replacement	$1.4M	$4.0M	($2.6M)
60336 - SW Goodmans Drain Timber Lining Renewal ...	$0.3M	$2.9M	($2.6M)

Christchurch City Council

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Transport

The FY26 year-end forecast for the Transport programme is $143.8m (96% of budget), up slightly from last month's forecast of $141.7m (95% of budget).

March actuals were lower than forecast due to reduced construction activity in February, mainly affecting the Asphalt, Chipseal, and Road Pavement Rehabilitation programmes. A higher number of wet days limited workable conditions, resulting in lower claims than planned. While recovery actions are underway with contractors, impacts are expected to be only partially recoverable, and a reduction in Transport's year-end forecast is anticipated.

Larger project expenditures in March included:
- The Chipseal and Asphalt road resealing packages. Spend in these projects will continue through to June
- The Footpath Renewals package.

The Whaka Terrace Retaining Wall renewal in Huntsbury is expected to be completed this month; this was a highly complex site.

Work has also now been completed to scope and cost the repair works required on Banks Peninsula and Summit Road, following the mid-February weather event. The estimated capex cost of the works is $5.6m, with a memo on funding to be prepared for Council.

Activity	Year Budget	Forecast Result
Transport Access	$106.5M	102%
Transport Environment	$19.0M	84%
Transport Safety	$23.9M	79%

Year Budget
$149.5M

Year Forecast
$143.8M

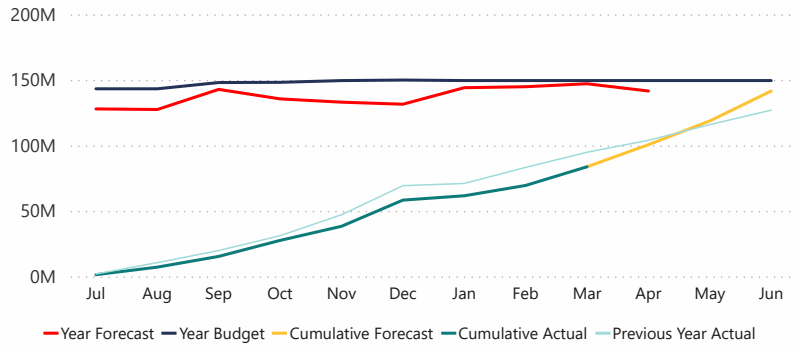
Forecast Result
96%

Year Actuals
$84.9M

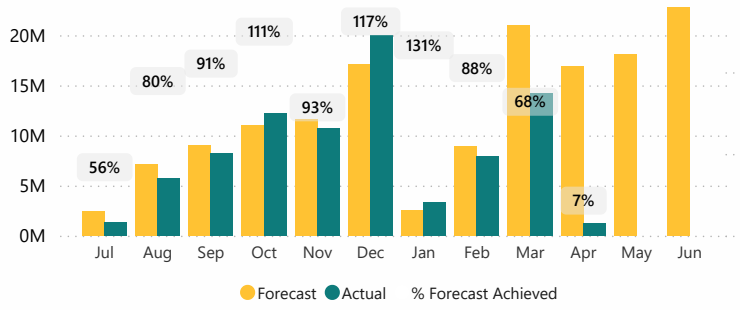
% Budget Spent
57%

% Forecast Spent
59%

Monthly Financial Time Line



Monthly Cashflow Actuals vs. Forecast



Project Forecast Variances FY26 (Top / Bottom 5)

Project	Year Budget	Year Forecast	Variance
61020 - Linwood Woolston CRAF - Area Project Plan...	$2.0M	$0.0M	$2.0M
81764 - Street Asset Renewal - Supporting MCR - No...	$1.3M	$0.1M	$1.3M
924 - Halswell Junction Road Extension	$1.6M	$0.4M	$1.2M
82587 - Improving Bromley's Roads - Stage 2	$1.0M	$0.1M	$0.9M
82177 - Sumner Road Rockfall Mitigation (Zone 3B) (...	$0.8M	$0.0M	$0.8M

Project	Year Budget	Year Forecast	Variance
163 - Carriageway Reseals - Asphalt	$11.0M	$15.8M	($4.8M)
185 - Road Pavement Rehabilitations	$7.1M	$10.4M	($3.3M)
181 - Carriageway Reseals - Chipseal (Up to FY27)	$17.0M	$18.5M	($1.5M)
72242 - New Brighton CRAF - Marine Parade (Hawke t...	$3.7M	$4.8M	($1.1M)
82585 - Road Revocation Projects - Resurfacing and P...	$4.0M	$5.0M	($1.0M)

Christchurch City Council

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Parks, Heritage & Foreshore

The FY26 year-end forecast for the Parks programme is $78.1m (102% of budget), down from last month's forecast of $83.0m (109% of budget). A key factor in the forecast reduction was the City to Sea Pathway project, where forecasts have been updated this month to reflect the latest costs and timing for City to Sea East, following the recent contract award.

March expenditure was lower than forecast. The more significant variances occurred on projects in construction phase, due to the timing of contract claims (Cuningham House Building Renewal), and some cost delays resulting from contract variations and processing (Avon Park, Hagley Park floodlighting).

Larger project expenditures in March included:
- Sports field upgrades within the Sports Field Network Plan Goal 3 – Upgrade No.1 Sports Fields package
- City to Sea Pathway (+): The contractor is now on site for construction of City to Sea East
- One New Zealand Stadium at Te Kaha Stadium Turf: The turf is in the grow in phase, in line with Te Kaha.

The Linwood Park Changing Facilities project was also completed in March. This new development, which services the upgraded fields and supports sporting activities in the park, provides:
- Two changing facilities (primary seasonal tenant - Linwood Keas Rugby League Club)
- Two external facing toilets for public use, and
- Two changing facilities for officials.

Activity	Year Budget	Forecast Result
Parks & Foreshore	$63.1M	105%
Parks Heritage Management	$13.3M	89%

Year Budget
$76.4M

Year Forecast
$78.1M

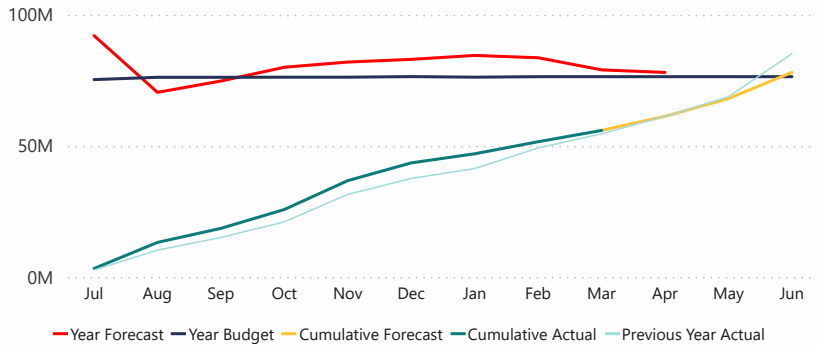
Forecast Result
102%

Year Actuals
$57.1M

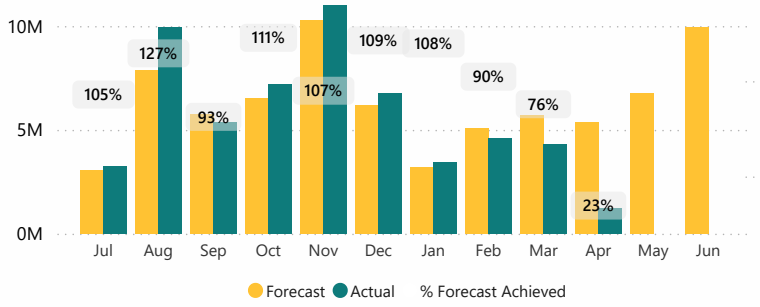
% Budget Spent
75%

% Forecast Spent
73%

Monthly Financial Time Line



Monthly Cashflow Actuals vs. Forecast



Project Forecast Variances FY26 (Top / Bottom 5)

Project	Year Budget	Year Forecast	Variance
68173 - Ōtākaro-Avon River Corridor City to Sea Shar...	$9.8M	$5.7M	$4.0M
61821 - Cuningham House Building Renewals (Herita...	$6.7M	$5.4M	$1.3M
43671 - South New Brighton Reserves Development	$1.0M	$0.1M	$0.9M
61713 - Hagley Park Planned Buildings Renewals	$0.9M	$0.1M	$0.9M
74022 - Hoon Hay Sports Pavilion and Toilets	$0.8M	$0.1M	$0.7M

Project	Year Budget	Year Forecast	Variance
3177 - Development Funded Neighbourhood Parks Gr...	$0.4M	$3.6M	($3.2M)
61805 - Parks Maintenance Depots Development	$3.9M	$6.0M	($2.1M)
63952 - Ōtākaro-Avon River Corridor Ecological Restor...	$0.5M	$2.5M	($1.9M)
1436 - Takapūneke Reserve Development	$1.4M	$2.7M	($1.3M)
77261 - One New Zealand Stadium at Te Kaha Stadiu...	$2.5M	$3.6M	($1.1M)

Christchurch City Council

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Citizens & Communities *(excl. Parks, Heritage & Foreshore)*

This dashboard includes the remaining Citizens and Communities activity budgets. The combined FY26 year-end forecast for these activities is $50.8m (95% of budget), which is largely stable from last month's forecast of $50.0m (94% of budget). Monthly expenditure also continues to be well aligned with forecasts overall.

Larger project expenditures in March were within the Libraries activity:

- Ōmōkihi (South Library replacement) (+): Construction continues to progress well, with the project on track to time and budget
- The annual Library Collection Resources package: 73% of the FY26 budget has been spent for the year to date
- Parklands Library Strengthening: Works are complete, with the building re-opening to the public on 7 April.

Maintenance works at Jellie Park are commencing, with the facility temporarily closing from 7 April. The outdoor pools, gym and group fitness area are expected to re-open for November 2026, with the indoor pools to follow in the first quarter of 2027.

Activity	Year Budget	Forecast Result
Christchurch City Libraries	$31.5M	104%
Akaroa Museum	$0.1M	100%
Community Development and Facilities	$2.4M	91%
Christchurch Art Gallery	$3.5M	83%
Recreation, Sports, Comm Arts & Events	$16.0M	81%

Year Budget
$53.5M

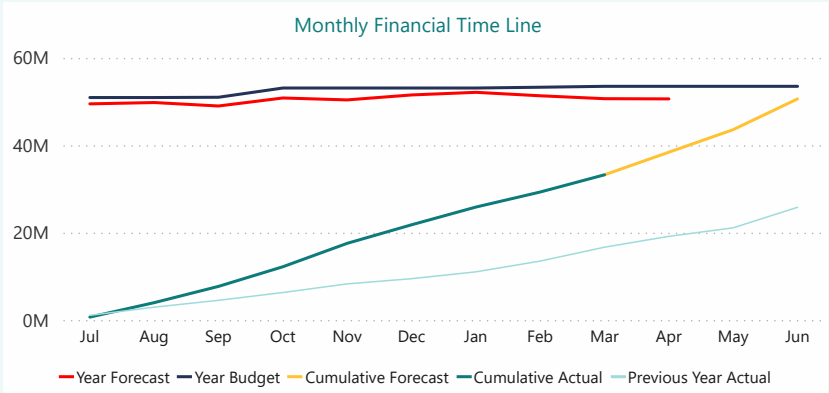
Year Forecast
$50.8M

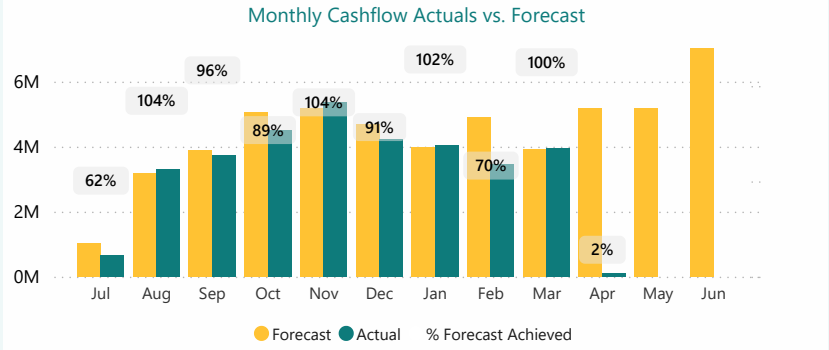
Forecast Result
95%

Year Actuals
$33.3M

% Budget Spent
62%

% Forecast Spent
66%





Project Forecast Variances FY26 (Top / Bottom 5)

Project	Year Budget	Year Forecast	Variance
84238 - Turanga Renewals & Replacements - Hapori a...	$1.0M	$0.2M	$0.8M
84053 - Art Gallery Air Sourced Heat Energy System	$1.9M	$1.3M	$0.6M
67250 - Jellie Park Earthquake Renewals and Cycle Shu...	$2.5M	$1.9M	$0.6M
862 - Matatiki Hornby Centre	$0.2M	($0.3M)	$0.5M
42333 - Parakiore Recreation and Sports Centre Equip...	$4.6M	$4.1M	$0.5M

Project	Year Budget	Year Forecast	Variance
20836 - Ōmōkihi (South Library replacement)	$20.3M	$21.9M	($1.6M)
65436 - Delivery Package - Library Built Asset Renewal...	$1.3M	$1.8M	($0.5M)
56802 - Multicultural Recreation and Community Centre	$0.1M	$0.5M	($0.4M)
36884 - Rolling Package - Library Collection Resources	$5.9M	$6.2M	($0.2M)
84078 - New Brighton Library - Mechanical Renewals a...	$0.2M	$0.3M	($0.1M)

Christchurch City Council

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Other Activities *(excl. One NZ Stadium at Te Kaha)*

This dashboard includes the remaining Core Capital activities. The combined FY26 year-end forecast is $23.6m (69% of budget), down from $25.0m (74% of budget) last month. The forecast change was driven by the Performing Arts Precinct Court Theatre Building project, due to some uncertainty around the timing of the final account.

As previously reported, the year-end forecast variance on this page is largely driven by the Solid Waste & Resource Recovery activity. Most major projects within this activity are in the planning/procurement phase, with physical works to commence next financial year. There is also a larger forecast variance within the Corporate Capital activity (excluding Te Kaha), relating to the Court Theatre forecast update.

March expenditure was the highest for the financial year to date. Larger project expenditures for the month were on annual packages, including fleet and plant purchases, housing renewals, and IT equipment infrastructure renewals and replacements.

Activity	Year Budget	Forecast Result
Digital	$4.8M	103%
Building Services	$0.0M	100%
Community Housing	$5.1M	100%
Facilities, Property & Planning	$6.1M	98%
Strategic Planning & Resource Consents	$2.3M	92%
Emergency Management & Community Resilience	$0.4M	73%
Solid Waste & Resource Recovery	$12.1M	37%
Regulatory Compliance & Licensing	$0.1M	34%
Corporate Capital	$3.0M	21%
Technical Services & Design	$0.2M	18%

Year Budget
$34.0M

Year Forecast
$23.6M

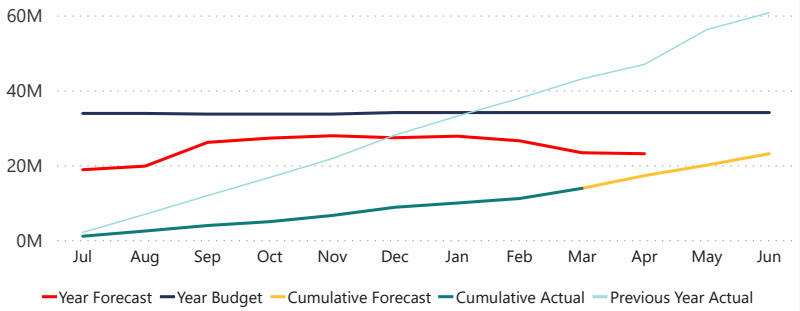
Forecast Result
69%

Year Actuals
$13.6M

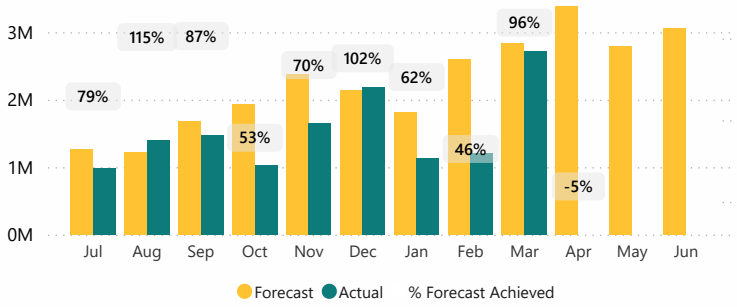
% Budget Spent
40%

% Forecast Spent
58%

Monthly Financial Time Line



Monthly Cashflow Actuals vs. Forecast



Project Forecast Variances FY26 (Top / Bottom 5)

Project	Year Budget	Year Forecast	Variance
64048 - Performing Arts Precinct - Court Theatre Buil...	$2.0M	$0.1M	$1.9M
65446 - Delivery Package - Fleet & Plant Asset Purcha...	$4.5M	$3.4M	$1.1M
111 - Delivery Package - Kerbside Enhancement	$0.9M	$0.0M	$0.9M
75797 - Delivery Package - Closed Landfill Aftercare ...	$0.7M	$0.0M	$0.7M
75699 - Transfer Station Redevelopment - Parkhouse ...	$1.3M	$0.6M	$0.7M

Project	Year Budget	Year Forecast	Variance
84001 - Civic Heat Energy (Land Fill Gas) - Electric Boil...	$0.5M	$1.3M	($0.8M)
55139 - Data Network Upgrade New Design Future Ph...	$0.8M	$1.0M	($0.3M)
109 - Solid Waste Renewals	$0.1M	$0.3M	($0.2M)
84019 - Solar Panels - Civic Office and Art Gallery	$0.3M	$0.5M	($0.2M)
75818 - Horseshoe Lake Waikākāriki Landfill Remediat...	$0.0M	$0.1M	($0.1M)

Christchurch City Council

Appendix 1 Watchlist Report

Watchlist Projects

Projects	Activity	Overall Status Prior	Overall Status 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	At Risk	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	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	On Track
61615 - SW South New Brighton & Southshore Estuary Edge Flood Mitigation	Flood Protection & Control Wor...	At Risk	At Risk
66000 - SW Ōtākaro Avon River Corridor Stopbank Anzac Drive to Waitaki Street (OARC)	Stormwater Drainage	At Risk	At Risk
67421 - SW Ōtākaro Avon River Corridor Stopbank Pages Road to Bridge Street (OARC)	Flood Protection & Control Wor...	On Track	On Track
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...	On Track	On Track
71996 - WW Grassmere Wet Weather Storage Facility	WW Collection, Treatment & Dis...	On Track	On Track
77561 - WW Wairakei Collector Renewal	WW Collection, Treatment & Dis...	At Risk	At Risk
80775 - Delivery Package - School Speed Zones	Transport Safety	On Track	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	< 1 month delay
Amber - At Risk	Forecast overspend < 5%	1 – 2 months delay
Red - Critical	Forecast overspend > 5%	> 2 months delay
Set by Project Manager	*All Years Forecast vs. Budget*	*Project Delivery Complete Milestone Forecast (or Actual) vs. Baseline*

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.

Project Phase

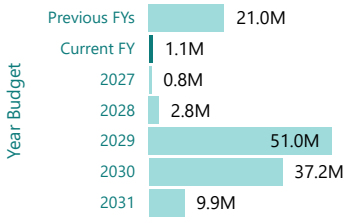
Concept | Initiate | Plan | (Execute) Investigate | (Execute) Design | (Execute) Procure | (Execute) Construction | (Execute) Handover | Close

Primary Ward

Banks Peninsula

Activity

WW Collection, Treatment & Disposal





Overall Status Commentary

The government released the National Wastewater Environmental Performance standards which were enacted on 19 December 2025. The resource consent applications for the Duvauchelle irrigation and treated water release to harbour are being updated in order to address the new standards and recent feedback through the Cultural Impact Assessment process, with documentation being reviewed for lodgement in early April 2026. Investigation into the impacts of this legislation on the wider scheme and opportunities for cost savings has largely been completed, and will be presented to Council for consideration. Council met with Ōnuku Rūnanga in early March 2026 to ensure cultural views are well understood in any further decision making processes. A formal decision on the future direction of the project is expected to be sought in April. Based on the draft preliminary design of the existing scheme, 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.

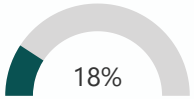
Financials - All Years

Budget	Forecast	Actuals	Financial Status
$123.9M	$189.5M	$22.8M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
$1.1M	$2.1M	$1.7M	($1.0M)

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast (or Actual)	Time Status
Sep 2030	Sep 2030	

Back to Main Report

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

Christchurch City Council

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

Overall Status
At Risk

Project Description

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

Project Phase

Concept | Initiate | Plan | (Execute) Investigate | (Execute) Design | (Execute) Procure | (Execute) Construction | (Execute) Handover | Close

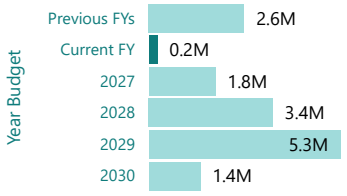
Primary Ward

Spreydon

Activity

Transport Environment

Year Budget





Overall Status Commentary

The tender for the transport and three waters works for the Annex Road to Wrights Road section closed on 30 January 2026. Staff are currently evaluating tenders. It is anticipated that the tender will be awarded in April to allow construction to start in May 2026. Clarification of certain tender elements have extended the timeframe. 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 May 2026. Amber status reflects remaining cost and property risks around redesign of the section from Curletts to Annex Road.

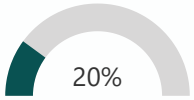
Financials - All Years

Budget	Forecast	Actuals	Financial Status
$14.9M	$14.6M	$3.0M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
$0.2M	$0.4M	$0.4M	($0.1M)

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast (or Actual)	Time Status
May 2028	Apr 2028	

Back to Main Report

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

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.

Project Phase

Concept | Initiate | Plan | (Execute) Investigate | (Execute) Design | (Execute) Procure | (Execute) Construction | (Execute) Handover | Close

Primary Ward

Central

Activity

Corporate Capital

Year Budget

Previous FYs	567.1M
Current FY	92.5M
2027	11.6M

Overall Status Commentary

Code Compliance was issued for the stadium on 20 February 2026, and Practical Completion was issued to BESIX Watpac, the Design & Construct Contractor, on 13 March 2026 - around five and a half weeks earlier than their contractual Due Date for Completion of 20 April 2026. Te Kaha Project Delivery Ltd have taken over control of the site from 16 March 2026, and will hand it over to Venues Ōtautahi on 20 April 2026. Venues Ōtautahi's staff are moving in before that date and are completing a packed schedule of load-in, training and load-testing activities to ensure the opening night of the Super Rugby Super Round runs smoothly on 24 April 2026. The schedule also includes a series of test events targeted to specific areas of the stadium. Maintenance of the Field of Play turf, which was grown off-site and laid in December 2025, is continuing. The stadium was officially opened on 27 March 2026, and a community open day is planned for 2 May 2026.

Construction highlights video - https://vimeo.com/1178998469?fl=pl&fe=vl



Financials - All Years

Budget	Forecast	Actuals	Financial Status
$671.1M	$671.1M	$639.8M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
$92.5M	$79.7M	$72.7M	$12.8M

% Budget Spent (All Years)

95%

Project Delivery Complete Milestone

Baseline	Forecast (or Actual)	Time Status
Apr 2026	Apr 2026	

Back to Main Report

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

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 has been developed in partnership with Ōnuku Rūnanga and incorporates 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.

Project Phase

Concept | Initiate | Plan | (Execute) Investigate | (Execute) Design | (Execute) Procure | (Execute) Construction | (Execute) Handover | Close

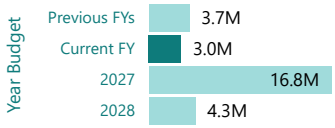
Primary Ward

Banks Peninsula

Activity

Parks & Foreshore

Year Budget



Overall Status Commentary

The resource consent hearing is complete, with commissioners indicating that consent will be granted, subject to final refinement of conditions. Construction is planned to start in June 2026 and run through to mid-2027. Key project risks include fuel supply and cost, ground conditions, interfaces with adjacent buildings, and potential environmental delays. The uncertainty around fuel supply and pricing is the most significant risk and is being closely monitored. The project is being reported as "at risk" due to the potential impact of this issue on cost and programme.



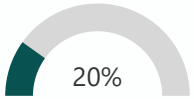
Financials - All Years

Budget	Forecast	Actuals	Financial Status
$27.8M	$27.8M	$5.5M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
$3.0M	$2.3M	$1.8M	$0.7M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast (or Actual)	Time Status
Jul 2027	Jul 2027	

Back to Main Report

Watchlist Project: 2356 - Akaroa Wharf Renewal

Christchurch City Council

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.

Project Phase

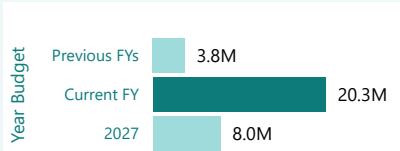
Concept | Initiate | Plan | (Execute) Investigate | (Execute) Design | (Execute) Procure | (Execute) Construction | (Execute) Handover | Close

Primary Ward

Cashmere

Activity

Christchurch City Libraries





Overall Status Commentary

The programme remains on time and within our budget envelope as construction and operational readiness activities progress. Phase 1 (Western half) wall linings are installed, and painting is to commence imminently. Phase 2 (Eastern half) first fix is also moving rapidly towards completion. Staff site visits have also been taking place as operational activities are planned. The project budget is $32 million including landscaping & carpark improvements. The South Christchurch Farmers' Market remains open every Sunday morning.

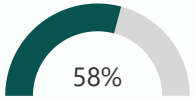
Financials - All Years

Budget	Forecast	Actuals	Financial Status
$32.0M	$32.0M	$18.7M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
$20.3M	$21.9M	$14.9M	($1.6M)

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast (or Actual)	Time Status
Jan 2027	Dec 2026	

Back to Main Report

Watchlist Project: 20836 - Ōmōkihi (South Library replacement)

Christchurch City Council

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.

Project Phase

Concept | Initiate | Plan | (Execute) Investigate | (Execute) Design | (Execute) Procure | (Execute) Construction | (Execute) Handover | Close

Overall Status Commentary

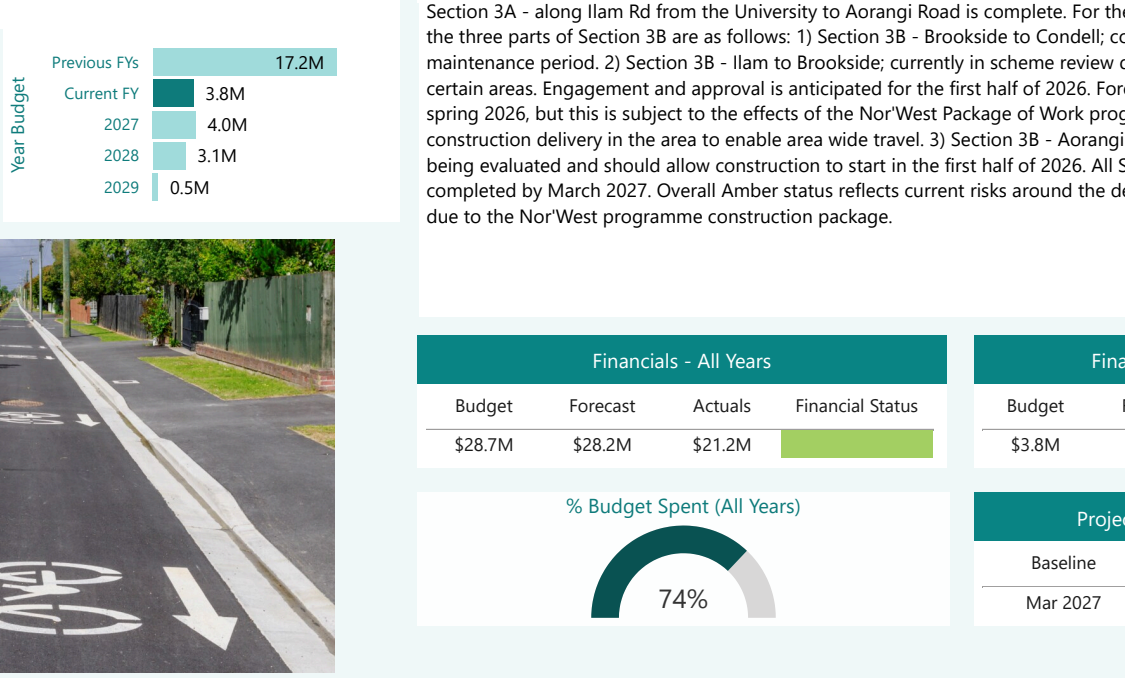
Section 3A - along Ilam Rd from the University to Aorangi Road is complete. For the remaining sections, current timelines for the three parts of Section 3B are as follows: 1) Section 3B - Brookside to Condell; construction complete and in defects maintenance period. 2) Section 3B - Ilam to Brookside; currently in scheme review due to deterioration of roading assets within certain areas. Engagement and approval is anticipated for the first half of 2026. Forecast commencement of construction is spring 2026, but this is subject to the effects of the Nor'West Package of Work programme and the careful management of construction delivery in the area to enable area wide travel. 3) Section 3B - Aorangi to Harewood Road - tenders are currently being evaluated and should allow construction to start in the first half of 2026. All Section 3 works are forecasted to be completed by March 2027. Overall Amber status reflects current risks around the delivery timeframe of the remaining sections, due to the Nor'West programme construction package.

Primary Ward

Fendalton

Activity

Transport Environment





Financials - All Years

Budget	Forecast	Actuals	Financial Status
$28.7M	$28.2M	$21.2M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
$3.8M	$4.0M	$4.0M	($0.2M)

% Budget Spent (All Years)

Project Delivery Complete Milestone

Baseline	Forecast (or Actual)	Time Status
Mar 2027	Mar 2027	

Back to Main Report

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

Christchurch City Council

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

Overall Status
At Risk

Project Description

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

Project Phase

Concept | Initiate | Plan | (Execute) Investigate | (Execute) Design | (Execute) Procure | (Execute) Construction | (Execute) Handover | Close

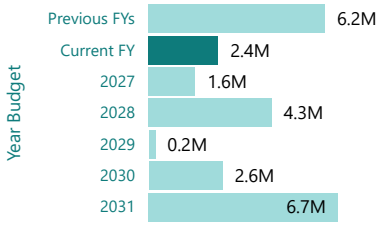
Primary Ward

Hornby

Activity

Transport Environment

Year Budget





Overall Status Commentary

The route completed to date currently stands at approximately 10km of uninterrupted cycleway and shared path. Construction of the next package in Templeton is in progress. This work includes the physical construction of the cycleway from Templeton to Barters Road, including line marking and signage from Barters through Waterloo Business Park. Work is scheduled to be completed in June 2026. The Parker Street level crossing design has been paused as a result of a Notice of Motion. The Notice of Motion pauses any further work on the permanent design of the Parker Street, Gilberthorpes Road, and Waterloo intersection as part of the South Express MCR and asks staff to report to Council on options to enhance the safety and effectiveness of the intersection, including full signalisation, in time for consideration as part of the 2027-37 Long-Term Plan. Due to the delay in KiwiRail design, this is unlikely to have a major impact on the overall programme. In parallel with this, staff are progressing a temporary design at this intersection to offer short term safety benefits.

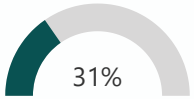
Financials - All Years

Budget	Forecast	Actuals	Financial Status
$24.1M	$24.1M	$7.4M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
$2.4M	$2.9M	$1.2M	($0.5M)

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast (or Actual)	Time Status
Dec 2030	Dec 2029	

Back to Main Report

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

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, with a total budget of $30.9m for all three sections. Section 1 is currently proceeding as per the Council decision in December 2024, with delivery of Sections 2 and 3 deferred until later in the LTP period.

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 tender for this work closed in February 2026, tender evaluations are in progress and a preferred contractor is anticipated to be identified in April with construction commencing on site in May 2026. As per the current programme, construction completion is expected before the end of summer 2026/27, subject to programme and delivery conditions.

Primary Ward

Papanui

Activity

Transport Environment



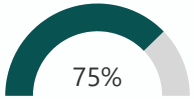
Financials - All Years

Budget	Forecast	Actuals	Financial Status
$8.7M	$8.7M	$6.6M	

Financials - Current Financial Year

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

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast (or Actual)	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

Christchurch City Council

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. NZTA funding of up to $38.5M was confirmed in August 2025 for works including the new bridge, approaches, and upgrades to some surrounding street intersections. Non-NZTA funded components of the surrounding street renewals are now in a separate project #82924 and will need budget allocated before they can progress.

Project Phase

Concept | Initiate | Plan | (Execute) Investigate | (Execute) Design | (Execute) Procure | (Execute) Construction | (Execute) Handover | Close

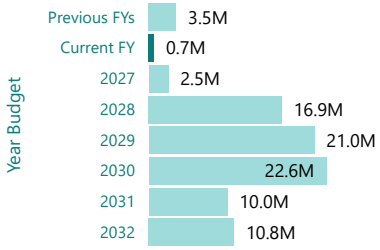
Primary Ward

Coastal

Activity

Transport Access

Year Budget





Overall Status Commentary

The Principal's Requirements are being finalised for completion in April and will directly inform the next tender phase. The interactive tender stage is anticipated to be released in mid-April 2026. Upcoming activities include finalising the Principal's Requirements, securing internal approvals, shaping the interactive tender process, and finalising key tender documentation. The financial status has returned to green following the loading of the Draft Annual Plan 2026/27. Additional budget included in the Draft Annual Plan aligns the project funding with the NZTA-approved Business Case estimate and fully funds the updated forecast. The forecast retains significant contingency to manage uncertainties relating to ground contamination, construction market escalation, compliance requirements, overhead costs, and inflation. During Detailed Design, contractor-led investigations will provide more certainty on key risks and refine cost estimates. At the end of Detailed Design, construction costs will be confirmed prior to entering into a construction contract. The project remains amber overall due to residual uncertainties around consenting approval timeframes, ground conditions, market pricing, and the timing of design completion and tendering activities.

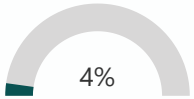
Financials - All Years

Budget	Forecast	Actuals	Financial Status
$88.1M	$88.1M	$3.9M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
$0.7M	$0.7M	$0.4M	($0.1M)

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast (or Actual)	Time Status
Mar 2032	Mar 2030	

Back to Main Report

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

Item 9

Attachment A

Christchurch City Council

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).

Project Phase

Concept | Initiate | Plan | (Execute) Investigate | (Execute) Design | (Execute) Procure | **(Execute) Construction** | (Execute) Handover | Close

Overall Status Commentary

Construction works have wrapped up for the project. Walkover for the operations has been completed. QA documentation is currently being completed.

Primary Ward

Riccarton

Activity

WW Collection, Treatment & Disposal

Year Budget

Previous FYs	8.7M
Current FY	5.1M
2027	0.2M



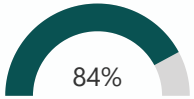
Financials - All Years

Budget	Forecast	Actuals	Financial Status
$14.0M	$12.2M	$11.8M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
$5.1M	$3.2M	$3.1M	$1.9M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast (or Actual)	Time Status
Jul 2026	Jan 2026	

Back to Main Report

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

Christchurch City Council

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.

Project Phase

Concept | Initiate | Plan | (Execute) Investigate | (Execute) Design | (Execute) Procure | (Execute) Construction | (Execute) Handover | Close

Overall Status Commentary

The project is complete. There is remaining minor work in the coming months to complete the defect list and and post-construction safety audit items.

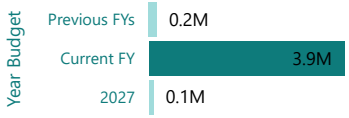
Primary Ward

Harewood

Activity

Transport Safety





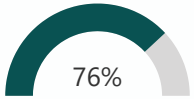
Financials - All Years

Budget	Forecast	Actuals	Financial Status
$4.2M	$3.6M	$3.2M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
$3.9M	$3.3M	$3.0M	$0.6M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast (or Actual)	Time Status
Jun 2026	Apr 2026	

Back to Main Report

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

Christchurch City Council

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 Ōtākaro-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.

Project Phase

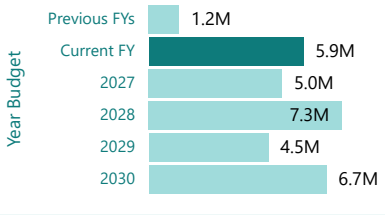
Concept | Initiate | Plan | (Execute) Investigate | (Execute) Design | (Execute) Procure | (Execute) Construction | (Execute) Handover | Close

Primary Ward

Central

Activity

Stormwater Drainage





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. The tender for Addington Brook closed at the end of March; construct award anticipated in May 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 August 2026, the estimate has also been increased to allow for additional under drainage and relocation of the Gross Pollutant Trap to improve amenity. 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). Council Workshop held on 10th March to inform the Councillors of the project status and proposed plan for easement allocation.

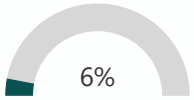
Financials - All Years

Budget	Forecast	Actuals	Financial Status
$30.6M	$30.6M	$1.8M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
$5.9M	$2.3M	$0.7M	$3.6M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast (or Actual)	Time Status
Jul 2028	Jul 2028	

Back to Main Report

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

Christchurch City Council

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 to achieve compliance with the wet weather overflow consent. 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.

Project Phase

Concept | Initiate | Plan | (Execute) Investigate | (Execute) Design | (Execute) Procure | (Execute) Construction | (Execute) Handover | Close

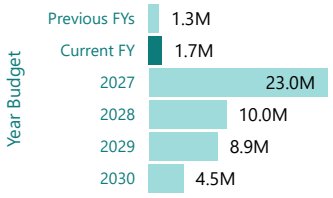
Primary Ward

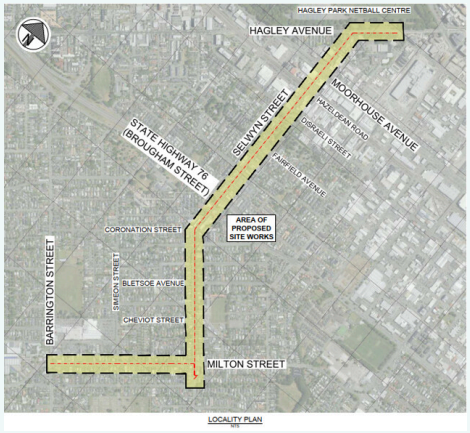
Spreydon

Activity

WW Collection, Treatment & Disposal

Year Budget





Overall Status Commentary

Simeon Street wastewater upgrade is complete. Early Contractor Involvement (ECI) is in progress for the remaining scope, to develop efficiencies during the design phase, to make the construction safer, more cost effective, and more programme efficient. Draft detailed design was received in late December 2025 for CCC technical review. The issuing of the final detailed design has been delayed slightly (+ 2 weeks) to allow for CCC feedback to be worked through. Final detailed design is anticipated in early April. The proposed pipe material for the full project (Glass Reinforced Plastic / GRP) is a long lead item with supply coming from Turkey. Pipe supply might be impacted by current geopolitical conflict in the Middle East, with potential delays and cost increases forecast. The situation is being monitored. Construction is due to commence by end of June 2026 following early pipe procurement, contractor repricing of the ECI initiatives, and final detailed design. The total construction programme is 18 months. Construction to be completed by Feb 2028 to align with wastewater discharge Resource Consent requirements.

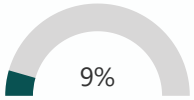
Financials - All Years

Budget	Forecast	Actuals	Financial Status
$49.5M	$47.4M	$4.4M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
$1.7M	$4.3M	$3.1M	($2.6M)

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast (or Actual)	Time Status
Feb 2028	Mar 2028	

Back to Main Report

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

Christchurch City Council

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

Overall Status
At Risk

Project Description

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

Project Phase

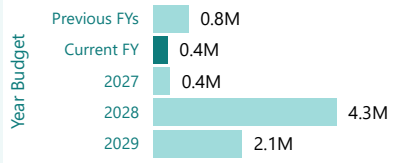
Concept | Initiate | Plan | (Execute) Investigate | (Execute) Design | (Execute) Procure | (Execute) Construction | (Execute) Handover | Close

Primary Ward

Coastal

Activity

Flood Protection & Control Works





Overall Status Commentary

The joint CCC and Ecan hearing was held the week commencing 8 December, and a decision was received 3 February 2026, announcing we have successfully received resource consent. We have appointed a project manager and will move promptly into detailed design. The overall status flag is amber due to the impacts of the consenting delays and there is a change request underway to re-baseline the project. 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. The cost estimate will be updated in the next phase. The project is being delivered in conjunction with CPMS 62549 Southshore and South New Brighton Estuary Edge Erosion Management (Red Zone Regeneration), which has a budget of $5.7M.

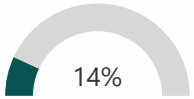
Financials - All Years

Budget	Forecast	Actuals	Financial Status
$8.0M	$8.1M	$1.1M	

Financials - Current Financial Year

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

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast (or Actual)	Time Status
Jun 2026	Apr 2029	

Back to Main Report

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

Christchurch City Council

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

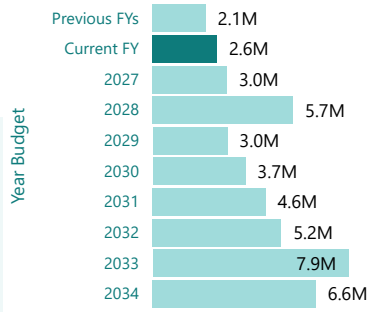
Overall Status
At Risk

Project Description

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

Project Phase

Concept | Initiate | Plan | (Execute) Investigate | (Execute) Design | (Execute) Procure | (Execute) Construction | (Execute) Handover | Close



Primary Ward

Coastal

Activity

Stormwater Drainage

Overall Status Commentary

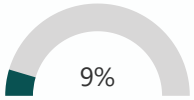
Detailed design is being finalised following provision of review comments from Council. Construction procurement is well underway, with forecast construction start date of September 2026. Resource consent applications were lodged in December; Request for Information (RFI) received from CCC consents team has been responded to, and awaiting outcome from that process. Draft conditions received from ECan; response prepared with proposed amendments to conditions. Orion construction tender for Sector 18 cable relocations has been received and accepted, with construction timeline for these enabling works now being prepared. It is anticipated that these works will delay the award of the main construction contract. The overall amber status reflects that there are still issues to be resolved around the relocation of Orion cables, and the likely delays associated with this.



Financials - All Years			
Budget	Forecast	Actuals	Financial Status
$44.4M	$42.6M	$4.1M	

Financials - Current Financial Year			
Budget	Forecast	Actuals	Variance
$2.6M	$2.1M	$1.9M	$0.5M

% Budget Spent (All Years)



Project Delivery Complete Milestone		
Baseline	Forecast (or Actual)	Time Status
Sep 2028	Nov 2028	

Back to Main Report

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

Christchurch City Council

67421 - SW Ōtākaro Avon River Corridor Stopbank Pages Road to Bridge Street (OARC)

Overall Status
On Track

Project Description

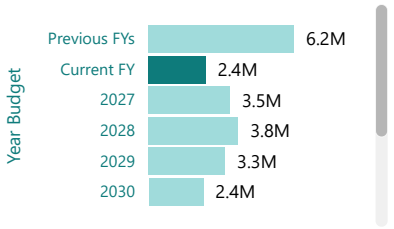
This project aims to design and construct sections of stopbank and stormwater facility in the area between Pages Road and Bridge Street. The upstream end of this project will connect to the Waitaki St stopbank through the new Pages Road Bridge approach. The final completion of the flood defence in the Bexley area (which will require a connection across the temporary bridge access road), will be completed immediately following the opening of the new bridge and cannot happen until traffic has shifted on to the new bridge. This project also has interdependencies with the Bexley Wetland project, where the new Orari pump station will discharge to.

Primary Ward

Coastal

Activity

Flood Protection & Control Works





Project Phase

Concept | Initiate | Plan | (Execute) Investigate | (Execute) Design | (Execute) Procure | (Execute) Construction | (Execute) Handover | Close

Overall Status Commentary

The project is progressing well. The first stage of sheet pile flood wall between the estuary and SH74 is underway on site. Once the sheet piling is complete, pathways will be reinstated, and landscaping and planting around the wall will be completed. The purchase of the remaining Bexley residential property was completed in February and the building was demolished. The final completion of this project is dependent on the Pages Road Bridge project, and there are also interdependencies with the Bexley Wetland project (see Project Description). The project teams are in regular contact and are looking for ways to work together to improve efficiency.

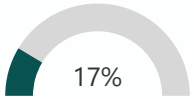
Financials - All Years

Budget	Forecast	Actuals	Financial Status
$45.6M	$45.3M	$7.9M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
$2.4M	$2.4M	$1.6M	$0.0M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast (or Actual)	Time Status
Dec 2031	Dec 2031	

Back to Main Report

Watchlist Project: 67421 - SW Ōtākaro Avon River Corridor Stopbank Pages Road to Bridge Street (OARC)

Christchurch City Council

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.

Project Phase

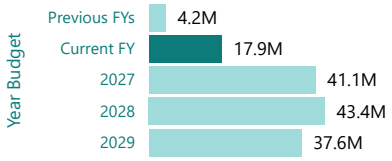
Concept | Initiate | Plan | (Execute) Investigate | (Execute) Design | (Execute) Procure | (Execute) Construction | (Execute) Handover | Close

Primary Ward

Linwood

Activity

WW Collection, Treatment & Disposal



Overall Status Commentary

The first test stone columns have been successfully installed this month. We are now waiting for the trial results. Once we receive and verify that the proposed design solution works as intended, the installation of 1400 stone columns will begin in April. We are also nearing the completion of bulk earthworks at the plant after installing the sheet piles. Noise and vibration monitoring are set up at the boundary line, and dilapidation surveys have been completed for neighbouring owners who might be affected by the work. Other work includes planning the site investigation for current assets to support finalising certain design elements for this project, specifically changes to the existing Return Activated Sludge/Wasted Activated Sludge (RAS/WAS) pump station and the discharge channel to the ponds. Currently, the project's final cost has decreased while contingency funds have increased. However, these figures may change once the final design is completed, as some elements require contractor input or have been deferred to expedite the timeline and are less critical to construction. These minor adjustments are not expected to impact the overall schedule or budget.

Project timelapse March 2026: https://vimeo.com/1178261451?fl=pl&fe=vl



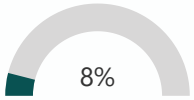
Financials - All Years

Budget	Forecast	Actuals	Financial Status
$144.2M	$144.0M	$11.5M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
$17.9M	$15.0M	$7.3M	$2.9M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast (or Actual)	Time Status
Apr 2028	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.

Project Phase

Concept | Initiate | Plan | (Execute) Investigate | (Execute) Design | (Execute) Procure | (Execute) Construction | (Execute) Handover | Close

Overall Status Commentary

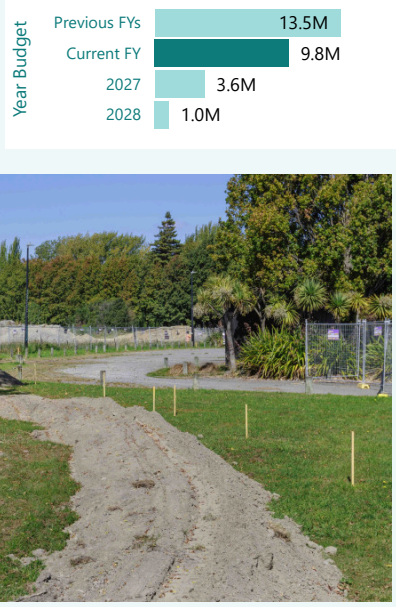
City to Sea West: Lighting installation is now completed, and we are working through the final details of the phasing. Wayfinding signage was completed in March. City to Sea East: The contractor is now on site for the physical works, with full completion estimated by the end of August - although sections will be opened up for use as they are completed. Lights have been ordered for this project and will be installed as part of the overall pathway contract. City to Sea SH74 to Waitaki: 50% Detailed design currently under internal review. The resource consent has been lodged and we are working through draft conditions.

Primary Ward

City Wide

Activity

Parks & Foreshore



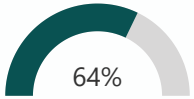
Financials - All Years

Budget	Forecast	Actuals	Financial Status
$28.0M	$28.0M	$18.0M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
$9.8M	$5.7M	$4.5M	$4.0M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast (or Actual)	Time Status
Jun 2027	Jun 2027	

Back to Main Report

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

Christchurch City Council

70633 - WW Fitzgerald Ave Brick Barrel Mains Renewal

Overall Status
On Track

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.

Project Phase

Concept | Initiate | Plan | (Execute) Investigate | (Execute) Design | (Execute) Procure | (Execute) Construction | (Execute) Handover | Close

Overall Status Commentary

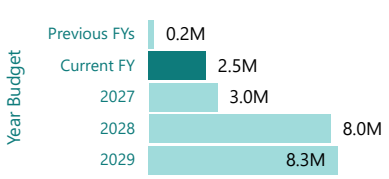
Council is compiling tender documentation to support a design/build renewal of the Brick Barrel Pipework. The scope of project has been increased to incorporate an additional section of pipe that recently failed, resulting in a significant repair south of Tuam St. Geotechnical investigation and contamination testing was completed in January 2026 with a factual report on the findings to be compiled. 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 April largely due to delays in completing the geotechnical investigation.

Primary Ward

Central

Activity

WW Collection, Treatment & Disposal





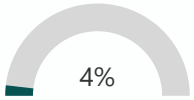
Financials - All Years

Budget	Forecast	Actuals	Financial Status
$22.0M	$21.7M	$0.8M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
$2.5M	$1.0M	$0.6M	$1.5M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast (or Actual)	Time Status
Feb 2028	Feb 2028	

Back to Main Report

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

Christchurch City Council

71996 - WW Grassmere Wet Weather Storage Facility

Overall Status
On Track

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.

Project Phase

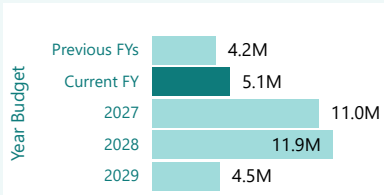
Concept | Initiate | Plan | (Execute) Investigate | (Execute) Design | (Execute) Procure | (Execute) Construction | (Execute) Handover | Close

Primary Ward

Papanui

Activity

WW Collection, Treatment & Disposal



Overall Status Commentary

The Grassmere Wastewater Storage Facility tender process for construction has concluded, and the contract has been awarded. Council will look to award possession of site for physical works in early April 2026. The project is currently tracking on programme, and below budget based on a Contractor's supplied ground improvement design. Spend has been re-allocated based on the Contractor's financial forecast and new methodology, which has a slower than anticipated initial spend. Physical works are anticipated to be completed by September 2027, although Council has received an early notification that the project may be impacted by the Middle East conflict.



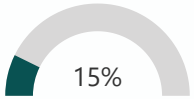
Financials - All Years

Budget	Forecast	Actuals	Financial Status
$36.7M	$35.4M	$5.3M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
$5.1M	$2.4M	$1.1M	$2.7M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast (or Actual)	Time Status
Jan 2028	Jan 2028	

Back to Main Report

Watchlist Project: 71996 - WW Grassmere Wet Weather Storage Facility

Christchurch City Council

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.

Project Phase

Concept | Initiate | Plan | (Execute) Investigate | (Execute) Design | (Execute) Procure | (Execute) Construction | (Execute) Handover | Close

Overall Status Commentary

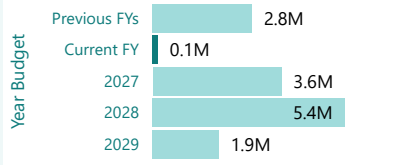
Works at the Aorangi-Wairakei intersection (approx. 170m) have been completed by Isaacs Construction as part of the MCR works on Aorangi Rd. The tender process for construction of the remaining ~1.5km of works has been completed and the contract has been awarded. Contract is a design-build contract with 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. This coordination is ongoing, the estimated construction start date is now early August 2026. Public stakeholder engagement regarding the upcoming works has started as part of the wider Northwest water and roading upgrades package communications strategy, this will continue as the project progresses toward the start of construction on Wairakei Road.

Primary Ward

Fendalton

Activity

WW Collection, Treatment & Disposal





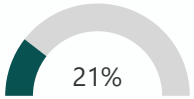
Financials - All Years

Budget	Forecast	Actuals	Financial Status
$13.8M	$13.2M	$2.9M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
$0.1M	$0.4M	$0.1M	($0.2M)

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast (or Actual)	Time Status
Nov 2027	Nov 2027	

Back to Main Report

Watchlist Project: 77561 - WW Wairakei Collector Renewal

Christchurch City Council

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.

Project Phase

Concept | Initiate | Plan | (Execute) Investigate | (Execute) Design | (Execute) Procure | **(Execute) Construction** | (Execute) Handover | Close

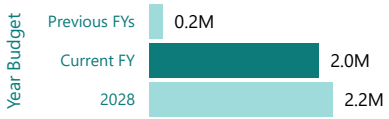
Primary Ward

City Wide

Activity

Transport Safety

Year Budget



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. 35 sites are practically complete, and a further 13 are underway. The programme is on-track to be delivered this financial year.



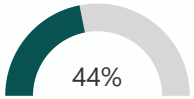
Financials - All Years

Budget	Forecast	Actuals	Financial Status
$4.3M	$3.2M	$1.9M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
$2.0M	$1.9M	$1.7M	$0.1M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast (or Actual)	Time Status
Jun 2026	Jun 2026	

Back to Main Report

Watchlist Project: 80775 - Delivery Package - School Speed Zones

Christchurch City Council

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.

Project Phase

Concept | Initiate | Plan | (Execute) Investigate | (Execute) Design | (Execute) Procure | (Execute) Construction | (Execute) Handover | Close

Overall Status Commentary

The project team are continuing to work on quick-win projects that have been identified through community feedback, the Bromley Transport Action Plan and Community Board support. The engagement approach for these projects that have had prior approval through the CERF programme is being developed to enable delivery in the first half of 2026. The projects are: Speed Gateway Signage for all main roads leading into Bromley; Pedestrian Safety Improvements at Korora Street/Hay Street; Keighleys Road/Bromley Road; and McGregors Road/Walcot Street. The second phase of projects which require consultation and were identified through the Bromley Transport Action Plan are: Keighleys Road kerbing and landscape; St Johns Street/Maces Road; and Maces Road/Woburn Street. These projects are being developed for engagement and then Community Board approval with construction planned to start late 2026.

Primary Ward

Linwood

Activity

Transport Safety



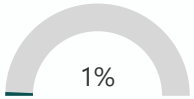
Financials - All Years

Budget	Forecast	Actuals	Financial Status
$5.0M	$5.0M	$0.1M	

Financials - Current Financial Year

Budget	Forecast	Actuals	Variance
$1.0M	$0.1M	$0.1M	$0.9M

% Budget Spent (All Years)



Project Delivery Complete Milestone

Baseline	Forecast (or Actual)	Time Status
Dec 2027	Dec 2027	

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

10. Akaroa Wastewater Cost Reduction Opportunities

Reference Te Tohutoro:	26/634180
Responsible Officer(s) Te Pou Matua:	Gavin Hutchison, Head of Three Waters
Accountable ELT Member Pouwhakarae:	Brent Smith, General Manager City Infrastructure

1. Purpose and Origin of the Report Te Pūtake Pūrongo

1.1 The Council is currently seeking resource consents for the disposal of treated wastewater from a new Akaroa wastewater treatment plant (WWTP). Costs have increased since the Council decided on that scheme. This report is staff-generated so that the Council can consider reasonably practicable options to reduce costs and identify the most cost-effective option.

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receive the information in the Akaroa Wastewater Cost Reduction Opportunities Report.
2. Notes that the decision in this report is assessed as medium significance based on the Christchurch City Council's Significance and Engagement Policy.
3. Revokes resolutions **2, 3, 5, 6** and **7** in the 2022 decision **CNCL/2022/00114** to upgrade the Duvauchelle WWTP and irrigate that treated wastewater to land that is part of the Duvauchelle Recreational Reserve.
4. Resolves to reduce the costs of implementing its 2020 decision CNCL/2020/0176 ("Approves that Akaroa's highly treated wastewater is used on land for irrigation at Inner Bays (Robinsons Bay, Hammond Point, Takamātua))" by implementing Option 1, being:
    a. Reducing the planned irrigation areas to approximately 28 hectares in Robinsons Bay and at Hammond Point;
    b. Increasing irrigation rates in that irrigation area;
    c. Reducing the volume of storage of treated wastewater to 16,000m^3;
    d. Moving the wastewater treatment plant to a site with lower geotechnical costs on the other side of Old Coach Rd;
    e. Reducing from approximately 3200m2 to 1,000m2 the wetland through which storage exceedances flow before discharge to Akaroa Harbour; and
    f. Making any other reasonably practicable changes to reduce both costs and adverse effects. These might include: marine rather than road pipes from Duvauchelle to the WWTP; and refining the design of the Robinsons Bay irrigation site and storage volumes.
5. Requests officers to report back to the Finance and Performance Committee by 30 July 2026 on the more detailed savings estimates from implementing resolution 4 above, and on options for making the consenting process faster. Those options can include changes to storage volumes, wetland size and land areas to further improve cost-efficiency provided that the modelled percentage of days that wastewater is discharged to land remains better than 99%.

3. Executive Summary Te Whakarāpopoto Matua

3.1 The Council resolution in December 2020 **(CNCL/2020/0176)** included, among other resolutions, that it:

"Approves that Akaroa's highly treated wastewater is discharged from the new treatment plant to the land"

"Approves that Akaroa's highly treated wastewater is used on land for irrigation at Inner Bays (Robinsons Bay, Hammond Point, Takamātua)".

3.2 Irrigation at Takamātua is no longer part of the scheme because the land is not suitable.

3.3 In 2022 the Council resolved to irrigate to land at Duvauchelle and to upgrade that WWTP. That project is now being pursued together with the Akaroa project.

3.4 Since 2020 the costs to design, refine, consent and develop the land-based scheme, both capital and operational, has increased significantly. The causes of cost increases include site-specific geotechnical conditions, storage requirements, conveyance complexity, general escalation in construction costs, and construction risk.

3.5 The estimated capital cost of the combined Akaroa and Duvauchelle projects is $176m. The total capital cost and operational cost for 35 years is $215m (using a Net Present Value assessment).

3.6 This report invites the Council to consider reasonably practicable options to reduce costs and identify the most cost-effective option.

3.7 Officers have reviewed nine main disposal options, including the planned scheme.

3.8 Officers consider that assessment of the reasonable practicality of options is little different from what it was in 2020.The reasonably practicable options remain irrigation to land, with occasional discharge to Akaroa Harbour, or continuous discharge to Akaroa Harbour.

3.9 The reasonably practicable options are compared in the Table in **Attachment A and in the options assessment report in Attachment B**. They are:

3.9.1 Options 1 – 4: Irrigation to land at the currently proposed Robinsons Bay and Hammond Point sites at an increased rate, on less land, with cost savings from either reduced storage, moving the WWTP to the other side of the road, or both:

- Option 1: 16,000m3 of storage, WWTP moves to the other side of the road in the wetland location, and the wetland reduces from 3,200m2 to 1,000 m2;
- Option 2: 4,000m3 of storage, WWTP moves to the other side of the road in the wetland location, and the wetland reduces from 3,200m2 to 1,000 m2;
- Option 3: 16,000m3 of storage, no change to WWTP site, no change to wetland;
- Option 4: 4,000m3 of storage, no change to WWTP site, no change to wetland.

3.9.2 **Options 1-4 all entail:**

- Revoking parts 2, 3, 5, 6 and7 of the 2022 decision **CNCL/2022/00114** so as to remove the Duvauchelle irrigation area from the project; and
- Making any other reasonably practicable changes to reduce both costs and adverse effects. These might include marine rather than road pipes for moving wastewater from Duvauchelle to the WWTP; and refining the design of the Robinsons Bay irrigation site.

3.9.3 Option 5: Revoke the 2020 decision (**CNCL/2020/0176**) and the above parts of the 2022 decision (**CNCL/2022/00114)** and discharge the treated wastewater from the WWTP to Akaroa Harbour via a 2.7km pipeline.

3.10 Officers recommend Option 1 because this represents the largest cost saving without significantly compromising on the frequency of harbour discharges when irrigation and storage are not possible. It reduces costs while providing for the relationship of Māori and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga.

3.11 Option 1 is preferable to options 2, 3 and 4 because this represents the largest cost saving without significantly compromising on the frequency of harbour discharges when irrigation and storage are not possible. The recommended resolutions provide scope to make further design changes to further improve the cost-efficiency of that option.

3.12 Options 1 to 4 are preferable to option 5, discharge to harbour, because they enable land discharge 97% to 99% of the time and have significant additional ecological benefits.

3.13 Harbour outfall (Option 5) costs the least, but officers consider that it is not the most cost-effective as it fails to adequately consider the relationship of Māori and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga. It does not align with mana whenua values, which acknowledge the harbour as a taonga with living mauri.

3.14 There are insufficient funds budgeted in the Long-Term Plan for any of those options. Regardless of which option is chosen, officers will report back to the Council on budget changes needed on time for Long Term Plan planning and decisions.

4. Background/Context Te Horopaki

4.1 In 2020 the Council engaged with the community on options for disposing of treated wastewater from the consented Akaroa wastewater treatment plant (WWTP) on Old Coach Rd. Engagement was on four options: discharge into Akaroa Harbour via a 2.7km outfall**;** or three alternative locations of an irrigation to land option.

4.2 Just over half of the submitters in that process preferred harbour discharge. Despite that, the Hearing Panel recommendation report to the Council (**Attached as Appendix C**) recommended the irrigation to land option because it considered that option is consistent with the Council's overall objectives and values, including *taking into account the relationship of Māori and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga.*

4.3 The Council resolution in December 2020 was, among associated resolutions, that it "*Approves that Akaroa's highly treated wastewater is used on land for irrigation at Inner Bays (Robinsons Bay, Hammond Point, Takamātua)*".

4.4 In 2022 the Council resolved (**Council Resolved CNCL/2022/00114**) that it "*Approves the adoption of Option 1: spray and drip irrigate treated wastewater to the Akaroa Golf Course*" (Note this included other areas or the Duvauchelle Recreation Reserve beyond the Golf Course playing area) and also included the upgrade of the Duvauchelle Wastewater Treatment Plant.

4.5 If the Council resolves to revoke irrigation to land at Duvauchelle, the parts of the 2022 resolution that the Council would revoke are:

2- Approves the adoption of Option 1: spray and drip irrigate treated wastewater to the Akaroa Golf Course.

3- Requests Officers incorporate provision for future non-potable reuse.

5- *Makes provision in the Long Term Plan for increased operational costs for the Akaroa Golf Club associated with the needs of the scheme.*

6- *Requests that Officers work closely with the Ōnuku Rūnanga, Akaroa Golf Club, Duvauchelle Primary School and Banks Peninsula Early Learning Incorporated and Trust during the design development and resource consent process.*

7- *Requests as a minimum that the resource consent application is limited notified to affected parties.*

4.6 Efficient upgrade of the Duvauchelle WWTP is now not feasible because of geotechnical issues at that site. The Duvauchelle wastewater needs to be treated at the consented Akaroa WWTP.

4.7 Council has applied for the resource consents to implement the Council's 2020 decision. That scheme involves 24,000 m3 of storage at Robinsons Bay, 2,000m3 of storage at the new WWTP, occasional discharges of storage exceedances to the harbour, and irrigation to land in Robinsons Bay and Hammond Point.

4.8 It was a publicly notified application. There are submitters in support and in opposition. The Council's independent expert evidence remains firmly in support of the appropriateness of the proposal, despite various concerns being raised by submitters in opposition.

4.9 The appropriateness of the resource consent application for irrigation to land is being investigated through the resource consent application process that is still underway. Despite the opposition by some submitters who have concerns about the resilience and appropriateness of irrigation to those slopes, the independent expert evidence led by the Council as applicant remains clear that the scheme is appropriate.

4.10 Those experts have confirmed to the Council that they would support the changes to the irrigation to land proposal described in this report.

4.11 The long list of cost saving options considered by officers included:

4.11.1 Land-based disposal with infrequent discharges to the harbour (the current application – which obviously does not save costs);

4.11.2 The changes to the current proposal described in this report;

4.11.3 A 2,700m mid-harbour outfall;

4.11.4 Land disposal and storage elsewhere;

4.11.5 A 17,000m ocean outfall;

4.11.6 Siting a short harbour outfall at or near Takapūneke;

4.11.7 Conveyance of wastewater out of the harbour catchment;

4.11.8 Injection to the ground;

4.11.9 Establishment of separate grey water and black water networks

4.12 Routine discharge of treated wastewater to Akaroa Harbour or to the ocean does not provide for the relationship of Māori and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga. It does not align with mana whenua values, that acknowledge the harbour as a taonga with living mauri. Land-based options align with those values, and with similar values held by others in the community, but at higher cost than a harbour discharge and with greater construction and delivery complexity.

4.13 A fuller description of the options and the assessment process is provided in the options report in the **Table in Attachment A** and in the **options assessment report in Attachment B.**

4.14 Two main law changes since 2020 are relevant to assessing feasible options:

4.14.1 The Local Government (Water Services) Act 2025 requires that the Council "*choose the option it considers to be the most cost-effective option for providing wastewater services over the life of the infrastructure assets required to implement that option*". "Cost-effective" does not necessarily mean the cheapest. It is the one the provides the best value for money in achieving the Council's objectives;

4.14.2 Ease of consenting is a relevant factor when assessing options. A change to the Resource Management Act makes discharge to harbour and to ocean more consentable than was the case in 2020.

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

Date	Subject
Nil	Nil

4.16 The following related information session/workshops have taken place for the members of the meeting: (If the information session/workshop was open to the public**,** provide a link to either the agenda for the meeting or the recording of the meeting. If it was closed reference when it occurred).

Date	Subject
September 2025	Presentation (Meeting was open to the public)
24 February 2026	February presentation (Meeting was public excluded)
3 March 2024	Council – Onuku Hui
15 April 2026	Council workshop

5. Options Considered Ngā Kōwhiringa Whaiwhakaaro(Provide credible analysis and impartial advice on all the reasonably practicable options)

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

5.1.1 Option 1: 16,000m3 of storage, WWTP moves to the other side of the road in the wetland location, and the wetland reduces from 3200m2 to 1000 m2;

5.1.2 Option 2: 4,000m3 of storage, WWTP moves to the other side of the road in the wetland location, and the wetland reduces from 3,200m2 to 1,000 m2;

5.1.3 Option 3: 16,000m3 of storage, no change to WWTP site, no change to wetland;

5.1.4 Option 4: 4,000m3 of storage, no change to WWTP site, no change to wetland;

5.1.5 Option 5: 2,700m mid-harbour outfall with minimal storage, no irrigation to land and no restoration of the mauri of the treated wastewater before discharge.

5.2 The options assessment report in **Attachment B** assesses the following options and concludes that they are not reasonably practicable options:

5.2.1 Land-based disposal with infrequent discharges to the harbour (the current application – which obviously does not save costs);

5.2.2 Land disposal and storage elsewhere;

5.2.3 A 17,000m ocean outfall;

5.2.4 Retaining an outfall at or near Takapūneke;

5.2.5 Conveyance of wastewater out of the harbour catchment;

5.2.6 Injection to the ground;

5.2.7 Establishment of separate grey water and black water networks.

Descriptions of the options ruled out Ngā Kōwhiringa

5.3 The planned scheme

5.3.1 This option is based on treated wastewater disposal by irrigation to 41.1 hectares of land in Hammond Point, Robinsons Bay and Duvauchelle.

5.3.2 24,000m^3 of constructed storage at Robinsons Bay.

5.3.3 Irrigation rates are low and very conservative.

5.3.4 Infrequent discharges to Akaroa Harbour would occur when irrigation and storage are not possible (described as treated water releases). This would be via a 300m submerged outfall. Discharges via the outfall would first be treated at the treatment plant and then pass through a constructed wetland to provide for some mana whenua values prior to discharge.

5.3.5 This option was estimated to cost $176m

5.3.6 There are minimal cost savings available in continuing with the status quo.

5.4 Land disposal and storage elsewhere

5.4.1 This option would include a similar volume of constructed storage to that of the planned scheme and an infrequent discharge to Akaroa Harbour via a 300m outfall. Discharges via the outfall would first pass through a constructed wetland to provide for some mana whenua values prior to discharge. More land elsewhere would be needed.

5.4.2 This is not a reasonably practicable option because:

- It costs more the planned scheme due to increased scale and conveyance requirements. Availability of irrigation sites is unknown. The Council does not own appropriate land;
- Conveyance and irrigation would be more widely spread over a larger geographic area. It would be more complex and expensive to operate, and construction is likely to be more disruptive to the community than the planned scheme;
- The option has significant cost risks and other uncertainties;
- It has no material advantages over the land-based options shortlisted.

5.5 A 17,000m Ocean Outfall

5.5.1 Treated wastewater would be piped through the harbour and discharged beyond the Akaroa Harbour heads. The submarine pipeline would be approximately 17km long from Childrens Bay through the Harbour. The option would include a small volume of storage (approx. 500m^3) to permit flushing and maintenance activities. It would not be possible to have a wetland big enough to run the treated wastewater through a constructed wetland in order to provide for some mana whenua values prior to discharge.

5.5.2 This is not a reasonably practicable option because:

- It is less cost-effective that either the irrigation to land or the harbour outfall options. The cost estimate is $170m;

- It has construction risks due to the extent of the scheme. While this risk is taken into account in the cost estimate, the option has a significant risk of cost escalation if technical risks were realised;
- It has critical consenting risks for construction. Sediment plumes from any trenching of the pipeline may be in the vicinity of a marine reserve, and aquaculture and marine tourism businesses. Construction impacts on marine wildlife present an unknown consenting risk;
- It does not provide for the relationship of Māori and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga. It does not align with mana whenua values;
- It is contrary to the objectives of the Council's Integrated Water Strategy.

5.6 Retaining an outfall at or near Takapūneke

5.6.1 There would be no irrigation to land or wetland. Treated wastewater would be discharged to harbour.

5.6.2 The option would not have a cost advantage over a 2,700m outfall at Childrens Bay because, although the marine outfall would be shorter, a longer pipeline would be needed on land to link the outfall to the WWTP at Old Coach Road. This pipeline would need to pass through Akaroa township and would be more expensive than the saving in the marine pipeline.

5.6.3 This is not a reasonably practicable option because:

- The option has a greater cost to construct than the 2,700m harbour outfall option and is therefore not cost effective. The cost estimate is $130m vs $127m for the longer mid-harbour option;
- The option has a larger range of construction risks than the 2,700m harbour outfall option due to needing to lay the pipeline through Akaroa. The option therefore has a significant risk of cost escalation if technical risks eventuate;
- The option would have the same cultural and environmental outcomes as the 2,700m outfall.

5.7 Conveyance of wastewater out of the harbour catchment;

5.7.1 The Council would pipe partially treated wastewater to either discharge at Kaitorete Spit or to link into the Christchurch wastewater network for eventual discharge via the Bromley outfall.

5.7.2 The option would require the treated wastewater to be conveyed 42- 72km to Kaitorete Spit or Christchurch City, with multiple pump stations constructed along the pipe route. It is expected that wastewater would be treated at Akaroa to avoid corrosion and odour problems and to allow discharges to Akaroa Harbour when the pipeline system is out of service.

5.7.3 The is not a reasonably practicable option because:

- The cost estimate is at least $220m for piping to Kaitorete Spit;
- The option has many more construction risks than the planned scheme. The option therefore has a significant risk of cost escalation if technical risks eventuate;

- The option would have much less operational resilience than the planned scheme;
- The option is not cost effective.

5.8 Injection to Ground

5.8.1 Treated wastewater would be pumped into a series of deep bores. The treated wastewater would migrate slowly through the ground and ultimately arrive at the harbour. It would provide long-term contact with the ground before entering water, providing for mana whenua values, and remove the need for storage or irrigation infrastructure.

5.8.2 This is not a reasonably practicable option because:

- Trial bores drilled to date have not encountered suitable ground conditions to support the long-term disposal of treated wastewater to ground. This is reflected in other bores that have been drilled in the area for water supplies, which have encountered very low permeability conditions. Given the low permeability of the ground encountered, this option is not technically feasible;
- There is no indication that ground conditions would be more suited for injection to ground in alternative locations;
- There is little ability to provide assurance at a consenting stage that water injected into a given bore will not emerge in unexpected locations or have a high risk of being unsuccessful over a prolonged period;
- For these reasons, the option is not considered to be cost effective.

5.9 Establishment of Grey Water and Black Water Networks.

5.9.1 An option suggested by a submitter to the resource consent process was to reconstruct the Akaroa wastewater network into a “two pipe” system. The first network for “toilet water” from toilets and the second for all other water from a household or business. The submitter proposed toilet water would be transported by tanker to Christchurch for treatment and all other wastewater could be treated and discharged to harbour.

5.9.2 This would require a new toilet water collection and conveyance network to be constructed to collect toilet water and direct it to a series of holding tanks for collection and truck transport to Christchurch. In parallel, a new WWTP would still be needed for grey water treatment. A permanent discharge to the Harbour would also be required.

5.9.3 This is not a reasonably practicable option because:

- The capital cost estimate is approximately $212m;
- It is operationally complex within the Akaroa township, in effect requiring two wastewater networks, which must be maintained in the future;
- It does not provide for the relationship of Māori and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga. It does not align with mana whenua values;
- For these reasons, the option is not considered to be cost effective.

Assessment of the reasonably practicable options

5.10 Description of the preferred option (option 1). Comparison of options 1-5 is set out in the table in Attachment A and the options assessment report in Attachment B.

5.11 The preferred option is irrigation to 28 ha of land in Robinsons Bay and Hammond Point (rather than the 41ha in the current proposal). There is no irrigation to Duvauchelle Reserve.

5.11.1 Treated wastewater storage at Robinsons Bay would be 16,000m3 rather than the 24,000m3 in the current application.

5.11.2 Irrigation rates would be higher than proposed in the current application, but would comply with the new Wastewater Environmental Performance Standards and would be no more than is supported by the consultant irrigation experts.

5.11.3 Infrequent treated wastewater discharges to Akaroa Harbour would occur when irrigation and storage are not possible because the system is full. This would be via a 300m submerged outfall in Childrens Bay. That discharge would be less than 1% of days – less frequent than the current applications, because there is more irrigation to land.

5.11.4 This is a reduction in the footprint and extent of the Akaroa Scheme consulted on in 2020 and removes the need for the Duvauchelle Recreation Reserve irrigation components decided on by Council in 2022, while meeting the needs of both Akaroa and Duvauchelle townships.

5.11.5 The capital estimate of this option is $150m.

5.12 Option one is preferred over the other irrigation options 2-4 because it seeks to minimise costs whilst seeking a minimal impact on adverse outcomes for mana whenua. Options 2, 3 and 4 have either small gains on mana whenua outcomes for a higher cost, or increased impacts on mana whenua outcomes because of reduced capacity in the wetland for a smaller cost gain.

5.12.1 The continuous discharge to harbour in option 5 is an option that Council consulted on in 2020. Officers consider that the Council's reasons for not favouring it in 2020 remain valid today. It has the following advantages and disadvantages:

- This is the lowest cost option $127m;
- The option has the smallest geographic footprint making it simpler to operate;
- The option minimises construction disruptions compared to the other options;
- The option is simple to operate with minimal operator inputs needed for a marine outfall;
- It does not achieve the substantial ecological benefits of the irrigation to land option;
- It does not provide for the relationship of Māori and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga. It does not align with mana whenua values, that acknowledge the harbour as a taonga with living mauri. Land-based options align with those values, and with similar values held by others in the community;
- A marine outfall is more challenging than terrestrial systems to maintain, repair or to monitor for breakages or leaks.

5.13 Officers consider options 1, 2, 3 or 4 are more consistent with statutory and policy obligations than option 5, in particular the obligation to recognise and provide for the relationship of

Māori and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga. Notwithstanding its lower cost, the limited technical advantages of Option 5 mean that officers do not consider it to provide a cost-effective solution when assessed against the other options.

Analysis Criteria Ngā Paearu Wetekina

5.14 **The report in Attachment B** reviews the potential alternatives to the planned scheme to complete a cost effectiveness assessment. The alternatives were assessed based on the criteria below:

5.14.1 Construction Viability

- The ability of the Council to effectively construct and commission an operable scheme. Considerations include novel or known technologies, construction risks, technical complexity to commission and the perceived likelihood of success.

5.14.2 Operational Resilience

- The ability of the assets to operate reliably, to be resilient to influent quality and loads, to be resilient to faults and issues within the process while continuing to meet performance requirements.

5.14.3 Environmental Outcomes

- All options have been considered in the context of the new Wastewater Environmental Performance Standards (WEPS) as it is a useful tool to help determine if an option is likely to meet the environmental controls that would be needed for a given discharge.
- Options 1 to 4 all include approximately 84 hectares of native plantings which bring biodiversity and ecological benefits.

5.14.4 Mana Whenua Values

- The impact of the option on mana whenua values.

5.14.5 Cost

- The whole-of-life cost of the scheme, including capital and operational costs. A 35-year Net Present Value assessment was undertaken to understand differences in long-term operating costs for the different options, as well as near-term operating costs.

5.14.6 Consentability

- The extent of hurdles in the consenting process under the Resource Management Act.

5.14.7 Objectives of water service providers

- The objectives of water service providers (s.17 of the Local Government (Water Services) Act 2025 are described in and taken into account in the options report in Attachment B. The reasonably practicable options assessed in this report all achieve those objectives.

Most cost-effective

5.15 When the Council makes a decision about providing wastewater infrastructure and treating wastewater, it must "*choose the option it considers to be the most cost-effective option for*

providing wastewater services over the life of the infrastructure assets required to implement that option" (section 254 of the Local Government (Water Services) Act 2025).

5.16 The term "cost-effective" requires an assessment of the value obtained for the cost, over the life of infrastructure. Value for each project can include social, cultural and environmental attributes. It is not possible to limit or be precise about what attributes are relevant for any project. This will depend on the circumstances and the objectives of the Council. The most cost-effective option is not necessarily the cheapest option.

5.17 In practice, identifying the most cost-effective option requires assessing the financial costs with what can be purchased. A higher cost option may still be the most cost-effective if it provides better long-term value to achieve the Council's objectives for infrastructure. For example, better value may be achieved from a range of possible factors such as longer asset life, improved environmental performance, easier consenting, stronger policy alignment, reduced risk of failure, greater social or cultural acceptability. Ultimately, the most cost-effective option is the one that delivers the greatest overall value for the cost during the asset's life.

5.18 Option 5 can not be the most cost-effective option if the Council's objective is to reduce costs. Options 1 and 3 are the most cost-effective if the objective includes minimising the discharge of treated wastewater to harbour.

6. Financial Implications Ngā Hīraunga Rauemi

Capex/Opex Ngā Utu Whakahaere

	Option 1 Land based scheme	Option 2	Option 3	Option 4	Option 5
Storage	16,000m^3	4,000m^3	16,000m^3	4,000m^3	Nil
WWTP Location	Hay Paddock	Hay Paddock	Hillside	Hillside	Hay Paddock
Capital Cost	$150m	$136m	$160m	$146m	$127m
35-Year NPV	$186m	$171m	$196m	$181m	$155m
Funding Source	LTP	LTP	LTP	LTP	LTP
Funding Availability	$98m	$98m	$98m	$98m	$98m

6.1 All options presented exceed the existing capital budget. Whatever the preferred option, Council officers will seek additional funding in the next LTP.

7. Considerations Ngā Whai Whakaaro

Risks and Mitigations Ngā Mōrearea me ngā Whakamātautau

7.1 Delivery, operational, environmental and other risks have been considered in the analysis. They are described further in the options report.

Legal Considerations Ngā Hīraunga ā-Ture

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

7.2.1 The Council has statutory authority under the Local Government Act to make the decision in this report on options to save costs on disposal of treated wastewater.

7.3 Other Legal Implications:

7.3.1 The Council's decision as a water services provider must be pursuing the objectives of water services providers set out in section 17 of the Local Government (Water Services) Act 2025. Three Waters staff consider that the five reasonably practicable options assessed in this report are consistent with those objectives. Consistency with those mandatory objectives of water services providers is assessed above.

7.3.2 The Council must "choose the option it considers to be the most cost-effective option for providing wastewater services over the life of the infrastructure assets required to implement that option". That is assessed above.

7.3.3 Legal considerations for consenting under the Resource Management Act have been assessed in the option assessment above.

Strategy and Policy Considerations Te Whai Kaupapa here

7.4 The required decision:

7.4.1 Aligns with the Christchurch City Council's Strategic Framework. The two land-based options presented for consideration align with the Integrated Water Strategy Te Wai Ora o Tane. However, the option to discharge to mid-harbour would be contrary to that strategy with regards to considering values of mana whenua.

7.4.2 The decision is assessed as Medium significance based on the Christchurch City Council's Significance and Engagement Policy. The level of significance was determined by staff.

7.4.3 The options presented are not materially different to the options the Council consulted on in 2020. Views of the community on the options presented in that consultation. Are attached in the two appended consultation hearings reports.

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

7.6 Wastewater Collection, Treatment and Disposal

7.6.1 Activity: Wastewater Collection, Treatment and Disposal

- Level of Service: 11.1.2 Number of abatement notices, infringement notices, enforcement orders and convictions regarding Council resource consents related to discharges from wastewater systems per year (DIA 2) - 0

Community Impacts and Views Ngā Mariu ā-Hāpori

7.7 There was extensive engagement with mana whenua and the community in 2020, including a Council consultation and hearings.

7.8 The decision affects the Banks Peninsula Community Board areas area. The Community Board has not been approached for their view.

7.9 Views and preferences of the community have been expressed through the 2020 engagement and in submissions on the resource consent application for the current proposal.

7.10 The 2020 consultation had four options: three irrigation to land options and discharge to Harbour. The consultation included: 2700 flyers delivered around Akaroa Harbour; Council webpages; emails to 776 key stakeholders; social media channels; eight community meetings.

7.11 341 submissions were received from 31 organisations and 310 individuals:

- 179 (53%) supported discharging the highly treated wastewater to the harbour
- 107 (31%) supported discharging the highly treated wastewater to land

- 55 (16%) did not indicate a preference

7.12 Most common reasons for supporting discharge to harbour:

7.12.1 Need to reduce inflow and infiltration in the existing network (leaking and damaged pipes carrying wastewater)

7.12.2 The harbour outfall is the only safe and feasible option

7.12.3 The outfall should be extended out even further (beyond the heads)

7.12.4 The wastewater should be treated to an even higher standard and discharged to the harbour

7.12.5 The harbour outfall is the cheapest/most economical to ratepayers

7.13 Most common reasons for supporting discharge to land:

- Importance of protecting the harbour
- Biodiversity
- Community education
- Climate change

7.14 Most common reasons for not having a preference:

- Support for reduce, recycle and re-use of the wastewater
- Need to reduce inflow and infiltration in the existing network (leaking and damaged pipes carrying wastewater) – as above.
- All of the options are too expensive
- Support re-use with water treated at a potable standard

7.15 Despite it being almost 6 years since that 2020 engagement, and owners and occupiers in the Akaroa area having had some changes, the Council can reasonably consider that the above provides it with sufficient understanding of the views and preferences of the community.

7.15.1 The second reason that the Council might consider that it knows the views and preferences of the community is from the resource consent process for the Council's preferred irrigation to land option. In the resource consent application for storage and irrigation to land 110 submissions were received: 99 oppose the application; 8 support the application and 2 are neutral. The majority of the submitters refer to a report commissioned by Friends of Banks Peninsula (FOBP).

Impact on Mana Whenua Ngā Whai Take Mana Whenua

7.16 The decision is a significant decision in relation to a body of water of intrinsic value, therefore this decision does specifically impact Mana Whenua, their culture, and traditions.

7.17 The decision involves a matter of interest to Mana Whenua and will impact on our agreed partnership priorities with Ngā Papatipu Rūnanga.

7.18 Mana whenua have had a decades-long struggle for wastewater discharges to be removed from the Harbour, including opposing Council's 2015 resource consent application for a continuous harbour discharge. Mana whenua considers discharges of wastewater, both treated and untreated, to be repugnant and offensive. It does not support the relationship of Māori and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga. It does not align with mana whenua values, that acknowledge the harbour as a taonga with living mauri.

Climate Change Impact Considerations Ngā Whai Whakaaro mā te Āhuarangi

7.19 The decisions in this report are likely to:

7.19.1 Contribute negatively and positively to emissions reductions.

7.20 Options 1 to 4 involve establishing approximately 84 hectares of native trees on former grazing land as part of the irrigation scheme. This has a positive effect of the scheme being able to sequester more greenhouse gas emissions than it would emit.

7.21 Option 5 does not have this advantage, and trees that have already been planted by the project may be removed by future owners of those sites. (In developing cost estimates staff have assumed excess land bought for the project will be sold and the proceeds returned to project budget). This option is therefore a net emitted of greenhouse gases.

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

7.23 In the 2020 consultation carbon sequestration of the scheme, over 30 years, was estimated to be 8,900 tonne GHGeqv. The total council emission in FY25 was 40,000 tonne GHGeqv. and in FY24, 33,000 tonnes. The scheme therefore represents a reduction of approximately 0.6% of annual emissions per year, over the 35 years of a discharge consent, and is considered to have a minor, though positive, impact.

8. Next Steps Ngā Mahinga ā-muri

8.1 In 2025 the Hearing Commissioners placed the current resource consent applications for irrigation to land on hold because the Commissioners wanted to see associated applications: for irrigation to land at Duvauchelle; for discharge of storage exceedances of treated wastewater to harbour; and for raw wastewater discharges from the Akaroa wastewater network. Those applications are ready to lodge. The Council will report progress to the Hearing Commissioners after this Council meeting.

8.2 Cost reduction options recommended in this report all require changes to those applications. Depending on the Council decision, the Council as applicant will most likely be required to withdraw the current application and starting again.

8.3 Details of cost savings for option 1 will be refined over several months. Officers will report back in July on further cost savings options including removal of irrigation to Jubilee Park, possible pipes in the harbour rather than around the roads, and savings in more detailed design options. They will also report back on options for potential savings in costs or time in streamlined consenting processes.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A	Akaroa Wastewater Scheme Alternatives Summary Table	26/715424	206
B	Akaroa Wastewater Alternatives Assessment Report	26/173368	209
C	2020 Hearings Panel Recommendation Report	26/782535	292

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

Document Name – Location / File Link
Not applicable

Signatories Ngā Kaiwaitohu

Authors	Brent Pizzey - Senior Legal Counsel Kylie Hills - Senior Engineer - Water & Waste Planning Veronica Zefferino - Infrastructure Planning Manager
Approved By	Gavin Hutchison - Head of Three Waters Brent Smith - General Manager City Infrastructure

	Option 1 Land Based Scheme with increased irrigation rates, 16,000m^3 storage, WWTP moves to hay paddock	Option 2 Land Based Scheme with increased irrigation rates, 4,000m^3 storage, WWTP moves to hay paddock	Option 3 Land Based Scheme with increased irrigation rates, 16,000m^3 storage, WWTP stays on hillside site	Option 4 Land Based Scheme with increased irrigation rates, 4,000m^3 storage, WWTP stays on hillside site	Option 5 2700m Mid-Harbour Outfall	Status quo: the applications for the Planned Scheme (Not shortlisted)
Irrigation Sites	Hammond Point Robinsons Bay	Hammond Point Robinsons Bay	Hammond Point Robinsons Bay	Hammond Point Robinsons Bay	Nil	Hammond Point Robinsons Bay Duvauchelle Recreation Reserve
Irrigated Land	28.0 ha	28.0 ha	28.0 ha	28.0 ha	Nil	41.1 ha
Irrigation Storage	16,000m^3	4,000m^3	16,000m^3	4,000m^3	500m^3 (For flush flows)	24,000m^3
WWTP Location	Hay Paddock	Hay Paddock	Hillside	Hillside	Hay Paddock	Hillside
Wetland Size	1000m^2	1000m^2	3200m^2	3200m^2	Nil	3200m^2
Irrigation Rates	3.4 - 6.2 mm/day	3.4 - 6.2 mm/day	3.4 - 6.2 mm/day	3.4 - 6.2 mm/day	Nil	1.7 - 3.1 mm/day
% of days WW discharged to land	99.3%	97.2%	99.4%	97.7%	0%	99.6%
Discharge Months	Apr - Sept	All months	Apr - Sept	All months	All months	Apr - Sept
Discharge Days <u>Over 10 years</u>	Less than 3 days within wetland: 15.9 days 3 or more days within wetland: 10.2 days	Less than 3 days within wetland: 62.5 days 3 or more days within wetland: 39.0 days	Less than 3 days within wetland: 5.0 days 3 or more days within wetland: 16.8 days	Less than 3 days within wetland: 21.3 days 3 or more days within wetland: 62.9 days	All days, no wetland	Less than 3 days within wetland: 16.1 days 3 or more days within wetland: 44.7 days
Time Between Exceedance Winters	3.1 years	1.1 years	3.0 years	1.4 years	N/A	2.9 years
Capital Cost	$150m	$136m	$160m	$146m	$127m	$176m
35 yr NPV Cost (whole of life cost)	$186m	$171m	$196m	$181m	$155m	$215m

	Option 1 Land Based Scheme with increased irrigation rates, 16,000m^3 storage, WWTP moves to hay paddock	Option 2 Land Based Scheme with increased irrigation rates, 4,000m^3 storage, WWTP moves to hay paddock	Option 3 Land Based Scheme with increased irrigation rates, 16,000m^3 storage, WWTP stays on hillside site	Option 4 Land Based Scheme with increased irrigation rates, 4,000m^3 storage, WWTP stays on hillside site	Option 5 2700m Mid-Harbour Outfall	Status quo: the applications for the Planned Scheme (Not shortlisted)
Construction Risk	As the irrigated land area is smaller than for the Planned Scheme, these options reduce the extent of construction stage challenges and issues.				Option was explored for 2020 consultation. Construction risks of this type of pipeline are reasonably well understood. Similar levels of risk as options 1-4.	Planned scheme is geographically widely spread with a wide range of construction challenges and issues, but these are understood and costed for.
Operational Resilience	Option is simpler than planned scheme. It is not straightforward; however, it uses known technologies and operational systems.				Option is simplest of all options. But difficult to maintain or detect defects / leaks.	Planned scheme is geographically spread with a wide range of technical interactions to manage. It is not straightforward; however, it uses known technologies and operational systems.
	More certainty than the Planned Scheme because of the WEPS, if the applications comply with the WEPS, and because the extent of the scheme is smaller.				Consentable if comply with the WEPS but consent authority retains discretion to decline consent.	Scheme is consentable (although standard RMA discretion to decline) and there are uncertainties about the range of conditions that may be imposed
Natural Environment Outcomes	84ha native planting and associated biodiversity benefits				No benefits	84ha native planting and associated biodiversity benefits
Public Health Risks (contact and kai moana risks from the outfall)	Same as Planned Scheme	Not assessed - possibly a higher risk than status quo potentially requiring outfall to be longer than 300m.	Same as Planned Scheme	Not assessed – possibly a higher risk than status quo potentially requiring outfall to be longer than 300m.	The reason for it being a 2.7km outfall is to appropriately mitigate public health risks	Current application appropriately mitigates public health risks in sizing the marine discharge.

	Option 1 Land Based Scheme with increased irrigation rates, 16,000m^3 storage, WWTP moves to hay paddock	Option 2 Land Based Scheme with increased irrigation rates, 4,000m^3 storage, WWTP moves to hay paddock	Option 3 Land Based Scheme with increased irrigation rates, 16,000m^3 storage, WWTP stays on hillside site	Option 4 Land Based Scheme with increased irrigation rates, 4,000m^3 storage, WWTP stays on hillside site	Option 5 2700m Mid-Harbour Outfall	Status quo: the applications for the Planned Scheme (Not shortlisted)
Mana Whenua Values	Option has more frequent discharges to harbour than planned scheme.	Option has many more frequent discharges to harbour than planned scheme.	Option has similar outcomes to the planned scheme.	Option has many more frequent discharges to harbour than planned scheme.	Mana whenua strongly oppose this option.	Consistent with mana whenua values.

Three Waters

Akaroa and Duvauchelle Wastewater Alternatives Assessment Report

Revision	Date	Record Number	Prepared By
MS Word Version	Apr 2026	26/783746	Kylie Hills
PDF Version for InfoCouncil	Apr 2026	26/173368	Kylie Hills

Revision Approvals

Name	Role	Signature	Date
Gavin Hutchinson	Manager Planning and Delivery - Three Waters		
Veronica Zefferino	Manager Infrastructure Planning Water and Wastewater		

Executive Summary

In December 2020, Council resolved to progress a land-based wastewater treatment and disposal scheme for Akaroa and in 2022 a similar land-based disposal scheme for Duvauchelle, following extensive technical assessment, consultation, and engagement with mana whenua and others in the community. That decision was informed by a Council consultation and hearing process undertaken in 2020, which identified land-based irrigation as the most appropriate and environmentally sustainable option, despite its higher capital cost.

Since that time, substantial further work has been undertaken to develop, seek consent, and refine the preferred land-based scheme. As the design has advanced, the estimated capital cost of the project has increased materially, driven primarily by site-specific geotechnical conditions, storage requirements, conveyance complexity, and construction risk. These cost increases warrant reassessment of the project's long-term cost-effectiveness including affordability, long term resilience, mana whenua and other community expectations and environmental outcomes.

In parallel, the statutory and regulatory context for wastewater disposal has changed. The enactment of the Local Government (Water Services) Act 2025 introduces a requirement for the Council to adopt the most cost-effective solution over the whole of asset life. The introduction of the Wastewater Environmental Performance Standards (WEPS) alters the consenting framework for wastewater discharges A change to the Resource Management Act (RMA) removes a requirement to consider the feasibility of land-based alternatives if Council were to seek consent for a discharge to water that complies with the WEPS. However, those changes do not affect Council's LGA obligations to consider tikanga Maori obligations.

If Council wishes to reduce costs it needs to revisit the wastewater disposal options for Akaroa and Duvauchelle to confirm whether the approach Council decided in 2020 remains the most appropriate option, or whether there is a more cost-effective option.

This report examines the planned scheme and alternatives, building on the established technical, cultural, and community context, incorporating new information, updated cost estimates and legislative changes, and examines disposal options that were not previously viable or were previously discounted.

The updated options are grouped by primary treated wastewater disposal pathway and include:

- Continuing with the approved land-based scheme with infrequent harbour discharge
- Adopting improved, lower cost, land-based schemes with infrequent harbour discharges

- Marine-based options, including discharge to Akaroa Harbour or open ocean
- Other novel or alternative options

Each option has been considered in terms of indicative cost, cultural acceptability, community acceptability, risk and uncertainty, and alignment with current regulatory pathways, including the WEPS and existing consent frameworks.

Options involving routine discharge of treated wastewater to Akaroa Harbour remain contrary to the values of mana whenua and to some parts of the community. However, these options are now materially lower in capital and long-term operating costs compared to land-based schemes. Conversely, land-based options continue to offer stronger consistency with mana whenua values, but at higher cost and with greater construction and delivery risk.

In summary, this document seeks to:

1. Summarise the background and status of the Akaroa wastewater project.
2. Provide a summary of the forecast project costs that require project funding to be increased.
3. Discuss refinements to the current scope that would reduce costs.
4. Discuss alternative discharge solutions that may present more cost-effective options, including options considered which are not expected to reduce overall reduce costs.
5. Assess which options are most cost-effective.

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1. Acronyms Used and Definitions

ATWIS	Akaroa Treated Wastewater Irrigation Scheme
CCC	Christchurch City Council (The Council)
CWTP	Christchurch Wastewater Treatment Plant
DTWIS	Duvauchelle Treated Wastewater Irrigation Scheme
ECan	Environment Canterbury
I&I	Inflow and Infiltration
TSS	Total Suspended Solids
WEPS	Wastewater Environmental Performance Standards (Regulations 2025)
WS	Water Supply (potable water)
WSTP	Water Supply Treatment Plant
WW	Wastewater
WWTP	Wastewater Treatment Plant

Table 1. Acronyms used in document.

Untreated Wastewater	Wastewater that has entered the network from businesses, residents and community facilities. It also includes undesirable stormwater and ground water. This water contains contaminants that place receiving environments and public health at risk.
Treated Wastewater	Wastewater that has been treated to remove or reduce contaminants to an extent that presents minimal risk to the receiving environments and public health.

Table 2. Definitions of treated and untreated wastewater

2. Background

Since Christchurch City Council amalgamated with the Banks Peninsula District Council there has been frequent and continuous steps to find a long-term alternative wastewater treatment and disposal systems for Akaroa and Duvauchelle townships. Major milestones include:

- Amalgamation of CCC and BPDC in 2006
- Discharge to harbour resource consent application declined in 2015
- Community consultation and Council resolution in 2020 to progress a land-based discharge solution
- Discharge to land resource consent application lodged in 2023

2.1. Summary of Events to 2020 Council Resolution

Since the amalgamation of Banks Peninsula District Council with Christchurch City Council (the Council) in 2006, the Christchurch City Council has sought to establish a long-term, consentable and cost-effective wastewater solution for the Akaroa and Duvauchelle townships.

Both towns currently have separate reticulated wastewater networks conveying wastewater to two separate wastewater treatment plants (WWTPs) that discharge treated wastewater to Akaroa Harbour.

Tikanga maori and community considerations associated with the existing Akaroa wastewater treatment plant (WWTP) at Takapūneke, motivated the Council to pass a resolution in December 2011 to construct a new WWTP at the north end of Old Coach Road and retire the Takapūneke WWTP. The resolution also instructed staff to seek a new discharge for that plant to permit the retirement of the short outfall at Takapūneke, which discharges treated wastewater into Akaroa Harbour. The resolution directed staff to consider options to discharge treated wastewater to land.

Short-term resource consents were sought to continue the existing discharge to Akaroa Harbour whilst alternative discharges were investigated.

An application to discharge treated wastewater to Akaroa Harbour, via a new 2700m outfall extending from the Akaroa Boat Park into the harbour was lodged. Consents to construct a terminal pump station (TPS) at the Boat Park and the WWTP at Old Coach Road were granted. Consent was declined for the discharge into Akaroa Harbour, finding that the the Council had not adequately considered land-based solutions which is required by the RMA

The Council then undertook extensive investigations into the alternatives .

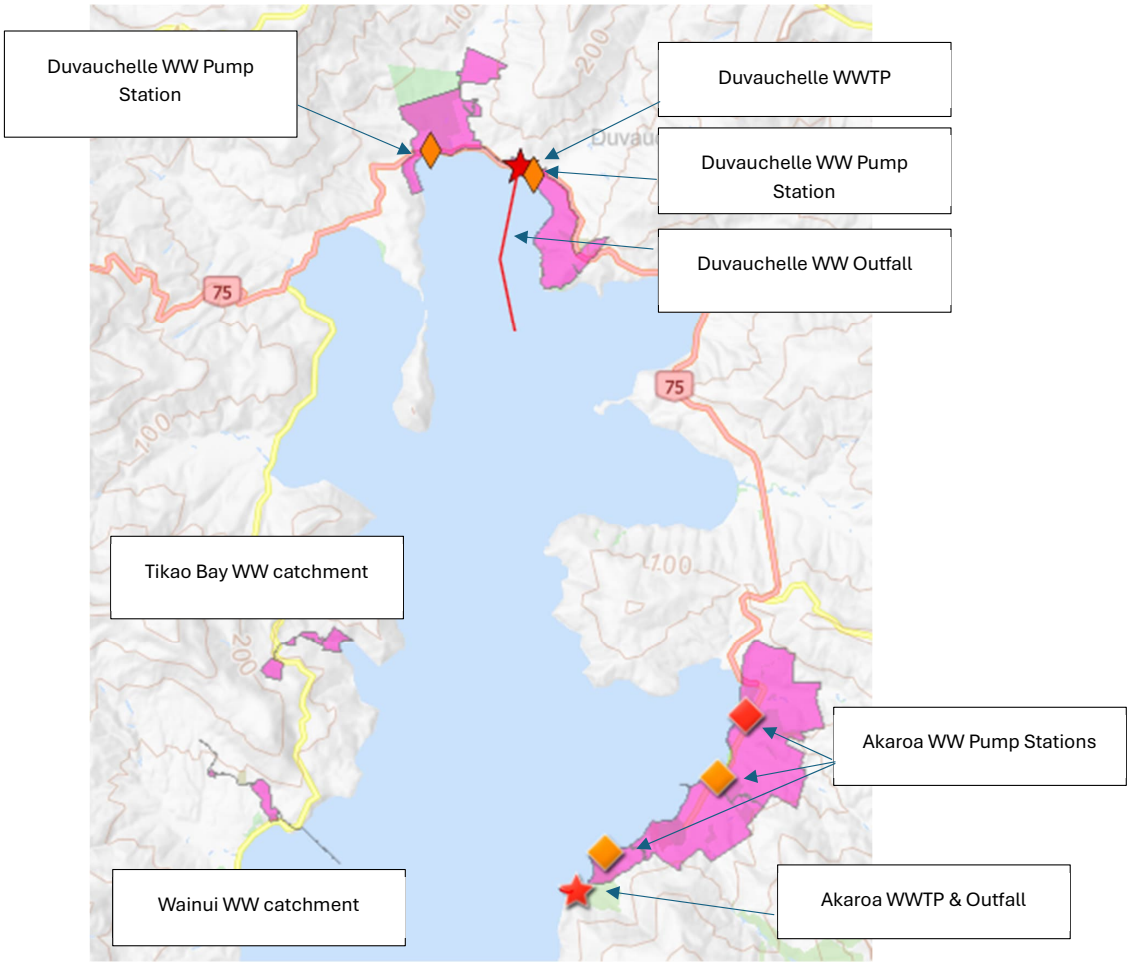


Figure 1. Locations of Akaroa Harbour Wastewater Infrastructure.

In 2020, following extensive technical assessment, community engagement, and consultation with Ngāi Tahu and Onuku Rūnanga, the Council resolved to progress a land-based treated wastewater irrigation scheme within the harbour catchment. This decision was informed by the *Akaroa Wastewater Summary of Disposal and Reuse Options* prepared by Beca in 2020.

In summary, Council have actively sought a long-term solution to wastewater treatment and disposal for over 20 years. Council have undertaken four rounds of formal community consultation and have completed significant environmental and technical investigations into potential receiving environments effects. Throughout the process it has become clear that views on an acceptable solution are unlikely to garner universal community support.

2.2. Community Engagement Informing 2020 Consultation

Throughout the project, Council staff have sought to provide a consentable, resilient and cost-effective solution that addresses the cultural concerns and needs of the community.

Following the decline of the 2015 consent application, a community working party was established to assist the Council in investigating and consulting on options. The working party consisted of community members, rūnanga appointees, and the Councillor for the Banks Peninsula Ward.

The outcome of the working party was the development of three land-based options that were presented along with the harbour outfall option to the community in a Council consultation process. The community working party did not unanimously support all of those options.

Public consultation, including deputations to a Council Hearings Panel, was completed in July-August 2020.

The *2020 Akaroa Wastewater Summary of Disposal and Reuse Options*[1] report discussed a wide range of wastewater disposal and reuse options for Akaroa following the decline of resource consents for a harbour outfall in 2015.

The assessment process involved longlisting, shortlisting, concept development, cost estimation, risk assessment, carbon accounting, and extensive engagement with Ngāi Tahu and the community.

Options considered during the longlisting phase but not progressed to the consultation short list due to a combination of cultural, technical, cost, and feasibility reasons were:

- Potable reuse of treated wastewater
- Non-potable reuse of treated wastewater as a standalone disposal solution
- Tankering untreated wastewater to Christchurch
- Pumping wastewater to Christchurch
- Disposal of treated wastewater to overland flow or surface wetland discharge to Akaroa Harbour
- Disposal of treated wastewater to infiltration basins or managed aquifer recharge
- Deep bore injection of treated wastewater
- Disposal of treated wastewater by an ocean outfall beyond the harbour heads.

[1] Akaroa Wastewater Summary of Disposal and Reuse Options by CH2M Beca Ltd 2020

The 2700m mid-harbour outfall option was retained in the consultation despite being culturally unacceptable for mana whenua, as it represented the lowest-cost technically feasible solution and had previously been the subject of a consent application.

Following longlisting and screening, four primary scheme options were developed and assessed in detail in the 2020 Akaroa Wastewater Summary of Disposal and Reuse Options report that supported community consultation[2]. These are described as follows:

2.2.1. 2020 Option 1 – Inner Bays Irrigation Scheme

Treated wastewater irrigated year-round to land planted in native trees at Robinsons Bay, Hammond Point, and Takamātua (Inner Bays), supported by treated wastewater storage and a subsurface wetland. Key features included:

- Infrequent discharge of treated wastewater to the harbour
- Land contact achieved prior to any irrigated water reaching a water course or harbour by subsurface flow.
- Significant storage required to manage winter and wet weather flows.
- Strong cultural alignment with mana whenua values

This scheme was identified as a preferred land-based option due to cultural acceptability and environmental benefits.

2.2.2. 2020 Option 2 – Goughs Bay Irrigation Scheme

Treated wastewater conveyed to Goughs Bay for irrigation to land planted in native trees, with storage and conveyance infrastructure required over a longer distance. Key features included:

- Infrequent discharge of treated wastewater to the harbour
- Land contact achieved prior to any irrigated water reaching a water course or harbour by subsurface flow
- Significant storage required to manage winter and wet-weather flows
- Strong cultural alignment with mana whenua values
- Longer pipeline and higher conveyance costs relative to Inner Bays option
- Reduced storage relative to Inner Bays option

[2] Add citation – CCC Consultation document

The option was considered technically feasible but less favourable due to cost and distance.

2.2.3. 2020 Option 3 – Pompeys Pillar Irrigation Scheme

Irrigation of treated wastewater to a large area of land planted in native trees at Pompeys Pillar, requiring extensive conveyance and storage infrastructure. Key features included:

- Infrequent discharge of treated wastewater to the harbour
- Land contact achieved prior to any irrigated water reaching a water course or harbour by subsurface flow
- Significant storage required to manage winter and wet-weather flows
- Strong cultural alignment with mana whenua values
- Longer pipeline and higher conveyance costs relative to Inner Bays option
- Reduced storage relative to Inner Bays option
- Largest irrigation area of land-based options
- Highest capital cost of all options

The option was technically viable but identified as the most expensive land-based option.

2.2.4. 2020 Option 4 – Inner Harbour Outfall

Discharge of highly treated wastewater to Akaroa Harbour via an outfall pipeline extending 2700m from Childrens Bay foreshore. Key features included:

- Lowest capital and operating cost
- Minimal land requirements
- Direct discharge to harbour
- Lowest carbon benefit (net greenhouse gas emissions over scheme life)

This option was not supported by mana whenua and was not considered culturally acceptable; however, it was included as the lowest cost option and to align with the 2015 consent application.

2.3. Conclusion of the 2020 Hearings Assessment

The 2020 hearings report[3] concluded that:

- Land-based disposal options best addressed cultural, environmental, and sustainability objectives.
- The **Inner Bays Irrigation Scheme** provided the most balanced outcome across cultural, environmental, technical, and cost criteria.
- Harbour discharge, while technically and financially efficient, was culturally unacceptable and inconsistent with mana whenua values

These conclusions formed the basis of the Council's resolution in December 2020 to progress the Inner Bays land-based irrigation scheme. The current ATWIS scheme implements that decision.

2.4. Other Matters of 2020 Resolution

In December 2020, Council resolved to progress the Inner Bays Irrigation Scheme[4] as the preferred long-term approach for the treatment and disposal of wastewater from Akaroa township. The resolution established that treated wastewater would be disposed of to land, through irrigation of areas to be planted in Robinsons Bay, Hammond Point, and Takamātua.

The full wording of the resolution is recorded in the *Minutes of Council – 10 December 2020* (Resolution CNCL/2020/0176). An assessment of progress against the resolution, including actions undertaken to date to implement the Akaroa Treated Wastewater Irrigation Scheme (ATWIS), is provided in Table 2.

Council Resolution CNCL/2020/0176	**Staff Update April 2026**
Acknowledges that many submitters advocated for a sustainable development approach to water in Akaroa and that the Council recognises the value of water as a precious resource and taonga.	No change
Acknowledges that the water supply in the Akaroa area and wider Banks Peninsula will be increasingly under threat as climate change increases and that working towards non potable reuse is supported by the Hearings Panel and most submitters.	No change

[3] Attached in appendix XXX

[4] December 2020 Council Resolution CNCL/2020/0176

Acknowledges the concerns of the community about the poor state of the wastewater network and recommends that the Council aims for less than 20% inflow and infiltration through its work on the Council network and that it also requires private property owners to repair their pipes.	No change - Refer to Section Improvements to the existing Wastewater Network over and above those proposed with the current scheme regarding I&I House to house inspections completed 2024 with Council staff working with private property owners through 2025.
Increases the promotion of water conservation measures in Akaroa to reduce the volume of wastewater, including the use of Smart Meters funded as part of the 3 Waters Reform funding and notes the support by the Hearings Panel and some submitters for excess water charges to assist with this.	No change – Smart meters have been installed through 2024/2025 with excess water charging implemented
Regularly communicates progress on the repairs and of conservation measures to the community, Community Board and the Council and that the name of the project change to the Akaroa Reclaimed Water Treatment and Reuse Scheme.	No change – Engagement through the community board meetings, Runanga, and website updates
Requests Council Officers to work with the Community Board to establish a Community Reference Group including members from the local Rūnanga to ensure that community concerns about the approved Akaroa Reclaimed Water Treatment and Reuse Scheme are listened to and, where possible, addressed.	Community reference group established in 2021. From this scheme development progressed and consents prepared for the ATWIS and DTWIS schemes.
In response to question one of the Akaroa Treated Wastewater Options consultation document, “should we discharge highly treated wastewater from our new treatment plant to land, or should we continue to discharge into Akaroa Harbour?”	
Rejects that Akaroa’s highly treated wastewater is discharged from the new treatment plant to the Akaroa Harbour.	Reflected in planned scheme.
Approves that Akaroa’s highly treated wastewater is discharged from the new treatment plant to the land.	Reflected in planned scheme.
In response to question two of the Akaroa Treated Wastewater Options consultation document, “if it decides to develop a scheme where highly treated wastewater is used on land for irrigation, where would you prefer the Council to irrigate? Inner Bays (Robinsons Bay, Hammond Point, Takamātua), Goughs Bay or Pompeys Pillar?”	
Approves that Akaroa’s highly treated wastewater is used on land for irrigation at Inner Bays (Robinsons Bay, Hammond Point, Takamātua)	Reflected in planned scheme.
Requests Council Officers to investigate and incorporate where practical the following into detailed design of the scheme: a. additional wetland site options as part of the detailed design, with the goal of reducing the size of the storage ponds. b. maximize the planted areas of native bush to both reduce the size of the ponds and increase biodiversity outcomes.	a. Officers have sought to maximise the wetland at the Hay Paddock site opposite the proposed Old Coach Road site. Shifting the WWTP to the Hay Paddock site would result in financial savings but would reduce the available area and capacity for the wetland. b. Native planting has been completed across the Robinsons Bay and Hammond Point properties. c. Additional irrigation areas are part of ongoing investigations. d. Pipework has been designed to enable connections for future non-potable re-use. National standards have not been set to enable this to be implemented.

c. investigate additional areas for irrigation of public space within the Akaroa catchment with the goal of increasing non-potable use. d. futureproofing for potential non-potable reuse. e. the re-use of the current UV treatment unit in the new treatment plant to enable non-potable reuse. f. native tree plantings in Robinsons Bay to avoid key archaeological sites as recommended in the Heritage New Zealand submission and installation of interpretation signage for visitors to the site. g. softening the contours of the plantings by following the natural contours of the land, running down gullies where possible and raised boardwalks where appropriate for recreation in new wetland areas. h. Notes that water conservation and Inflow and Infiltration reduction measures aim to reduce the size of the pond.	e. Due to the constrained nature of the Old Coach Road site, it is likely that an in-pipe UV system is more appropriate, in addition it is expected that the UV system will be at the end of its useful life when the new plant is completed. f. Native tree planting in Robinsons Bay has avoided sites as recommended in the resolution. g. Planting has followed a planting plan provided by landscape architect which follows the requirements for softening the contours of the planting. The wetland has been developed with the inclusion of raised boardwalks. h. Ongoing improvements to private infrastructure, council reticulation and operation of the network have been implemented in an effort to reduce I&I and the size of storage.
Requests that Council Officers investigate the use of storage tanks instead of storage ponds and if practical discuss the option with the Community Reference Group.	The project has been developed on the basis that flows are balanced with tanks rather than ponds.
In response to question three of the Akaroa Treated Wastewater Options consultation document, "would you support us irrigating public parks in Akaroa with highly treated wastewater?"	
Approves irrigating public parks and flushing public toilets in Akaroa with highly treated wastewater as part of the scheme.	The project has been developed on the basis that irrigation of parks and flushing of public toilets could be implemented, noting this is not included in current project scope or financial forecasts.
In response to question four of the Akaroa Treated Wastewater Options consultation document, "would you like use to explore the feasibility of a purple pipe scheme for Akaroa, so that residential property owners could use the water for garden watering and other nondrinking purposes?"	
Supports and requests Council Officers to explore the feasibility of a non-potable reuse (purple pipe) scheme for Akaroa, so that property owners could use the water for garden watering and other non-drinking purposes.	No change
Requests Council Officers work with the Ministry of Health, the Canterbury District Health Board, Ngāi Tahu and water suppliers that are interested in non-potable reuse to develop non-potable re-use guidelines or standards for New Zealand.	No change
Requests Council Officers discuss options for enabling non-potable reuse of treated wastewater with the Council as soon as practicable, should the regulatory framework change.	No change
Includes consideration of additional budget in the draft Long Term Plan 2021-2031 to implement the approved Akaroa Reclaimed Water Treatment and Reuse Scheme.	No change

Table 3. Council Resolution CNCL/2020/0176 with Implementation Commentary

2.5. 2023 Lodgement of the Akaroa Treated Wastewater Irrigation Scheme (ATWIS) Consents.

In May 2023, Council staff lodged resource consent applications for the land-based disposal of treated wastewater from Akaroa. This is referred to as the Akaroa Treated Wastewater Irrigation Standard (ATWIS). Since that time land required for the irrigation scheme has been acquired, and planting of native vegetation has occurred.

2.6. 2022 inclusion of Duvauchelle into Akaroa scheme and June 2024 rain event

In 2022 Council resolved to pursue a second irrigation scheme in Duvauchelle seeking an upgrade of the existing Duvauchelle WWTP and irrigation to land of treated wastewater to parts of the Duvauchelle Recreation Reserve.

In July 2023, a significant rainfall event (230mm in 48 hours recorded at Stanley Park) triggered a landslip above the existing Duvauchelle WWTP[5].

Remediation options were considered by staff, as well as the cost of future upgrades required to enable Duvauchelle WWTP to discharge to a land irrigation scheme in the Duvauchelle area.

Staff determined that a lower cost and operationally more resilient approach would be to provide additional treatment capacity at the new Akaroa WWTP and direct Duvauchelle wastewater to that site. A commensurate portion of treated wastewater could then be discharged to the Duvauchelle irrigation site. Storage for both schemes could be combined at the Robinsons Bay site.

Commissioners hearing the ATWIS application placed that hearing on hold in early 2025 and requested that the Council apply for the Duvauchelle land-discharge consents to ensure this additional activity could be considered as a part of the ATWIS application.

2.7. Inclusion of Infrequent Treated Wastewater Discharges to Harbour

The Akaroa irrigation scheme includes discharging treated wastewater to the harbour when irrigation and storage are full. This was identified in the 2020 consultation document.[6]

[5] Geotechnical Memo 2023-01 Duvauchelle Wastewater Treatment Plant, Dykstra et al.

[6] Consultation document citation.

To establish the overflow frequency for their resource consent application Council used available wastewater flows from mid-2017 through to the end of 2022 to model the expected wastewater volumes which would need to be treated. In 2023 this treated water discharge to harbour frequency was assessed as less frequent than one occurrence every five years and therefore considered by Council as only required for emergency use. Due to the emergency nature of the discharge, seeking a resource consent for the activity was ,considered unnecessary.

Council sought this further modelling, in 2023, to update their understanding of the scheme. This revealed a storage exceedance frequency of approximately 1 year in 2.3 years[7] could occur.

The hearings commissioners decided in early 2025 that Council must lodge a consent application for that occasional discharge of treated wastewater to harbour. That application will be under the new Wastewater Environmental Protection Standards (WEPS).

2.8. Untreated Network Discharges and Overflows to Harbour

There are occasional overflows of raw wastewater into the harbout from the Akaroa network. Council does not hold a resource consent for those discharges. The Hearing Commissioners considered that untreated wastewater discharges are sufficiently related to the ATWIS scheme to require the Council to lodge an application for that discharge before continuing with the ATWIS hearing.

2.9. September 2025 cost forecast

In parallel to the Akaroa land irrigation consent application, detailed geotechnical investigations and preliminary design of the land-based scheme and new WWTP was progressed. This has enabled an updated construction cost estimate to be prepared.

The capital cost to completion of the combined schemeis approximately $170 million. This significantly exceeds the March 2026 project budget available of $98 million which was set in the June 2024 Long Term Plan (LTP).

The 2020 consultation cost estimate for the Inner Harbour Scheme for Akaroa was $53m - $63m. The 2022 consultation cost estimate for the Duvauchelle Scheme was $14m.

The following critical issues have impacted those estimated project costs:

[7] Beca report citation.

Cost Item	Cost Increase
Inflation on 2020 consultation costs[8] 32% - 35% (primarily covered in 2024 LTP change)	+ $22m
Old Coach Rd WWTP foundations and retaining wall scope increase	+ $25m
Escalation in pipe laying costs in NZTA corridors (requirement for 1.5m cover and full reseal)	+ $9m
Escalation in irrigation storage costs. Open pond to tanks.	+ $15m
Amalgamation of Duvauchelle irrigation scheme	+ $25m
Miscellaneous Cost Increases	+ $8m
Project Cost Change	**$104m**

Table 4. Key cost increase factors of ATWIS scheme.

2.10. 2025 Legislative Changes

In September 2025, the statutory and regulatory context for wastewater services changed with the introduction of the Local Government (Water Services) Act 2025.

This was followed by the introduction of the new Wastewater Environmental Performance Standards (WEPS) Regulations, which came into effect on December 17th, 2025.

The new WEPS regulations do not affect existing consent applications for the ATWIS, but they do make the applications for land irrigation in Duvauchelle and a treated discharge to harbour slightly simpler with more clarity around the likely outcomes.

The WEPS requirements related to conditions for untreated discharges do not come into effect until 2028 and so are not relevant to the current and near future applications.

The new legislation does however make some alternatives considered in 2020 less difficult to consent.

A requirement under the Resource Management Act to consider the viability of land discharge solutions when seeking a marine discharge for treated wastewater, which was critical to the unsuccessful 2015 consent application, no longer applies.

[8] Statistics NZ – Capital Goods Price Index 2019 to 2025

2.11. Summary of Project History

A summary of the major milestones has been included in Table 1 below:

Year	Akaroa Township Wastewater Activities	Duvauchelle Township Wastewater Activities
1830	Takapūneke massacre at the Takapūneke site where the Akaroa WWTP is currently located	
~1960	Construction of Akaroa WWTP with 100m outfall occurs	
1987		New WWTP commissioned at Duvauchelle. 5-year discharge consent granted for the Duvauchelle WWTP
1988		Construction of Duvauchelle WWTP with 2700m outfall.
1994		5-year consent granted for the Duvauchelle WWTP
1995		Upgrade of the Duvauchelle treatment plant carried out. New UV system installed to treat bacterial indicators.
1996	Upgrade of the Akaroa treatment plant carried out with UV system installed to treat bacterial indicators.	
1998	10-year consent for continued operation of the Akaroa treatment plant	
2000		10-Year consent granted for the Duvauchelle WWTP
2005		UV system upgraded
2006	The Local Government (Banks Peninsula District) Reorganisation Order 2005 gazetted to merge Banks Peninsula District Council into Christchurch District Council. CCC took over responsibility for running infrastructure including the wastewater reticulation and treatment.	
2008	Consent granted with five-year term to continue discharge to harbour while investigation into alternative schemes was carried out.	
2008-2011	Working party setup to consider the status of the treatment plant and consider options for a new plant and discharge options	
2011	Council resolution to build a new Akaroa treatment plant on a new site with a new outfall to mid-harbour	12 Year Consent granted for the Duvauchelle WWTP

2013	Consent granted with seven-year term to continue discharge Akaroa WWTP to harbour while investigation into alternative schemes was carried out	
2014	Consent application for discharge of treated wastewater to harbour was opposed by Ngāi Tahu and local rūnanga.	
2015	Consent granted for new wastewater treatment plant and pump station in the Childrens Bay boat park. Consent declined for a new outfall to discharge of treated wastewater to mid harbour. The Commissioners decided Council had not adequately considered alternative disposal methods such as land-based disposal method. Council lodged an appeal against the decline of the harbour outfall consents.	
2015-2020	Investigation of land-based options for Akaroa's treated wastewater ongoing	
2016	Public consultation on six options for Akaroa's treated wastewater including five land-based options within 2km of the Old Coach Road site which were subsequently found to be unsuitable.	
2017	Akaroa Treated Wastewater Reuse Options Working Party established by the Banks Peninsula Community Board to assist the Council in investigating and consulting on the options.	
2017	Wastewater flow meters found to be erroneous, staff completed review and updated impact on storage and irrigation	
2017-2018	Detailed Inflow and Infiltration investigations and repairs completed on Akaroa's network.	
2020	Consent application submitted for continuation of operation of the Akaroa treatment plant on the Takapūneke site	
2020	Consultation on land-based disposal options – Inner Harbour Irrigation to land scheme preferred with treated water release into Childrens Bay stream	
2020-2023	Investigation and consent preparation carried out for Akaroa WWTP for Inner Harbour scheme	
2022	Consent granted with eight-year term to continue discharge to harbour while investigation into alternative schemes was carried out	

2023		Consent granted with eight-year term to continue discharge to harbour while investigation into alternative schemes was carried out
2023	Consent application submitted for Akaroa treated water irrigation to land	
2023	Decision to look at opportunities associated with providing combined treatment	
2024	Irrigation zones planted in preparation for irrigation	
2024	Consent hearing for the ATWIS commences, with consent process delayed for Duvauchelle recreation reserve, treated water releases and untreated network overflow applications are prepared.	
2025	Preparation of Treated Water Release Application	Preparation of Duvauchelle Consent to discharge to land
2025	Local Government (Waters Services) Act 2025 and changes to the RMA	
2025	WEPS in legal effect (in part) from December requiring updates to consent applications not yet lodged	

Table 5. Akaroa and Duvauchelle Wastewater Management Timeline.

In December 2020, the Council resolved to progress the Inner Bays Irrigation Scheme[9] for the treatment and disposal of wastewater from Akaroa township. The resolution established that treated wastewater would be disposed of to land, through irrigation of planted areas in Robinsons Bay, Hammond Point, and Takamātua.

[9] December 2020 Council Resolution CNCL/2020/0176

3. Planned Scheme

The planned scheme is the Akaroa and Duvauchelle project currently being pursued by the Council.

Council staff are seeking consent for a scheme that will receive flows from Akaroa and Duvauchelle which will be conveyed to a single treatment plant at Old Coach Road. Wastewater will be treated to reduce the nitrogen, phosphorus, suspended solids, pathogens and other contaminants. Based on modelling it is expected 99% of treated wastewater over the period of consent will be disposed to land by irrigation at Jubilee Park, Hammond Point, Robinsons Bay and land behind the Akaroa Golf Course (located in Duvauchelle). A treated water discharge component will be required to release treated wastewater to Childrens Bay using a 300m submarine pipeline when there is no capacity for irrigation or storage.

The Council holds resource consents for the construction of the combined treatment plant to be located at Old Coach Road and reticulation changes including the construction of the Terminal Pump Station which are required to convey Akaroa's wastewater to the proposed treatment plan site.

The Council applied for the Akaroa Treated Wastewater Irrigation Scheme (ATWIS) consents in 2023 which are currently being heard:

1. Irrigation of treated wastewater to 31.9 hectares of land in Robinsons Bay
2. Irrigation of treated wastewater to 5.6 hectares of land at Hammond Point
3. Construction of 26,000m^3 of storage (2,000m^3 for partially treated wastewater at Old Coach Road and 24,000m^3 at Robinsons Bay). The storage is to be used when irrigation is not possible.

The consent applications for the above activities were publicly notified in 2024 and received a total of 108 submissions. Of the submissions received, eight (including Ngāi Tahu and Ōnuku Runanga as single entities) supported the scheme, two neither supported or opposed the scheme and 98 opposed the scheme. Of the parties that opposed the scheme, 77 were aligned with the FOBP submission .

Council was asked by the Hearing Comissioners, to lodge additional consents which are now ready to lodge andare for:

1. Irrigation of treated wastewater to 5.5 hectares of land adjacent to the Akaroa Golf Course
2. Discharge of treated wastewater to harbour via an infrequently utilised treated wastewater outfall in Childrens Bay for times that the capacity of the irrigation and storage is overwhelmed.

3. Discharge of untreated wastewater from the Akaroa and Duvauchelle reticulation networks. This would be when the network is overwhelmed by flooding, or due to breakdowns or breakages.

3.1. Akaroa Reticulation and Conveyance Changes

The existing Akaroa wastewater collects untreated wastewater via gravity piping, draining to three pump stations. These stations work together to transfer wastewater to a treatment plant located at Takapūneke at the southern end of the township.

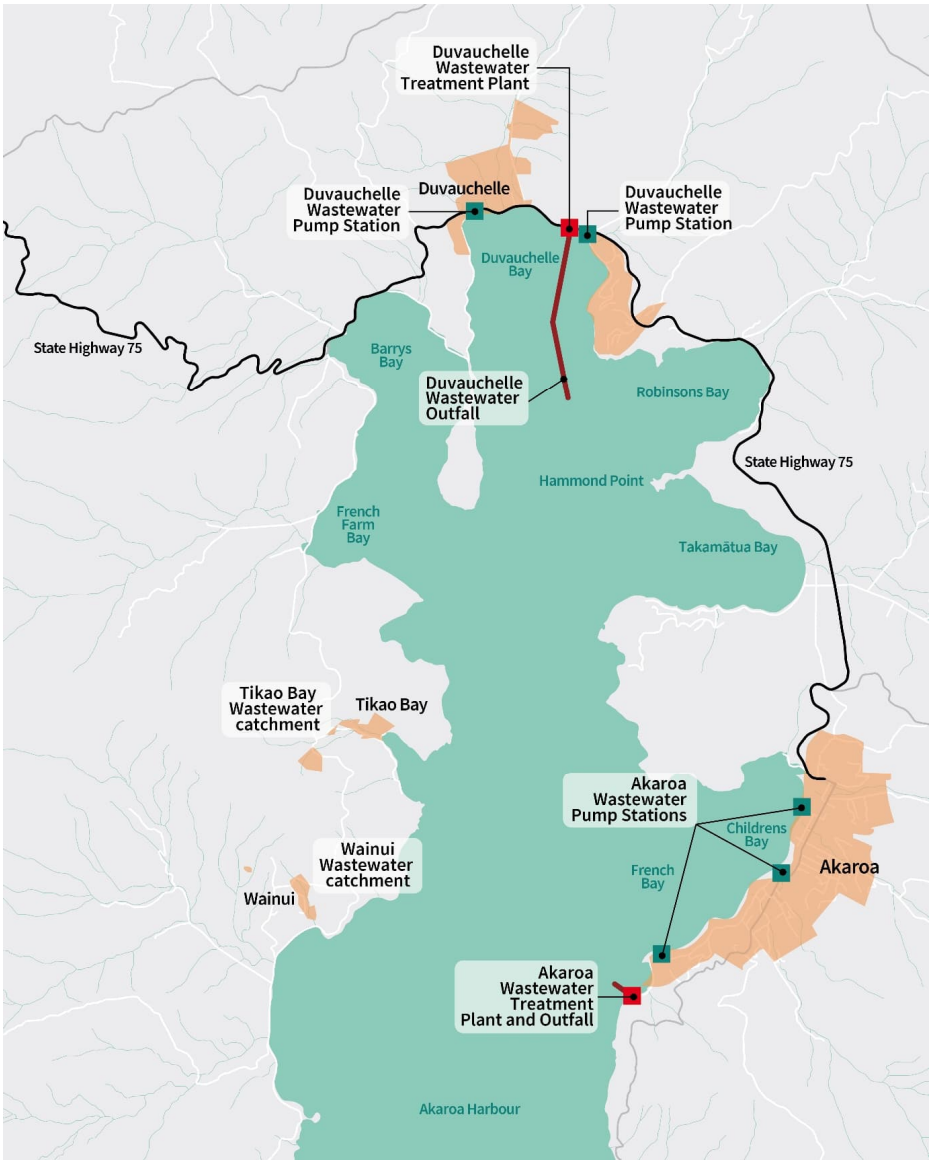


Figure 2. Existing Akaroa and Duvauchelle WW schemes.

The planned scheme, and all shortlisted alternative options, are all based on the direction of the 2011 Council resolution to construct, which requires a new wastewater treatment plant at the northern end of the township at Old Coach Road.

As a result of the WWTP relocation, the existing Akaroa wastewater network pipework and pumping stations will be reconfigured to reverse the network and convey flows south to north to a new terminal pump station (TPS) located at the boat park at the northern end of Akaroa. Where possible existing infrastructure including pipelines and pump stations will be repurposed to minimise costs and disruption to the community.

The TPS will be constructed to transfer flows to the new WWTP and has been designed to enable pumping without a need for grit or ragging removal at the pump station which has been raised as a potential odour concern to the community. The TPS is in an inundation area, and prone to sea level rise. This has been considered in the preliminary design with the floor level of the pumping station set approximately 1.2m above existing ground level to accommodate predicted storm surge effects (including sea level rise) over its 100-year design life. The planned TPS has been designed with backup power generation, backup pumps and pumping capacity sized to convey a peak flow of 86 L/s up to 86L/s. In accordance with good engineering the pump station will have an engineered overflow point in the seawall close to the TPS.

3.2. Duvauchelle Reticulation and Conveyance Requirements

Duvauchelle's two existing pump stations and pipelines convey untreated wastewater from the Duvauchelle network to the existing Duvauchelle WWTP location located in the disused quarry near the north shore of Akaroa Harbour. The two existing stations will remain in service and continue to pump wastewater to the new Duvauchelle TPS.

A new Duvauchelle TPS is proposed to be constructed within the disused quarry, and this will pump Duvauchelle's wastewater directly to the planned treatment plant at Old Coach Road. To minimise pumping and piping costs but still accommodate a wide range of variability in flows, a 200m^3 balance tank will be constructed at the disused quarry site to buffer Duvauchelle TPS peak flows. The pump station is planned to have a peak capacity of 11L/s.

A key consideration in the design of this infrastructure is selecting a suitable location with a low rockfall or landslide risk or seeking a cost-effective landslide mitigation solution. Likewise, the TPS must be sited of areas identified as at risk of inundation. Preliminary design work is finalising this location.

Conveyance of wastewater to the new Old Coach Road WWTP may be via overland pipelines (either using the state highway or a combination of paper roads and private land) or a marine pipeline. A final decision on the options will be based on balancing

costs and access negotiations, with a view to minimise road user disruptions as far as practicable.

3.3. Provision for Takamātua Connection

Takamātua township is located to the north of Akaroa township and consists of approximately sixty households with no reticulated wastewater. Whilst allowance has been provided in the Old Coach Road WWTP design the inclusion of Takamātua flows is not expected to be required in the next ten years. It is therefore not included in irrigation assessments.

It is expected that wastewater from Takamātua be pumped to the new WWTP via a standalone pipeline rather than providing a connection into the Duvauchelle untreated WW pipeline. This does not effect the current options.

3.4. Reticulation Improvements and I&I

Inflow and infiltration (I&I) consists of unwanted stormwater or groundwater entering the WW network. I&I is of concern to the scheme as this water contributes to the water that must be conveyed, treated, stored and irrigated. Operating a network with lower levels of I&I is preferable and highlighted as a project objective in the 2020 the Council resolution which states:

(Council) Acknowledges the concerns of the community about the poor state of the wastewater network and recommends that the Council aims for less than 20% inflow and infiltration through its work on the Council network and that it also requires private property owners to repair their pipes.

Since 2020 the Council has undertaken a range of I&I reduction initiatives including:

- Investigated 12.3km of the wastewater network
- Rehabilitation of approximately 1,720 m of pressure pipelines.
- Rehabilitation of approximately 890 m of gravity pipeline.
- Rehabilitation of 23 manholes
- Inspections of 1367 properties for I&I issues, with contact being made to 30% property owners to undertake repairs or corrective actions

In recent years I&I is estimated as 20% - 25% of the portion of total wastewater measured at the wastewater treatment plant (annually) and the planned scheme will work effectively with the current state of I&I in the network. Further targeted works are not planned as part of the project and Akaroa I&I will be managed as part of the wider city repair and renewal programme.

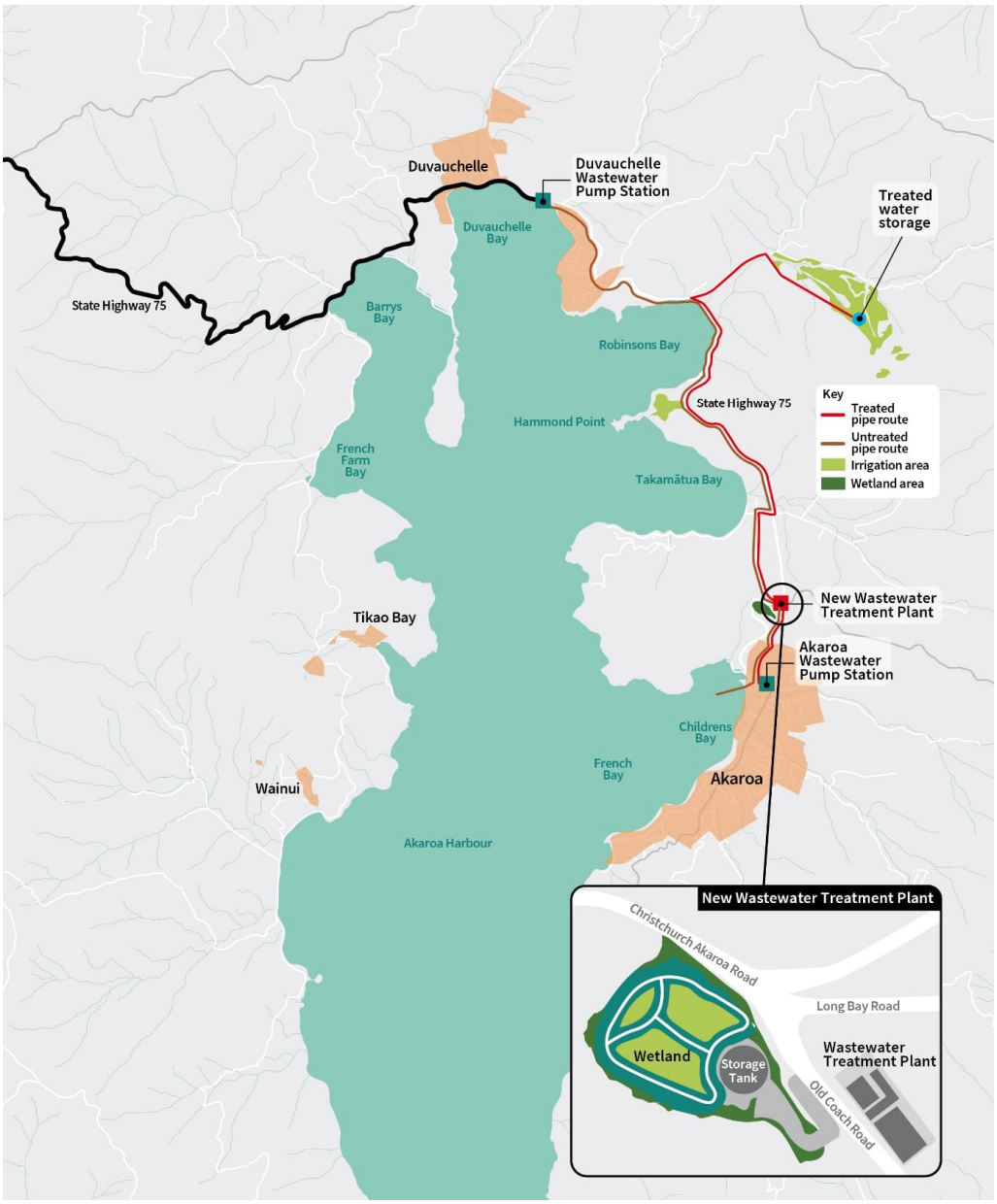


Figure 3. Planned Akaroa and Duvauchelle WW scheme

3.5. Wastewater Treatment Plant at Old Coach Road

The planned WWTP preliminary design is for an Intermittently Decanted Aerated Lagoon (IDAL) wastewater treatment process which will reduce particulates, contaminants and nutrients, including organic material and nitrogen prior to discharge. The process will also include UV treatment to eliminate pathogens. Treatment quality targets are discussed in Section 3.6.

An integral part of the plant will also include a wet weather buffer storage tank to attenuate WWTP inflows resulting from significant rainfall events and allow a smaller, lower cost WWTP to be constructed. This tank will be located on the Hay Paddock site on the western side of Old Coach Road.

The Hay Paddock site will also include an approximately 3,000m^2 artificial wetland. This is to provide for mana whenua values for any treated wastewater that must be discharged to harbour when storage and irrigation are not possible. The wetland would achieve a 3-day, or longer, contact with Papatūānuku in approximately 70% of modelled harbour discharge events.

A key consideration of the WWTP is to include maintenance and breakdown by providing a duplicated process train (i.e. 2 IDAL tanks operating in parallel) to provide flexibility for long-term operation and maintenance of the treatment plant.

The WWTP design allows for a very wide range of inflows and seasonal swings between peak and low flow periods.

3.6. WWTP Treatment Targets

In order to set the treatment performance of the new WWTP, Council staff and technical experts have undertaken a detailed assessment of effects of the proposed receiving environments at the Robinsons Bay and Hammond Point.

The assessment of effects for the ATWIS scheme included investigations and monitoring that:

- Enabled estimations of the likely uptake of contaminants via plants and the irrigation site soils' ability to fix contaminants,
- Assess potential effects of different contaminants on harbour water bodies and Robinsons Bay Stream which would receive ground water from the irrigation sites.
- Assessed the effects of nutrients and contaminants on aquatic life
- Assessed possible effects on down slope water supply takes (bores, springs and surface water)
- Assessed compliance needs with legislation

The Council collected approximately twelve months of water flow and quality data, during 2023–2024 from both Akaroa and Duvauchelle.

This information was combined with historic wastewater sampling and flow data to complete preliminary design of a WWTP that it believes would deliver a less than minor effect on the various receiving environments. The scheme aims to reduce nutrients and contaminants in the irrigated wastewater to a level where the discharge will not result in

the streams ecological state being lowered to a lesser band defined by the National Policy Statement for Freshwater Management.

As the existing townships of Akaroa and Duvauchelle have minimal industrial inputs, the plant design primarily reflects residential wastewater characteristics, albeit with significant short term population spikes around public holidays. The WWTP will be capable of accommodating projected flows and loads associated with the forecast population growth to 2053, as well as significant seasonal variability resulting from fluctuations in tourist numbers. It also considers future increases in rainfall intensities and uses prediction data from NIWA's HYRDS tool.

3.7. Treatment Plant Geotechnical Considerations

Investigative work was carried out to produce the 2014 Akaroa Wastewater Preliminary Design, where engineers indicated that the treatment plant could potentially be constructed on shallow foundations based on the construction investigations for the water supply reservoir adjacent to the Old Coach Road site

A more detailed assessment in 2024 identified the presence of a landslip extending across the consented treatment plant and a portion of the hay paddock sites on Old Coach Road. While there is no evidence of ground movement over the past 75 years when aerial photography has been available, this must be taken into account and as a result, subsequent design work has resulted in large 20m deep concrete piles being required beneath key structures to transfer building loads to the underlying bedrock.

In order to construct a suitable platform for the construction of the treatment plant, an 8m high retaining wall is required to support the hillside.

The recent identification of the land slip area affects also the available area on which the wetland and buffer storage tank are able to be located without the introduction of the significant foundation improvements as proposed for the treatment plant.

Council's designers have been able to orientate the wetland and buffer tank outside of the landslip. It is important to note that there is insufficient additional land at the Hay Paddock site to facilitate the shifting of the treatment plant to the Hay Paddock location without significantly impacting the available area and capacity of the wetland.

These design decisions have significantly escalated 2020 cost estimations for the project.

3.8. Irrigation and Treated Water Storage

Following treatment, the majority of treated wastewater (~99%) is planned to be disposed on 41.1 ha of land, by drip irrigation, at Hammond Point, Robinsons Bay and the Duvauchelle Recreation Reserve behind the Akaroa Golf Course. 24,000m^3 of

storage has been proposed at the Robinsons Bay property, in ten large tanks, to balance inflows and outflows. Managing times when irrigation is limited or not available due to wet weather is a key design constraint.

It is not cost effective to accommodate 100% of flows in the scheme as extreme rain events, lasting several days, causes surface flooding in the wastewater networks. This results in surface water entering private gulley traps, drains and other components of the network, causing extremely high inflows. It is not practical to store this water once treated, or water being discharged to the network in subsequent days when irrigation may not be able to recommence. Doing so would require much more storage than is planned for at significant cost.

The existing consent application proposes that irrigation will only occur on suitable slopes which are equal to or less than 19°, with setbacks from streams and neighbouring properties proposed. For context this would only involve irrigation on around 30% of the Robinsons Bay Valley site.

Irrigation is proposed to consist of above ground drip irrigation laid between rows of native vegetation, initially to consist largely of Kanuka which is a colonising native species, currently well established in the area.

The Robinsons Bay and Hammond Point properties have historically been used for dry land farming. To date the project has carried out maintenance of tracks and fencelines and the planting of approximately 200,000 native seedlings in 2024 and 2025.

Whilst vehicle access has historically been carried out via an entry off Sawmill Road, the consent application seeks a new access track from Robinsons Bay Valley Road.

The Duvauchelle Recreation Reserve consists of existing exotic trees which would be progressively felled and replaced with natives. The irrigation on the Duvauchelle Recreation Reserve would occur outside of the active golf course playing area. Significant drainage improvements within the golf course would be required as part of irrigation to the Duvauchelle Recreation Reserve which would be both costly and disruptive to install.

Beneficial re-use of the treated wastewater has been proposed through the irrigation of Jubilee Park. This is intended as a demonstration of practical re-use and is designed to be expanded upon in the future, though that future expansion is not within the project scope. Inclusion of the beneficial re-use at Jubilee Park has not been considered in sizing the irrigation or treated water storage requirements.

3.9. Treated Water Release to Childrens Bay

During periods when irrigation and treated water storage capacity are exceeded, treated wastewater will be diverted to a constructed wetland. The wetland will be able to hold a

modest volume but once it reaches capacity, excess flows of treated wastewater are planned to be discharged from the wetland into Childrens Bay via a 300m long outfall submarine pipeline. Current modelling shows that less than 1% of flows will be discharged via this outfall pipeline, based on estimated network flows over the last 52 years. These discharges would have occurred only during winter months, coinciding with low irrigation rates and prolonged rainfall periods.

The wetland volume has a preliminary estimated volume of 3,200m^3 capacity and provides 3 days hydraulic retention time (HRT) in approximately 70% of discharge days. It has been sized to maximise the use of available land at the Hay Paddock site adjacent to the WWTP. Whilst the volume of the wetland has been maximised, due to the intermittent nature of discharges, high quality of the incoming water and that the wetland will be exposed to the elements, Council's technical experts have indicated that contaminant parameters are unlikely to improve through the wetland. However, its inclusion is a critical cultural treatment for Onuku rūnanga.

The scheme also requires the ability to discharge treated water to Akaroa Harbour for routine outfall flushing.

The need for the harbour discharge pathway was included in the land disposal options presented in the 2020 consultation. However, work undertaken between 2023 and 2026 has better assessed the effects of different storage volumes, and their associated cost, with the harbour discharge frequency.

3.10. Critical Considerations

Several considerations are relevant to decision making in implementing the project goals for the Akaroa and Duvauchelle wastewater schemes: technical, financial, cultural, legal and of public opinion. These have guided decision making in the past and continue to remain relevant in monitoring the planned scope and its commensurate risks and opportunities:

1. The Akaroa Harbour area has limited flat land away from residential dwellings and businesses. Options for WWTP sites are extremely limited with the area at the top of Old Coach Road one of the few available sites within 1 km of the Akaroa network.
2. The ongoing direct discharge of treated wastewater from both Akaroa and Duvauchelle to Akaroa Harbour, is contrary to mana whenua values .
3. Unacceptable geotechnical and safety risks associated with the location of the Duvauchelle wastewater treatment plant require it to be relocated, merged with the Akaroa WWTP or to receive significant slope remediation works.

3.11. Mana whenua values

Mana whenua is supportive of irrigation to land solutions whereby the majority of treated wastewater will receive high quality treatment prior to discharge to land.

The infrequent use of an outfall is not preferable to mana whenua, and it is their preference that this not be necessary. However, it is not possible to engineer a system that can irrigate and store all conceivable wastewater flows. The inclusion of the harbour discharge is a pragmatic approach to addressing operational risks and represents a compromise required for a land irrigation scheme.

The ATWIS scheme will be carefully managed and such discharges minimised as far as possible. The biodiversity benefits associated with the significant native plantings at both Robinsons Bay and Hammond Point are consistent with mana whenua values.

4. Alternatives Disposal Options Review 2026

Developing the Akaroa and Duvauchelle wastewater projects has involved assessing a wide range of treated wastewater disposal alternatives. This report provides an update on those alternative options and includes new alternative options: some raised by members of the public, some by technical experts involved in submissions to the land-disposal consent application and some developed by Council staff.

The review first considers a "long list" of alternative options which staff have assessed with a view to seek cost savings on the planned scheme. These fall into the following over-arching categories:

- Land-based disposal with some discharges to harbour
- Marine based discharges
- Other discharge alternatives
- Non-discharge specific opportunities

4.1. Land-based disposal with infrequent discharges to harbour

These options are addressed in Section 5 and retain the core principles endorsed by the Council in 2020 that treated wastewater should primarily be disposed of to land. These options continue to include a limited and infrequent discharge to harbour when storage and irrigation are not possible.

Options include the proposed scheme as well as modified discharge to land options with changes to storage volumes, irrigation rates and irrigation areas. All options have been considered against the WEPS in order to assess if there are significant consenting issues. All options have varying discharge frequencies to harbour and an option of a wetland passage to restore mauri to that flow to harbour in some circumstances.

4.2. Marine Discharges

Marine discharges are addressed in Section 6 and consist of continuous discharges to the harbour, coastal marine area or open ocean. These options do not include significant storage, and they do not include irrigation.

Inclusion of a wetland with a minimum of a three-day hydraulic retention time to restore mauri was not viable as the Council does not own sufficient land close to the Old Coach Road WWTP. Wetland sites in Robinsons Bay, or further afield, would be needed and the cost of these negates any cost benefits of a marine discharge.

4.3. Other Discharge Alternatives

Council staff considered other options including non-traditional treated wastewater disposal solutions in Section 7 such as deep bore injection, segregating wastewater and grey water systems, pumping wastewater to Christchurch and other solutions that, in general, fall outside of the WEPS regulations.

4.4. Non-Discharge Specific Opportunities

These are cost reduction options that can be applied to all, or most, of the options describe above, including the proposed scheme.

Instigating these options would, in many cases, be a change to a previous commitment to the community from the Council.

5. Land-Based Disposal with Infrequent Discharges to Harbour

5.1. Land Disposal at Robinsons Bay and Hammond Point with Increased Irrigation Rates

In the lead up to the 2020 consultation on discharge options Council staff and their technical experts extensively investigated land-based disposal options.

Subsequent staff work on the project between the December 2020 Council decision and February 2026, together combined with legislative and regulatory (WEPS) changes, has provided additional information to allow the scheme design to be further refined and has identified cost saving opportunities. Introduction of the WEPS also provides a greater degree of assurance that these new options could be consented.

In general, the ATWIS and Duvauchelle land irrigation areas fit within the WEPS requirements, but some adjustment is needed to exclude slopes between 17 and 20 degrees which are not allowed for by the WEPS. This area is a relatively small portion. To accommodate changes in area irrigation would then be increased in the remaining areas. PDP and Aqualinc have undertaken an assessment of the planned irrigation sites and the impact of the WEPS on the acceptability and irrigation rates for a land-based scheme. The results are included in an appended letter[10] from PDP.

A significant portion of the cost associated with the existing scheme is driven by the objective to minimise the frequency of treated water releases to the harbour. As a result, the current scheme incorporates significant treated water storage at Robinsons Bay, for times when irrigation is unavailable. Modelling of the planned scheme indicates that approximately 99% of flows for the period 1972-2023 would be irrigated to land and approximately 1% of treated flows would be discharged to the harbour. This is based on the proposed volume of storage of 24,000m^3 at Robinsons Bay. The capital cost forecast for the associated wetland and harbour outfall is 24,000m^3 of storage in Robinsons Bay is $25.9m.

Opportunities to reduce this storage cost include:

- Increasing irrigation rates that still comply with the WEPS limits and technical constraints of the site such as slope stability and soil capacity
- Increasing the frequency of treated wastewater discharges to the harbour when irrigation and storage are not available.

Substantial cost savings can be achieved by removing the irrigation of the Duvauchelle Recreation Reserve and instead increasing irrigation rates on the Hammond Point and Robinsons Bay sites.

Land-based alternatives options are proposed on the following basis:

[10] 18/12/25 - PDP "Wastewater Environmental Performance Standards (WEPS) – Part 4 Land Classifications Assessment for Akaroa and Duvauchelle Treated Wastewater Discharges"

1. The irrigated area is reduced to 28 hectares in Robinsons Bay and Hammond Point. This is to exclude irrigation of land over 17° slope which is the limit presented by the WEPS. The Duvauchelle irrigation site is removed.
2. Irrigation rates are increased to:

Month	2023 Council Consent Application (mm/day)	Proposed Peak Rate (mm/day)
Dec - Feb	3.08	6.16
Mar - May	2.41	4.82
Jun - Jul	1.68	3.36
Sep - Nov	2.41	4.82

Table 6. Indicative changes to irrigation rates that would permit a reduction in irrigation areas and treated wastewater storage.

The above table reflects the reduced irrigation area having less slope stability risk and follows advice from the Council's technical experts. Those experts have confirmed that their expert evidence supports those higher irrigation rates.

An annual irrigation maximum of 280,000m^3/year, is recommended by Council's experts as year-round irrigation at the above rates is not necessary. Over 28 hectares the average daily application rate would be limited to 2.7mm.

Council staff have utilised an existing model, of 52 years of historic rainfall events, adjusted for climate change, to estimate historic flow data for the period from 2017 – 2025. A time series of wastewater daily flows, irrigation rates and resulting storage volumes and storage exceedances was created. (This is the same modelling used to determine storage volumes for the ATWIS applications and evidence at the hearing).

These options can be expanded upon with other cost saving opportunities described further below.

Storage and discharge rates were assessed for the following scenarios:

Discharge To Land Options	**Irrigation Area**	**Storage**	**Annual Irrigation Depth**	**Time Between Exceedance Winters**	**Average exceedance duration**	**Number of events in an exceedance winter**	**Average days in an exceedance winter**
	(ha)	(m^3)	(mm / year)	(years)	(days)	(days)	(days)
Planned Scheme	41.1	26,000	671	2.9	2.9	2.0	4.2
Optimised land irrigation with 16,000m^3 of storage	28.0	16,000	986	3.0	2.8	3.0	8.5

Optimised land irrigation with 4,000m^3 of storage	28.0	4,000	986	1.4	2.9	4.1	11.9

Table 7. Discharge to harbour rates for various cost saving options.

Project Risks

- The proposed land-based options described in the table above have been assessed against available information but are subject to refinement by irrigation designers and geotechnical checks.
- Submitters opposed to the ATWIS application may also be opposed to this change.
- Increased frequency of harbour discharges, above that of the planned scheme, is not supported by mana whenua

Project Benefits

- Significant reduction in construction costs
- Reduced operational complexity and ongoing maintenance
- Reduced visibility effects due to reduced storage
- Potential to further refine the options during detailed design to achieve additional savings, Reduced storage means additional land can be irrigated, which has a flow-on effect to further refine storage.

5.2. Land disposal and storage beyond Robinsons Bay

The 2020 consultation included shortlisted land disposal options beyond Robinsons Bay at Goughs Bay and Pompeys Pillar. In addition to this assessment work also considered potential sites across the entirety of Banks Peninsula.

All of the options considered were of a similar scale to the Robinsons Bay scheme but required much longer treated water conveyance pipelines to connect the treatment plant to the disposal field and additional pumping infrastructure. As a result, sites “further afield” present significantly higher costs to construct and require more conveyance pumping when in operation. No financial benefits have been identified that warrant these options being further considered. The circumstances, risks and benefits of these options have not materially changed since 2020.

As these options do not present a cost benefit to the Council they have not been considered further in this review.

6. Marine Discharge Options

For the purposes of this assessment marine discharges are considered to be continuous discharges to the mid-harbour, the coastal marine area or the open ocean. These options do not include storage or irrigation areas.

The WEPS sets a treatment quality for these discharges. This includes limits on nitrogen, contaminants related to biological oxygen demand (BOD), phosphorus, total suspended solids (TSS) and pathogens (E. coli).

It is important to note that the existing discharge from Takapūneke is compliant with current consent conditions but would have difficulty meeting the conditions that would be set by the WEPS.

Contaminant	Units	Existing Akaroa discharge quality from Takapūneke WWTP	Limit sought for planned scheme (provided for comparison)	WEPS Contaminant Limits			
				Irrigation to land	Fresh water discharges (Very low dilution class)	Discharge to Akaroa harbour	Ocean Outfall
cBOD5	mg/L	30	5 mg/L	No limit stated in WEPS	5	20	ECan are not permitted to apply a limit
Nitrogen	mg/L	No limit	10 mg/L ~ 62 kg/ha	150 kg/ha	4	10	ECan are not permitted to apply a limit
Ammoniacal nitrogen	mg/L	No limit	No consent limit, but target is 2 mg/L	No limit stated in WEPS	1	15	50
Phosphorus	mg/L	No limit	*7 mg/L* ~ 44 kg/ha	30 kg/ha	0.5	10	ECan are not permitted to apply a limit
TSS	mg/L	30	No consent limit, but target is 10 mg/L	No limit stated in WEPS	5	25	100
E. coli / Enterococci	cfu/ 100ml	1000	10	1000 – If public access is excluded.	130	2000	40,000

				1 – If public access permitted.			

Table 8. Wastewater Environmental Performance Standards for contaminant limits, consent limits applied to existing Takapūneke outfall and proposed conditions for the planned scheme. Noting that freshwater discharges are not proposed, these figures are provided for context only.

6.1. 2700m Mid-Harbour Outfall

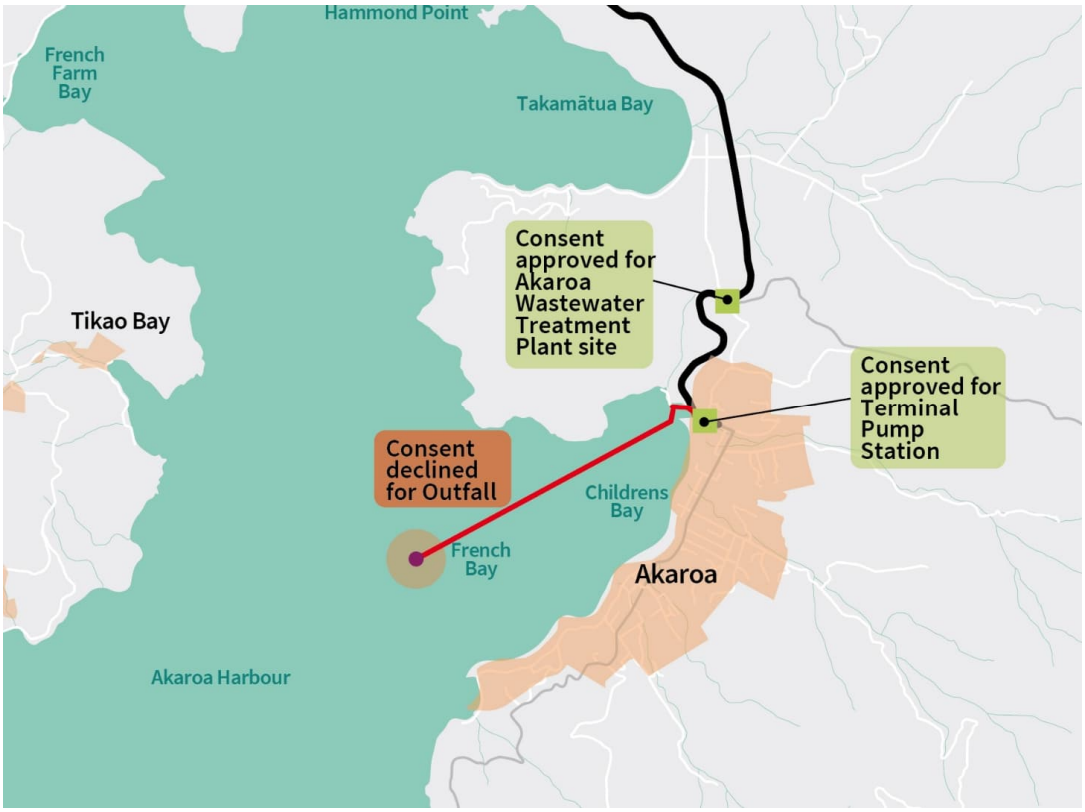


Figure 4. Indicative location of WWTP and 2700m outfall

This option is effectively the option which the Council sought consent for in 2015. It is intended to operate as a 2700m pipeline to the mid-harbour only, launching from the shore near the Akaroa boat park. The option assumes no wetland treatment or irrigation. Preliminary technical assessments have been completed for this scheme and it is therefore deemed to be well understood.

A 200m^3 treated water tank would be required in the scheme to allow frequent pipeline flushing. This would be sited at the WWTP hay-paddock on Old Coach Road.

Risks

- The scheme is contrary to mana whenua values.
- The scheme would be opposed by some members of the community.

Benefits

- The scheme is a low-cost option.
- The scheme is technically simple to construct and operate
- Lower operational risks than other options
- The scheme would be supported by some members of the community.
- The scheme is considered technically and financially viable but would be strongly opposed by mana whenua.

6.2. Retaining a Mid-Harbour Outfall From or Near Takapūneke

An option previously proposed by members of the community, with the expectation that it would save cost, was to retain the Takapūneke outfall and pipe water to that outfall from the new WWTP at Old Coach Road, or to construct a new outfall from Green Bay.

In doing so the marine outfall proposed in 2015, which was 2700m, could be reduced in length to approximately 1100m with some saving if launched from Glen Bay and 600m if launched from Takapūneke. However, doing so would require some 3000m of pipeline to be laid through Akaroa to Glen Point, or further to Takapūneke.

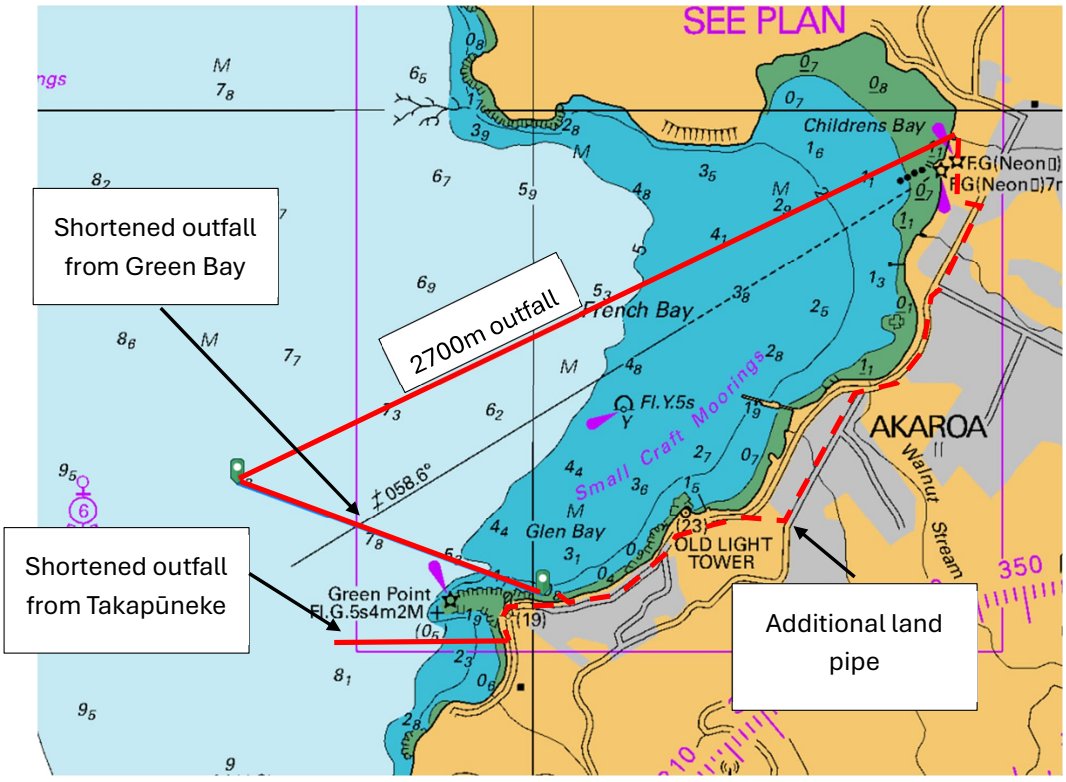


Figure 5. Indicative map of alternative mid-harbour outfall options

Cost estimates by staff indicate that it would cost less to build the longer marine outfall from Childrens Bay, as proposed in 2015, rather than build the additional 3km of land piping through Akaroa which would be needed to convey the water to a shorter outfall.

	Qty	$/m	Cost
2015 Long outfall to mid-harbour			
2700m outfall	2700	$1000	$2.7m
TOTAL			**$2.7m**
Shortened outfall from Glen Bay			
1200m outfall	1200	$1000	$1.2m
Piping in Akaroa streets	3000	$1200	$3.6m
TOTAL			**$4.8m**
Shortened outfall from Takapūneke, south of Green Point			
600m outfall	600	$1000	$0.6m
Piping in streets	3350	$1200	$4.0m
TOTAL			**$4.0m**

Table 9. Comparative mid-harbour outfall costs

All costs are estimated direct construction costs only and exclude contractor mobilisation, design fees, risk allowances, etc. Marine discharge distances are aimed at reaching water of a similar depth to the 2015 assessment and any further refinement will require a Quantitative Microbial Risk Assessment (QMRA) to determine the most appropriate discharge distance from shore for public health purposes.

Retaining the existing outfall is not viable as this is unlikely to achieve the regulations of Part 3 of the WEPS requiring discharges to present minimal risk to shellfish gathering. Staff do not recommend this option be pursued further; on the basis of cost and its repugnance in mana whenua values.

6.3. 17 km Ocean Outfall

This option is to construct a marine pipeline from Childrens Bay to a point 1 km beyond the Akaroa Harbour heads to discharge treated wastewater to the open ocean.

The option assumes no wetland treatment or irrigation.

The pipeline is assumed to terminate beyond the harbour heads to minimise the risk that currents will carry the discharged water back into the harbour on a rising tide; however, detailed assessments of harbour currents may require that distance to be extended.

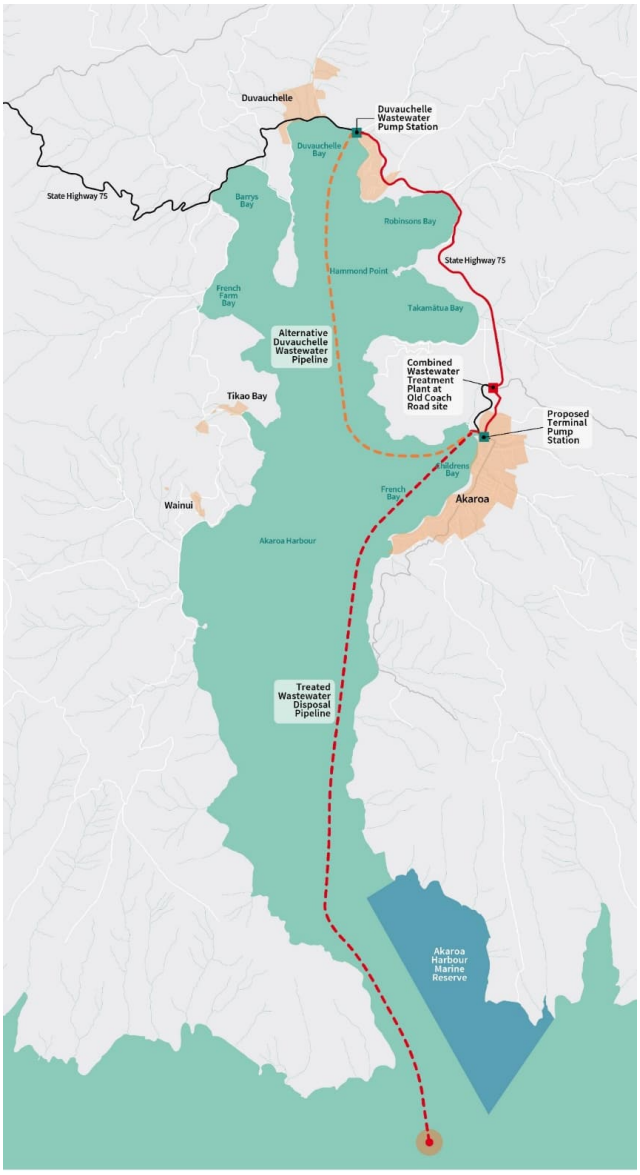


Figure 6. Indicative alignment of an ocean outfall beyond the Akaroa Harbour heads.

In most scenarios, the outfall pipeline could flow by gravity from the Old Coach Road WWTP but will require a booster pump for high flow situations such as during flushing or wet weather. A buffer tank of up to 2200m^3 at the WWTP site may be necessary to enable regular pipeline flushing or scouring to maintain the operation of the pipeline. Operationally an ocean outfall would be simpler to operate than an irrigation scheme.

Technical aspects of the option are discussed further in the appended ocean outfall report[11]. However, there several factors to consider that are beyond the scope of that report, these are discussed in the following sub-sections.

Construction Cost Risks

A WWTP marine outfall of this length has never been constructed in New Zealand before. Staff have investigated existing outfalls for comparative installations using data from the Taumata Arowai WW Discharge Consents Database and other online sources. Twenty-nine outfalls were identified servicing populations of more than 1000 people with a marine discharge of more than 30m from shore.

- The longest New Zealand WWTP marine outfall services Katikati. It is 12km and includes an 10km crossing of a tidal section of Tauranga Harbour (generally uncovered at low tide), a 1.8 km section across and an approximately 700m outfall from the island which extends into water of a depth of 4 - 6m.
- The second longest outfall in New Zealand is Christchurch's 3 km CWTP ocean outfall.
- A 2700m mid-harbour outfall as proposed in 2015 is estimated to be New Zealand's fifth longest outfall if constructed.

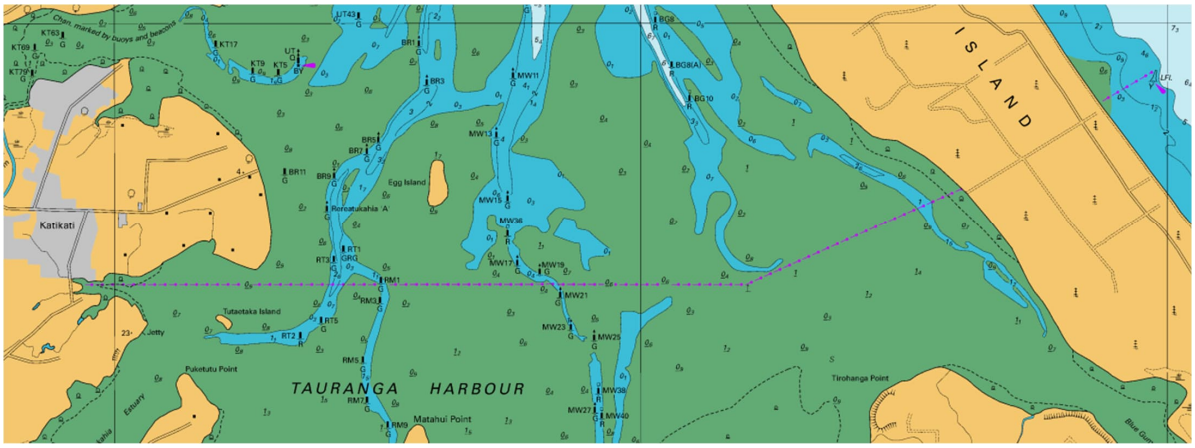


Figure 7. Katikati outfall.

[11] BECA Ocean Outfall Feasibility Assessment Report.

The Akaroa outfall would be 17km long and, at the ocean end, laid to a depth of around 40m deep. A marine outfall of this length is technically possible; however, the length, depth and strong currents associated with this pipeline presents several construction and resilience risks:

- The pipeline is assumed as being buried in the harbour floor, as an unburied pipeline is unlikely to be supported by the Harbour Master because it presents a marine navigation hazard. To bury trench the harbour floor a pumped eductor is proposed. This would enable burial of the pipeline with the natural movement of harbour sediments covering the pipeline after being positioned in the trench. Other technologies such as mechanical dredging would incur a substantially higher cost and have not been considered further.
- A key risk is that the pipe route may have to detour around holes or rocky areas where trenching and pipe laying are not possible, which would significantly increase costs.
- Layers of very hard harbour floor may be encountered which cannot be broken by an educator system. Longer time on site may be required to cut through this material resulting in higher than expected costs, or extended sections of pipeline laid on the harbour floor with rock protection then being laid over the pipe where burial is not feasible.
- The debris plume of an eductor dredge, or other excavations, may affect the neighbouring marine reserve and salmon farming, and would occur in an area inhabited by endangered marine mammals. It may not be viable to obtain construction consents.
- Akaroa Harbour regularly hosts large cruise ships which may damage the pipeline with dragging anchors. This risk could result in the project having to run the pipeline across the upper harbour then down the Wainui shore to the harbour heads to avoid the main channel and anchorage areas. This requirement could be asked of the project by the Harbour Master and would considerably increase costs.
- Tsunami damage to the Lyttelton Harbour water supply pipelines required 400m of harbour piping to be replaced and “pinned” into position using screw piles. Pinning or burial would be required for the Akaroa outfall. This presents a number of construction challenges and is allowed for in option costings, which assumes burial.
- Should the pipeline by significantly damaged, or be severed, the Council would not have contractors available to undertake repairs and may need to operate several months until specialist repair craft are available and can be mobilised to Akaroa. Minor damage or leakage could however be repairable in a much shorter timeframe.
- Consenting hurdles may be very high due to adverse effects of construction on nationally endangered species (seagrass and Hectors Dolphins).

The 12km Katikati outfall is included in the Western Bay District Council Long Term Plan for replacement with a budget of $68m. This pricing provides some assurance that the independently developed $98m estimate for a 17km Akaroa is reasonable and has not been over estimated.

Staff have sought advice from Onuku Rūnanga regarding this option. It is not supported by Ōnuku Rūnanga who have provided for the following reasons:

Firstly, contaminants derived from the offshore ocean and the braided river systems north and south of the peninsula are carried into the harbour through tidal currents (tests carried out measured contaminant inputs 2km outside of the harbour heads), heavy swells and storms. In fact, a report prepared by NIWA in 2019 "Canterbury coast and harbour water quality investigation", notes that 65% of nitrates and an even higher percentage of Phosphates within the harbour are from external sources. If the community wants to improve harbour health, an ocean outfall is not an option.

The second reason is that with climate change now fully upon us, we will be experiencing much more frequent and severe storms, which will exacerbate the flow of contaminants into the harbour. Thirdly, although ocean outfall provides a greater level of contaminant dilution, this does not change cultural values relating to discharge of wastewater. Discharging human waste into the ocean or harbour is considered culturally offensive.

The final point, the Proposed Wastewater Environmental Performance Standards (require) *much lower standards for contaminant removal for ocean outfall in comparison to the standards for harbour discharge. This is concerning as the proposed standards don't take into account the uniqueness of the peninsular and resulting ocean currents.*

For these risks a very long marine outfall to the harbour heads is not recommended by staff.

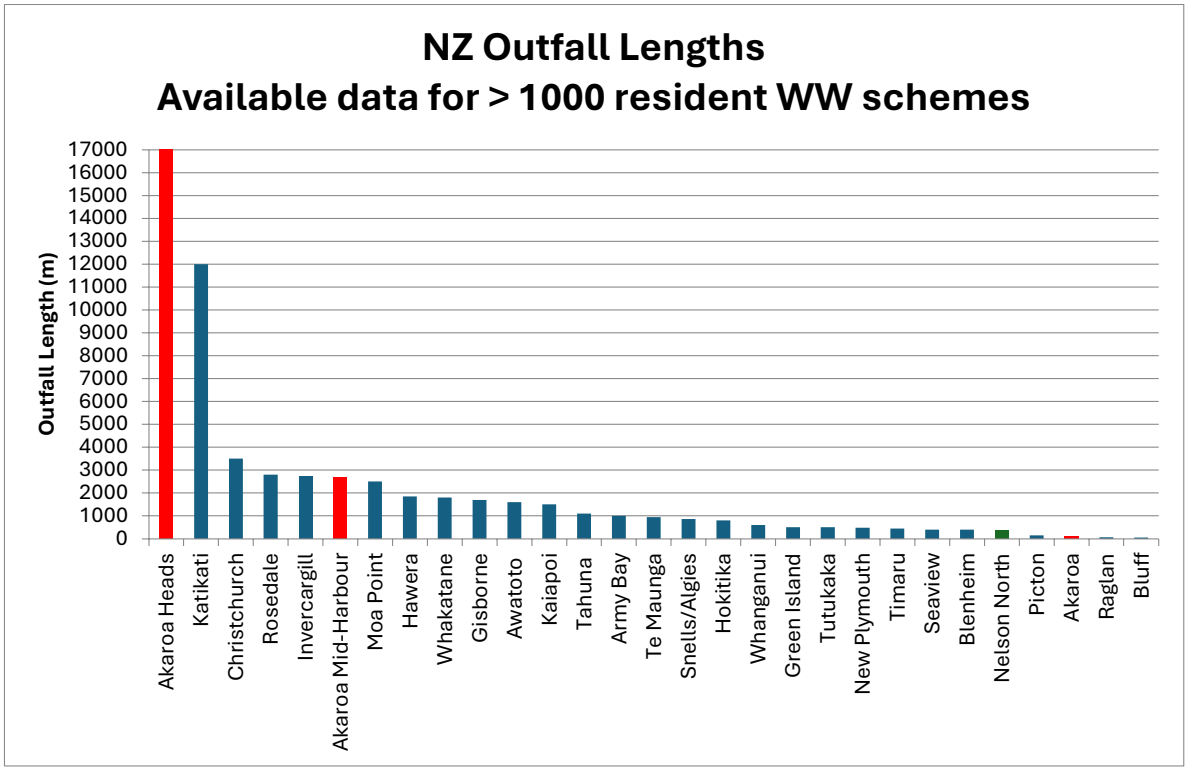


Figure 8. NZ Marine Outfall Lengths.

6.4. Wetland Treatment For Marine Outfall

For marine discharge options, we assume that restoration of the mauri of treated wastewater prior to discharge would need a wetland with a minimum of a three-day water passage or hydraulic residence time. The three-day target being a reflection of rūnanga views on acceptable cultural treatments to date, however a suitable duration for a continuous discharge has not been stated.

Assuming a continuous discharge to the harbour or ocean were to pass through the wetland, with a target hydraulic residence time of three days for 99% of the time, then a wetland of approximately 4.3 hectares surface area is needed. Allowing for access and operational needs a site of 6.5 ha of flat land would be required, i.e. 50% additional area for operational purposes.

A reduction in the wetland size will increase the frequency that the wetland cannot achieve the three-day residence target.

The operation of a continuous flow wetland is more restrictive than the wetland proposed for infrequent harbour discharges and the small 3200m^2 wetland planned for the Old Coach Road site is unsuitable in this context. This is because the Old Coach Road wetland commences each winter from an empty state and so can absorb a significant quantity of winter peak flows, through filling the wetland, prior to any harbour discharge. In all cases water still held in the wetland after a discharge event is pumped down and directed to the irrigation scheme.

Typical flows in Akaroa range from 400 to 1000 m^3/day, however the scheme would need to be sized for the higher percentile of days requiring 2500m^3 of daily capacity or more.

% of daily flows	Treated WW Flow (m^3/day)	Effective Hydraulic Volume per m^2 of wetland	Wetland Residence Time	Wetland Area Required (ha)	Wider Wetland Site (ha)
100%	5600	0.175m^3	3 Days	9.6	14.4
99%	2500	0.175m^3	3 Days	4.3	6.5
97%	1500	0.175m^3	3 Days	2.6	3.9
91%	1000	0.175m^3	3 Days	1.7	2.6
37%	500	0.175m^3	3 Days	0.9	1.4

Table 10. Indicative sizing of a marine discharge wetland.

A review of the Akaroa Harbour catchment, by staff, revealed a number of potential wetland sites:

- Wainui area
- French Farm area
- Akaroa Golf course in Duvauchelle
- Lower Robinsons
- Lower Takamātua Valley

LIDAR maps used for the review are appended.

An indicative cost estimate of developing these sites into wetlands follows:

	Purchase of the appropriate sites and obtaining consents.	**Construction of piping between the Old Coach Rd WWTP and the wetland sites.**	**Construction / establishment of the wetland sites.**	**Construction of an outfall pump station.**	**Construction of a suitable outfall pipeline.**	**Total**
Wainui area OR French Farm area	$2M	$10M (cross harbour pipeline)	$2M	$10M	As per harbour / ocean option	$24M
Akaroa Golf course in Duvauchelle	-	$10M (cross harbour pipeline)	$2M	$10M	As per harbour / ocean option	$22M
Lower Robinsons	$2M	$10M (via land or cross harbour pipeline)	$2M	$10M	As per harbour / ocean option	24M
Lower Takamātua Valley	$2M	$3M	$2M	$10M	As per harbour / ocean option	$27M

Table 11. Indicative costs of constructing a new marine discharge wetland.

It is important to note that the sites tabulated above are unlikely to be supported by members of the public for use as a wetland. Especially the Golf Course option which would require the closure of the course which would be extremely contentious.

If owners are unwilling to sell, the Council could use the Public Works Act for compulsory acquisition. However, given the lack of cost benefit for this option staff have considerable doubts that compulsory purchase is either reasonable or achievable.

In summary, this option has several key risks:

- The scheme changes would be opposed by some members of the community
- Purchase of required land is fraught with risk.
- No significant financial benefit.
- Mana whenua support for the inclusion of a large wetland prior to discharge of treated wastewater to the marine environment has only been tested at a conceptual level and has not been developed sufficiently to enable firm direction to be provided

Given the costs this option does not present a comparable or lower cost to the Council than the planned scheme.

7. Other Discharge Alternatives

7.1. Piping Out Of Harbour Catchment

A range of alternatives were considered to convey wastewater out of the Akaroa Harbour catchment and discharge to the ocean through the existing Christchurch Outfall or an infiltration system, at Kaitorete Spit.

In these options a wastewater treatment plant at Old Coach Road, in Akaroa, is still retained as it removes septicity issues and facilitates emergency discharges; should the conveyance system be out of service or unable to pump 100% of flows. Septicity is an issue where wastewater that has been in a pipeline for many hours with an absence of oxygen can become odorous and mildly corrosive.

In common these options require a minimum of a 42 km pipeline to convey water from Old Coach Road over a 500m high hill to Kaitorete Spit with a series of pump stations required at approximately 10km intervals.

From Kaitorete Spit the wastewater pipeline could either:

- Discharge via an infiltration system or wetland system located at Kaitorete Spit.
- Continue another 33 km to the city network (total conveyance of 75km).

Scheme Component	Qty	Units	Rate	Cost
Overland pipeline:	42,000	meters	$1,200	$50,400,000
Pump stations:	4	each	$8,000,000	$32,000,000
Land Purchases				Not Costed
Sub-total				**$82.4m**
Design, Professional and Consenting Costs	15%			
Contingency	50%			
Sub-Total				**$141.5 m**
WWTP at Old Coach Road				$117.0m
Total				**$258.5m**

Table 12. Indicative costings for a pipeline from Akaroa to Kaitorete Spit. Costings exclude the infiltration or discharge arrangement at Kaitorete. Land purchases are not costed. The additional 33km pipeline to Christchurch is not costed.

Capital costs for the pipelines and pumping will be more than $105m in addition to costs for reticulation upgrades, terminal pump station, new WWTP at Old Coach Road and an emergency outfall into Childrens Bay.

The option lacks resilience and has many points of failure.

The option is unlikely to be positively supported by members of the public due to cost, construction disruption and poor resilience.

Further investigation is required to demonstrate that there are no capacity constraints in the Council's network pump stations in the Christchurch network where that water would be received.

The option does not present a comparable or lower cost to the Council than the planned scheme.

7.2. Injection to Ground

An injection of treated wastewater to ground scheme would replace the planned land-based disposal and instead discharge treated wastewater to ground via a bore field. The water would then travel through ground over an extended period before making its way to harbour.

This option received significant consideration during the 2017 – 2020 Community Working Party process and the Council undertook drilling and testing of two exploratory bores near the Old Coach Road WWTP site. Both bores were found to have much lower capacity for absorbing injected flows than was expected. The option was therefore considered unfeasible with a high risk that the Council could drill many more bores and not have sufficient capacity for the scheme to be viable.

For assessing the costs and other risks of this option the bore field is assumed as being in the Takamātua or Robinsons Bay valleys, with bores spaced approximately 100 metres apart and located a minimum of 200 metres from the shoreline. It is recognised that a viable bore field could be significantly further away.

Features of the option include:

- A bore field consisting of 20–50 bores.
- Estimated injection rate per well: 2–5 L/s (potentially higher depending on ground permeability).
- Injection bores are to be distributed to optimise groundwater absorption and avoid environmental or infrastructure impacts.
- The scheme requires treated water storage tanks to manage flows.
- Pipeline Infrastructure:
    - A terrestrial pipeline to the bore field is required.
    - Robinsons Bay is a likely option due to land availability under Christchurch City Council (CCC).
    - Pipeline could serve dual use as a "purple pipe" system.

- No pipeline extension to Akaroa, limiting potential for future urban reuse.
- The option does not include a wetland due to the need to keep treated water free of suspended solids.
- Scheme aims for a two-week in-ground pathogen die-off period; however, attenuation of other contaminants remains uncertain.
- As the ultimate receiving environment would be the harbour denitrification is likely to be needed.
- Retains an emergency discharge point at Childrens Bay.

Changes since Previous Field Investigations

As part of the 2017 – 2020 investigations a number of sites were considered in consultation with the community working party and known geotechnical factors considered, as well as proximity to public water supply sources. A site on the hill between Akaroa and Takamātua near the planned WWTP was considered an appropriate investigation location and two trials bores were drilled and flow tested. A Beca interpretive report on the investigation found that deep bore injection at the proposed wastewater treatment plant site was not feasible. Due to the lack of open connected fractures and low permeability ground conditions, the exfiltration bore capacity was very low and not feasible for deep bore injection.

Based on the results of the deep bore drilling investigation, and the considerable cost of conducting further investigations at other sites with no indication of likely success, a decision was taken by Council staff to discontinue bore injection as a possible wastewater disposal option.

In April 2025, the Council approached BECA to confirm whether new technology or developments were likely to make either MAR's or Deep Bore Injections more successful since the original investigations took place. BECA confirm that they are not aware of any changes that would likely result in a successful disposal of treated wastewater in the Akaroa harbour via MAR or Deep Bore Injection[12].

Option Risks

- Need for stringent Total Suspended Solids (TSS) removal.
- May not be possible to drill enough bores to achieve the target flowrate due to low rates of suitable fracturing in Banks Peninsula rock.
- Fracturing may allow for short circuiting to surface with insufficient travel time to restore mauri.
- Fracturing of rock may result in injected water emerging on private property resulting in loss of amenity or use, or damage to private property.

[12] Akaroa Wastewater Upgrade – Interpretive Report on Feasibility Investigation of Deep Bore Injection 21st December 2018)

- Uncertainty in the chemical interactions with the receiving strata, which could impact injection efficiency or result in clogging.

Option Benefits

- Flexibility to accommodate future growth or increased inflow and infiltration (I&I) through additional well installation.
- Enables discharge to land solution

Given the unsuccessful nature of the previous investigations, uncertainty in finding suitable geological formations to discharge into and that the Council could pursue this option with an unknown likelihood of success staff cannot support this option.

7.3. Establishment of a Grey Water and Black Water Networks

An option suggested by a submitter to the resource consent process is to reconstruct the Akaroa wastewater network into a “two pipe” system. The first network for “toilet water” from toilets and the second for “general wastewater”; in this instance the submitter considered general water to be all other water from a household or business. The submitter proposed general wastewater could be treated and discharged to harbour whilst toilet water would be transported by tanker to Christchurch for treatment.

The opinion of the submitter is that this removes the discharge of human waste to harbour, and it would be acceptable to mana whenua to permit the discharge of grey water to harbour and so eliminate the need for an irrigation to land scheme.

A new toilet water collection and conveyance network would be constructed to collect toilet water and direct it to a series of holding tanks for collection and truck transport to Christchurch.

The option has a range of technical and financial problems.

In this scenario grey water contains:

- Kitchen water, including dishwasher water, contains fats, meats, offal, cleaning products, and other material that make it inappropriate for a low treatment grey water discharge; rather it must be treated to the same standard as toilet water if required to meet comparable level of contaminants.
- Laundry sink wastewater must be treated as toilet water as this often contains cleaning products and is used for cleaning items contaminated with faecal material such as nappies.
- Washing machine water, which is high in detergents, emerging contaminants (i.e. PFAs from fabrics) and potentially faecal material should be treated the same as toilet water.
- Commercial discharges from cafes, restaurants, petrol stations, care facilities, butcher, etc, should be treated the same as toilet water.

A full wastewater treatment facility is therefore needed to treat these flows, meaning there is negligible treatment saving in the option.

The new toilet water network established using a combination of new pump stations and a pressure sewer connection for each property could include:

Scheme Component	Approximate capital cost
Approximately 17 km of new mains piping required	$15.3m
1100 pressure sewer pumps + 15km of new laterals.	$58m
Two new network pump stations	$30m
One additional new terminal pump station	$15m
Holding tanks at new WWTP site	$5m
Truck fleet to carry WW to Christchurch for treatment and discharge	Not costed
Planned reticulation and TPS works for the existing grey water scheme, WWTP and outfall (per 2.7km option)	$176m
Total	**$299m**

Table 13. Indicative costs of constructing a parallel toilet water network for Akaroa

Mana Whenua Position

Ōnuku Rūnanga does not support the discharge of grey water to harbour, as grey water contains a wide range of contaminants that could affect both quality of the harbour environment and cultural values.

Risks

- The option carries significant cost risks, both operational and capital, associated with constructing, operating and maintaining two networks.
- There would be significant private homeowner costs in replumbing existing households to a two piped system. This is unlikely to be supported by all residents and businesses
- Constructing a second wastewater network in Akaroa would be extremely disruptive.

Staff consider this option as extremely costly, disruptive and unlikely to be supported by home and business owners. The continuous discharge of water from non-toilet sources would not be supported by mana whenua. Staff do not recommend this option be pursued further.

8. Costings of Long List Options

A Long List of options has been evaluated with two areas of estimate calculation:

1. **Untreated wastewater reticulation, terminal pump stations and treatment costs.**

   These are relatively fixed across all options. Some savings are available for an open ocean discharge as the WEPS allow a much lower quality of treatment.

   Wastewater reticulation, terminal pump stations and treatment costs have been applied to all options.

   As preliminary design is complete for most of these aspects, and their risks are well defined, a 30% contingency has been applied. Typically, this would drop to 20% - 25% at the end of detailed design and 15% at the end of tender award.

   The exception to this is injection to ground which holds a 50% contingency as this may require an upgrade to membrane filtration. A greywater system also has a 50% contingency due to construction scope risks.

   Costs do not include currency shifts or inflation, they can best be described as the estimated price in NZ dollars as of 1st January 2026.

2. **Disposal costs**

   These are variable across all options.

   Land disposal schemes have reached the end of preliminary design and will advance to final detailed design for construction once discharge consent conditions are set. Site investigations are complete, and construction and operational risks well understood. As preliminary design is complete for these aspects, and project risks are well defined, a 30% contingency has been applied.

   The mid-harbour outfall design was well advanced and close to preliminary design in 2015. That 2015 design information informs the current cost contingency which is 30%.

   Injection to ground, ocean outfall, piping out of the catchment and a new greywater system are less developed. Detailed investigations and preliminary designs have not been completed. This represents a greater project cost risk, and a 50% contingency has been applied to these options.

Costs do not include currency shifts or inflation, they can best be described as the estimated price in NZ dollars as of January 1st, 2026.

Contingencies are set based on the maturity of technical investigations and degree of engineering design completed.

	Planned Scheme	Land disposal and storage beyond Robinsons Bay (16,000m³)	Land disposal and storage beyond Robinsons Bay (4,000m³)	2700m Mid-Harbour Outfall	17,000m Ocean Outfall	1200m Mid-Harbour Outfall (Green Pt / Takapūneke)	Piping Out of Harbour Catchment to Kaitorete Spit	Injection to Ground	Establishment of a Grey Water and Black Water Networks
Akaroa Reticulation Changes and Terminal Pump Station	$19.6	$19.6	$19.6	$20.3	$18.7	$20.3	$19.6	$19.6	$19.6
Duvauchelle Terminal Pump Station	$23.0	$23.0	$23.0	$14.5	$14.5	$14.5	$23.0	$23.0	$23.0
New WWTP	$73.6	$73.6	$73.6	$60.5	$56.7	$60.5	$73.6	$73.6	$73.6
Sub-Total A	**$116.1**	**$116.1**	**$116.1**	**$95.4**	**$90.0**	**$116.1**	**$116.1**	**$116.1**	**$116.1**
Irrigation and Conveyance WWTP to Discharge	$14.5	$14.5	$14.5				$105	$15	
Treated Water Storage	$25.9	$17.2	$4.3						
Irrigation Systems	$12.5	$6.2	$6.2						
Childrens Bay Outfall (300m)	$4.8	$4.8	$4.8						
Harbour Outfall (1.2km)						$36.9			
Harbour Outfall (2.7km)				$33.3					$33.3
Ocean Outfall (17km)					$97.8				
Injection Borefield								$15	
Black water / grey water systems									$123
Sub-Total B	$57.8	$42.8	$29.0	$33.3	$97.8	$36.9	$105	$15	$0
Land Sales				-$4	-$4	-$4	-$4	-$4	-$4
Consenting Allowance	$0.65	$1.30	$0.980	$1.95	$1.95	$1.95	$2.50	$2.50	$1.95
Capital Expenditure	**$174.6**	**$160.2**	**$146.1**	**$126.7**	**$185.7**	**$130.2**	**$229**	**$139**	**$270**

Estimating Notes:

- Pricing in millions $ NZD, as at December 2025.
- Ocean Outfall and Harbour discharge both assume no wetland as this is not practicable. Both options are therefore assumed as moving across Old Coach Rd to the Hay Paddock site with a saving in foundation and retaining wall costs.
- Ocean outfall has a 10% deduction on wastewater treatment infrastructure due to the lower treatment required by the WEPS.

Table 14. 35-year Net Present Value assessment of selected options

	Irrigation – Planned Scheme	Irrigation – 16,000m³ storage	Irrigation – 4,000m³ storage	2700m Harbour Outfall	Ocean Outfall
Capital Cost (above)	$174,600,000	$160,200,000	$146,100,000	$126,700,000	$185,700,000
Capital Cost - NPV	$179,800,000	$165,000,000	$150,500,000	$130,500,000	$191,300,000
Capital Renewal - NPV	$6,700,000	$5,900,000	$5,900,000	$2,800,000	$2,800,000
Operational - NPV	$27,400,000	$25,200,000	$25,200,000	$21,800,000	$21,800,000
TOTAL	**$213,900,000**	**$196,100,000**	**$181,600,000**	**$155,100,000**	**$215,900,000**

Operational costs for some schemes were not assessed for the following reasons:

1200m Mid-Harbour Outfall (Green Pt / Takapūneke)	Same operational cost as the 2700m outfall, difference is capital cost only
Piping Out of Harbour Catchment to Kaitorete Spit	Operational costs are complex and subject to many factors, though they would not be lees than any option presented in table 14. Given the option is not viable from a capital cost perspective the operational costs are not provided.
Injection to Ground	Operational costs are complex and subject to many factors, though they would not be lees than that of a harbour outfall. Given the technical uncertainties of the option do not make it viable operational costs are not provided.
Grey Water and Black Water Networks	Operational costs are complex and subject to many factors, though they would not be lees than any option presented in table 14. Given the option is not viable from a capital cost perspective the operational costs are not provided. However these costs would not be less than that of a harbour outfall.

Estimating Notes:

- Total cost estimate assumes 35-year period of to match consent duration 2026 to 2061
- Capital spend spread 10% 2027, 30% 2028, 40% 2029, 20% 2030
- Opex costs start in 2030
- Inflation and Discount factors set at 3% each,

9. Complimentary Cost Reduction Opportunities

A range of complimentary opportunities to reduce costs or improve scheme outcomes have been considered by staff. Many, though not all, can be applied to any of the disposal options.

9.1. Retaining the Akaroa wastewater treatment plant at Takapūneke

An option to reduce the project budget would be to maximise the re-use of the existing infrastructure and build a new or upgraded WWTP at the existing Takapūneke site.

Based on work to date by staff; the existing Takapūneke WWTP would not meet treatment requirements of the WEPS, and upgrades would be needed to the existing WWTP to meet the WEPS. In particular; additional clarifier capacity and infrastructure to denitrify wastewater would be needed. A new longer outfall is likely to be required to extend the discharge into a higher mixing zone.

Retaining wastewater treatment at the Takapūneke WWTP would be extremely offensive to the 16,000 registered members of the Onuku rūnanga and the approximately 62,000 registered members of Ngāi Tahu iwi. It would also be unacceptable to many members of the Akaroa and Christchurch communities not directly linked to Ngāi Tahu iwi. The majority of submissions received in the consultation in 2020 and 2023 resource consent application did not oppose moving the WWTP to Old Coach Road.

Retaining a WWTP at the current location is considered contrary to community and mana whenua expectations.

Given the significance of the Takapūneke site, staff consider it is inappropriate to consider not relocating the WWTP to Old Coach Road.

9.2. Increasing untreated wastewater overflow frequency

The Akaroa wastewater scheme has been developed based on expectations that the scheme would be subject to wastewater overflow conditions seeking to limit untreated overflows to a similar frequency required by the Christchurch City overflow consent.

The existing capacity of the Akaroa wastewater network and treatment is approximately 42 L/s, with untreated overflows occurring approximately every 6 months.

The preliminary design has been progressed to limit overflows to a 5yr Average Recurrence Interval (ARI), 24hr rainfall event. The network capacity for this scenario is modelled as 86 L/s.

This would move the Akaroa WW network to a level of service that would match or exceed the city consents.

Reducing this capacity back to 42 L/s would save project costs; however, this would be opposed by both mana when and the local community. Many submitters to the current applications sought a reduction to the overflow frequency. It would also place Akaroa at a lower level of expected performance than the Christchurch overflow consent.

Staff consider that having a different level of service for the Akaroa and Duvauchelle networks, resulting in more frequent untreated overflows to the harbour would not be acceptable to the community and mana whenua, and have therefore not further considered the implications of this option.

9.3. Increasing storage beyond 24,000m^3

The planned scheme seeks 24,000m^3 of treated wastewater storage across tanks at the Robinsons Bay irrigation site and is supplemented by an additional 2200m^3 in the Old Coach Road wetland and 2000m^3 in the "buffer" storage tank at the Old Coach Road WWTP.

Increasing the storage further would allow a smaller area to be irrigated; however, storage, irrigation and financial modelling indicates that it is more cost effective to build more irrigation rather than additional storage to achieve the same frequency and volume of treated wastewater discharge to harbour outcome.

As the goal of this review is to seek cost savings against the planned scheme, an option to increase storage has not been considered further.

9.4. Potable reuse of treated wastewater

A solution proposed for Akaroa is to return a portion of treated wastewater to the water supply treatment plant. That water could then be further treated and recycled back into the drinking water supply. This would support the town water supply in times of drought and provide a potential wastewater reuse path when irrigation rates are more limited.

The solution could not accommodate all wastewater, and at best is expected to only be able to receive 20% - 30% of wastewater due to the nature of reverse osmosis treatment processes which would be needed for this option. This is because in reverse osmosis contaminants captured by the process must be frequently or continuously flushed from the system, and that flush water must not be recycled back through the system.

Potable reuse can therefore only be considered a complimentary solution and is not a standalone disposal path.

At present Water Supply Regulations do not provide a pathway for this option and do not explicitly permit this option.

Potable re-use would introduce a wide range of new public health risks to the Akaroa water supply. Although the existing potable supplies are constrained in summer, they are currently adequate to supply Akaroa.

This option cannot be justified as being in the interests of public health or having a financial benefit and staff have not pursued it further.

9.5. Widespread non-potable reuse of treated wastewater

Another solution proposed for Akaroa is to reticulate treated wastewater throughout Akaroa so that it is available for non-potable reuse. i.e. garden and outdoors use, or toilet flushing. This option is attractive in summer when demand is high, but unlikely to be used in winter when wet and cold weather mean garden watering is not needed.

It is therefore not considered a useful solution for resolving winter storage and irrigation constraints and it does not aid in reducing the cost of options.

At present Water Supply Regulations do not provide a pathway for regulatory approval of this option. This has been interpreted as not permitting this alternative.

Staff do not recommend that this option be pursued.

9.6. Construction of a Sealed Reticulation Network

An option proposed to reduce inflow and infiltration (I&I) into the Akaroa network is to replace the existing gravity wastewater network with a local pressure pumped network.

A local pressure sewer network consists of a small tank and a pump at each property which receives wastewater from the property and pumps it through pressurised piping to a receiving pump station or gravity network. Such schemes are typically deployed where gravity sewerage is not practical, such as low-lying properties downslope of the nearest gravity network.

Because the piping from a pressure sewer pump is pressurised it is reasonable to consider that it is at a low risk of groundwater infiltration, but this does not apply to private gravity drainage from a house's private plumbing to the pump tank which may still be subject to inflow and infiltration. (The tank is normally placed near the edge of the property some distance from the house where it can easily be accessed by Council maintenance teams).

In the experience of Christchurch City, which has over 5000 local pressure sewer systems, I&I is not eliminated at private properties by deploying pressure sewer pumps. This is due to issues of private properties using the wastewater system for stormwater purposes, poor private wastewater drainage construction or private drainage deterioration.

Based on experience in the St Johns Street area of Christchurch's Woolston suburb, the estimated cost to retrofit local pressure sewers at existing properties is $35,000 - $40,000 each.

In the Akaroa context portions of the wastewater network will also need upgrades to benefit I&I reduction. Assuming 1000 viable properties and a pipe laying cost of $600,000 / km over 50% of the 17km of network piping the initial cost would be in the order of $45,000,000. This excludes risk contingencies and design costs.

Costs for ongoing maintenance and renewal of the 1000 pumps deployed have not been assessed.

At best, the option would introduce a $45m cost that might eliminate all storage costs and some treatment capacity requirements which are estimated as less than $20m.

The option is expected to be very expensive with no significant or firm saving in irrigation or storage costs. Staff do not recommend this option be progressed further.

9.7. Improvements to the existing Wastewater Network over and above those proposed with the current scheme

A portion of the wastewater measured in the Akaroa network is attributed to I&I. This is water entering the networks via damaged, poorly sealed, or poorly constructed pipes and structures on both the public and private sides of the network. It also includes private side issues relating to the wastewater system being used for stormwater. In rainfall events, or conditions when the ground becomes saturated, this leads to increased flows into the wastewater network that must be accounted for in conveyance, treatment and disposal solutions.

Reducing I&I is a potential option to reduce storage and irrigation needs and so reduce the project cost.

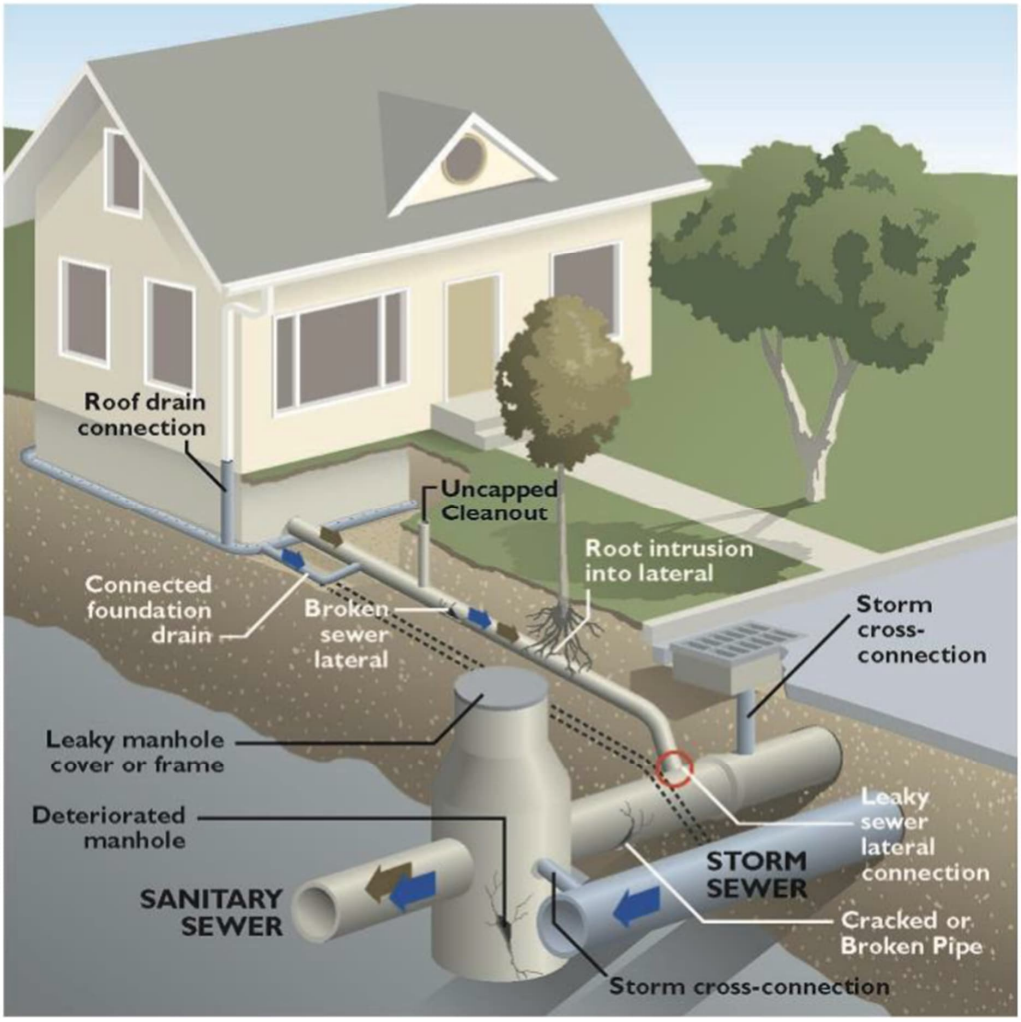


Figure 9. Credit Water NZ Infiltration & Inflow Control Manual

Section 6 of the Water NZ Infiltration & Inflow Control Manual considers the following rates of I&I to be recommended or reasonable for a good network:

Groundwater Infiltration < 20% of total wastewater flows

Rain Derived Inflows < 10% of total wastewater flows (assumed as a day of over 5mm rainfall)

In 2024 the Council upgraded almost all water connection metering in Akaroa to smart meters. These meters permit daily consumption at each property connection to be measured and permits a very accurate measure of legitimate water consumption, and wastewater generation, which allows I&I to be very accurately estimated.

For the 2025 calendar year:

Total Wastewater flow. *As measured at the network wastewater terminal pump station.*	m^3/year	218,437
Total potable water supply consumption *As measured at property meters and other legitimate sources was*	m^3/year	170,891
Total Unaccounted for Flow (I&I)	m^3/year	**47,546**
Total Unaccounted for Flow (I&I)	%	**21.8%**
Total potable water supply consumption (network wide)	m^3/day	**468**
The average wastewater flow on days on less than 5mm rainfall	m^3/day	539
Days of 5mm rainfall or less	days	305
Groundwater Infiltration	m^3/year	25,844
Rain Derived Inflows	m^3/year	21,702
Groundwater Infiltration of annual wastewater flow	%	11.8%
Rain Derived Inflows of annual wastewater flow	%	9.9%
Total Inflow & Infiltration of annual wastewater flow	%	21.8%

Table 15. 2025 I&I calculation based on new "smart" property WS meters

2025 calendar year had a rainfall of 1307mm and was the 22nd wettest year on the Council's Akaroa rain record for 1894 to present. The 2025 I&I assessment can therefore be considered a reasonable measure of the state of the network. i.e. Not unduly influenced by a dry year.

In assessing I&I flows in Akaroa it is also useful to consider the Water NZ guidance is for "typical" NZ networks. Akaroa is not considered typical as, due to its high proportion of holiday houses, it is estimated to have a population density of 0.9 persons per household whist the national average is approximately 2.6 persons.

This means that commentary on Akaroa having "good" or "bad" I&I should be mindful that using percent I&I as a basis without considering that the flows will be substantially skewed to appear much worse than it truly is when comparing against the national norm.

Recent I&I Reduction Works

The Council has undertaken significant works on the public side of the Akaroa network between 2019 and 2022 to reduce I&I with $6M expended in finding and fixing sources of I&I in the public network. This work, combined with other initiatives, has resulted in reduced wet weather inflows. In addition to this, recent renewals since amalgamation in 2006, around 25% of the pipework has been renewed with a significant

Mana Whenua Position

Ōnuku Rūnanga have consistently supported reducing I&I to improve network overflow, treatment and irrigation outcomes.

Further I&I Reduction Works

All options modelled do not require additional I&I work to be completed.

It is not possible to accurately predict the cost of further I&I reductions, nor the degree to which they are likely to reduce I&I.

Whilst staff recognise there is a great deal of mana whenua and community support to further reduce I&I, doing so is not supported by staff for the following reasons:

- The cost of achieving a specific reduction is uncertain.
- Any scheme designed around that reduction would need to maintain that very low level of I&I to remain operable. This could come at a high on-going cost.
- The Akaroa and Duvauchelle networks would be receiving a higher level of service than the rest of Christchurch which raises equity concerns.

9.8. Relocation of WWTP To Old Coach Road Paddock

The planned WWTP is proposed to be sited on an area with a recently identified underlying landslide risk. Council's consulting engineers at Stantec have advised that concrete foundation piles will be required to transfer the weight of the WWTP structures through the slip zone to a layer of underlying basalt. These piles would need to be constructed from reinforced concrete and extend up to 35m deep. This presents a significant cost escalation to the WWTP project.

A potential solution to the Council is to move the WWTP across the road to the adjacent Hay Paddock site which is also owned by the Council. This area is expected to be

outside the landslide zone and may have a reduction in the estimated construction cost by approximately$10m - $12m.

However, moving the WWTP in this way would eliminate approximately two thirds of the proposed 3200m^2 wetland. If the WWTP were to be moved across Old Coach Road to the flatter Hay Paddock site, it is expected that this would reduce the land available for the wetland to approximately 1000m^2.

A request from Onuku Rūnanga is to aim for a 3-day residence time in the wetland to provide cultural treatment to water before discharging to harbour, and a reduction in wetland size impacts this. Indicative outcomes of reducing the wetland are presented in the tables below. In the cases presented:

- Storage is set as either 4000m^3 or 16000m^3 plus the storage volume of the wetland itself.
- Wetland areas of 1000m^2 and 3200m^2 were used.
- Rainfall and evaporation effects on the wetland are excluded for simplicity.
- Data is sourced from the PDP derived long-time series 1972 – 2025 which used flowmeter data gathered since 2017 to create a 52-year "synthetic flow" history. This includes escalation on flows to reflect population growth and climate effects of more intense rainfalls. The analysis is preliminary and subject to further refinement.

Wetland Residence Time as a % of Days Modelled				
Storage (m^3)	16,000	16,000	4,000	4,000
Wetland (m^2)	3200	1000	3200	1000
Harbour discharge with less than 1 day in wetland.	0.04%	0.28%	0.27%	1.08%
Harbour discharge with less than 2 days in wetland.	0.10%	0.15%	0.31%	0.63%
Harbour discharge with less than 3 days in wetland.	0.07%	0.08%	0.27%	0.26%
Harbour discharge with 3 or more days in wetland	0.39%	0.20%	1.46%	0.81%
No discharge to harbour	99.40%	99.29%	97.69%	97.22%

Wetland Residence Time as Days per Year Modelled				
Storage (m^3)	16,000	16,000	4,000	4,000
Wetland (m^2)	3200	1000	3200	1000
Harbour discharge with less than 1 day in wetland.	1 day in 6.8 years	1 day in 1.0 years	1 day in 1.0 years	1 day in 3.0 months
Harbour discharge with less than 2 days in wetland.	1 day in 2.8 years	1 day in 1.8 years	1 day in 10.5 months	1 day in 5.2 months
Harbour discharge with less than 3 days in wetland.	1 day in 3.9 years	1 day in 3.6 years	1 day in 1.0 years	1 day in 1.1 years
Harbour discharge with 3 or more days in wetland	1 day in 8.4 months	1 day in 1.4 years	1 day in 2.3 months	1 day in 4.1 months
No discharge to harbour	362.8 days per year	362.4 days per year	356.6 days per year	354.8 days per year

As demonstrated in the above tables, there is a small increase in retention time providing increased cultural treatment between operating a wetland of 3200m^2 and 1000m^2 when comparing like for like storage volumes.

Staff recommend that a curtailed wetland be considered, whilst acknowledging that the mana whenua position is that maximising the wetland storage with the space available (estimated at 3200m^2 assuming that the treatment plant is not shifted) would provide the best possible treatment and is their preference.

9.9. Retain the Duvauchelle WWTP and Outfall

The existing Duvauchelle WWTP could be retained and a consent sought for the operation of the existing outfall through the WEPS. As Duvauchelle is a “small” wastewater treatment plant Council could seek a consent to continue to operate the existing treatment plant and outfall to Akaroa Harbour at the reduced treatment limits

available to such WWTPs. This would allow the works associated with Duvauchelle to be modified seeking a cost saving; however, budgets would still be needed for:

- Landslide remediation of the hillside above Duvauchelle WWTP. This may trigger land purchases of neighbouring property and will be subject to cost risks as detailed hillside stabilisation plans are developed.
- Replacement of the existing outfall pipeline in 2030 – 2035 as the existing outfall reaches the end of its service life. Noting that a life extension project may be possible as a lower cost solution.
- Maintenance and equipment replacements where the site maintenance programme has assumed a decommissioned plant in 2030.
- Operational budgets to continue operating a second WWTP.

It is unlikely that these costs will be less than the costs of combining Duvauchelle WW flows with those of Akaroa and treating at a single treatment site.

This option would also result in a 35-year consent being sought for the treatment plant resulting in a further 35-year discharge of treated wastewater to the upper portion of Akaroa Harbour. It is unlikely that mana whenua would support this.

For these reasons staff do not recommend that this option be pursued.

9.10. Removal of Jubilee Park irrigation

The irrigation of Jubilee Park using treated wastewater is intended as an exemplar initiative to demonstrate the benefits of non-potable reuse. It does not have a material impact on other elements of the scheme and does not reduce storage, irrigation or marine discharge effects.

Removing the initiative would reduce project costs by approximately $460,000 across all options.

Staff recommend pursuing this cost saving opportunity.

9.11. Remove or reduce public access to irrigation sites

Removing public access or limiting public access to operational parts of the irrigation areas may be necessary if consents are obtained under the WEPS regulations. Under those regulations publicly accessible wastewater irrigation areas must achieve a target of 1 CFU/100ml.

This target would achieve a compliance limit on par with drinking water requirements. Additional treatment steps would be required to achieve that level of compliance introducing additional costs to the project.

Likewise controls imposed on operational consents for any consents not covered by the WEPS may make public access prohibitively expensive.

Removing or reducing public access may be necessary to contain scope creep and cost escalation in future.

Staff consider this option to not be preferred, however if including public access increases the project cost then the benefit of that access must be weighed against the cost once consent conditions are set.

9.12. Irrigation of 1 ha adjacent to Pavitt Cottage (reduces storage)

Flat land at the north end of the irrigation area in Robinsons Bay, close to Pavitt Cottage, was excluded from the scheme to reduce perceived impacts on the Pavitt Cottage. There has been enthusiasm from the community to make use of this land for other purposes, noting that it would remain part of the irrigation site. Community groups could use that land by agreement from the Three Waters Group for fixed term agreements.

Reviewing the use of parts of the area for additional irrigation could be considered in future to reduce storage costs and harbour discharge frequencies.

However, this would likely be strongly contested by members of the community.

9.13. Optimising WWTP design and other refinements including pipelines outside NZTA corridors where possible

Options to convey wastewater from Duvauchelle to Akaroa, and treated wastewater from Akaroa to Robinsons Bay generally assume laying pipelines in NZTA corridors.

This introduces significant construction costs for pipelaying and road reinstatement to meet NZTA requirements. It also introduces significant disruption to road users.

Several opportunities have been identified where pipes could be laid, in places, outside the NZTA corridor. This opportunity investigates a mix of public and privately owned land. This may also include laying pipelines through the harbour.

To date staff have not entered into negotiations with the various landowners to seek access or land purchases. There are therefore potential savings to be realised in optimising pipe routes and working with landowners for better financial outcomes for the preferred option.

Likewise, the WWTP design has opportunities to refine the construction scope and make savings once the treatment requirements are set through resource consent conditions.

At this stage though the potential savings cannot be included in project budgets as they may not be realised. Council officers will pursue them further, but it is not possible to include them in budget forecasts at this stage.

9.14. Summary Costings of Complimentary Options

Proposed Saving	Screening Assessment by Staff	Proposed Saving	Land Disposal at Robinsons Bay and Hammond Point with Increased Irrigation Rates	Land disposal and storage beyond Robinsons Bay	Retaining an outfall at or near Takapūneke	Wetland Treatment For Marine Outfall	2700m Mid-Harbour Outfall	17,000m Ocean Outfall	Piping Out Of Harbour Catchment	Injection to Ground	Establishment of a Grey Water and Black Water Networks
Retaining the Akaroa wastewater treatment plant at Takapūneke	Detailed cost estimate of saving not undertaken	N/A									
Increasing untreated wastewater overflow frequency	No clear saving or benefit identified	$0									
Increasing storage beyond 24,000m^3	No clear saving or benefit identified	$0									
Potable reuse of treated wastewater	No clear saving or benefit identified	$0									
Widespread non-potable reuse of treated wastewater	No clear saving or benefit identified	$0									
Construction of a Sealed Reticulation Network	No clear saving or benefit identified	$0									
Further I&I Reduction	No clear saving or benefit identified	$0									
Relocation of WWTP To Old Coach Road Paddock	Reduces foundation costs by $7.8m, wetland reduces in extents	$7.8m	✓	✓	✓	✓	✓	Incl.	Incl.	✓	✓
Retain the Duvauchelle WWTP and Outfall	No clear saving or benefit identified	$0									
Removal of Jubilee Park irrigation	Removes irrigation from Jubilee Park ~$350,000 saving	$0.46m	✓	✓	✓	✓	✓	✓	✓	✓	✓
Relocate irrigation site access to existing Sawmill Road entry	Removes earthworks required for new access. Lower cost entry off Sawmill Road. ~$540,000	$0.54m	✓	✓							
Remove or reduce public access to irrigation sites	New WEPS rules introduce very high level of treatment for public access. Cost impact unknown	N/A	✓	✓							
Irrigation of 1 ha adjacent to Pavitt Cottage (reduces storage)			✓	✓							
Optimising WWTP design and other refinements including running pipelines outside NZTA corridor where possible			✓	✓					✓	✓	

Sale of excess land (Hammond Pt, Robinsons Bay)		$4m				✓	✓	✓	✓	✓	✓

Indicative savings from these opportunities are provided as follows:

	Planned Scheme	**Land disposal and storage beyond Robinsons Bay 16,000m^3 storage**	**Land disposal and storage beyond Robinsons Bay 4000m^3 storage**	**2700m Mid-Harbour Outfall**	**17,000m Ocean Outfall**	**Piping Out Of Harbour Catchment**	**Injection to Ground**	**Establishment of a Grey Water and Black Water Networks**
Preliminary Capital Cost	**$176.0**	**$160.2**	**$146.1**	**$126.7**	**$170**	**$220**	**$129**	
Saving - Access Road (incl. design, contingency, etc)	No saving	$0.54m	$0.54m	Already Included				
Saving - Jubilee Park (incl. design, contingency, etc)	$0.46m	$0.46m	$0.46m	Already Included				
Reduced Total	$175.0m	$159.2m	$145.1m	$126.2m	$170m	$220m	$129m	
Minimise wetland and move WWTP over road *($7.6m + contingencies and professional fees)*	$12m	12m	$12m	Already Included				
Reduced Total	$163m	$147m	$133m	$126.2m	$170m	$220m	$129m	

10. Assessment Of Long List Discharge Options

Staff have assessed the long list of discharge options on the basis of:

- **Construction Viability**
  This is the ability of the Council to effectively construct and commission an operable scheme. Considerations include novel or known technologies, construction risks, technical complexity to commission.

- **Operational Resilience**
  This is the ability of the assets to operate reliably, to be resilient to influent quality and loads, to be resilient to faults and issues within the process (but still meet performance requirements).

- **Environmental Outcomes**
  All options have been considered in the context of the WEPS as it is a useful tool to help understand the environmental controls that would be needed for a given discharge.
  Any other option specific critical environmental concerns are highlighted.

- **Mana Whenua Values**
  This considers whether the proposal is consistent with mana whenua values.

- **Other Community Outcomes**
  This considers the acceptability of the activity in terms of other community interests including specific stakeholders beyond mana whenua.

- **“Consentability” Outcomes**
  This considers planning rules and regulations that may mean an option would have challenges obtaining resource or other consents and permits. This could include RMA rules, regional or district planning rules, rules relating to disturbing protected species and so forth.

- **Cost**
  This considers the whole of life cost of the scheme including capital and operational costs. At long listing this is based on capital cost only.

Each option was assessed in the context of being better than, or worse than, the planed scheme:

Option has minimal risks and issues. Option is substantially better than planned scheme.
Option has some risks but presents better outcomes than the proposed scheme
Option is viable but has no benefits over the risks of the planned scheme
Option is viable and has greater risks than the planned scheme
Option holds high risk to Council or is not viable

	Construction Risk	Operational Resilience	Environmental Outcomes	Mana Whenua Values	Other Community Values	Consentability	Capital Cost	35 yr NPV Cost	Staff Recommendation
Planned Scheme	*Planned scheme is geographically widely spread with a wide range of construction challenges and issues, but these are understood and costed for to a preliminary design level.*	*Planned scheme is geographically spread with a wide range of technical interactions to manage.* *It is not straightforward; however, it uses known technologies and operational requirements.*	*Scheme is consentable. With minor adjustments it could fit within the WEPS regulations.*	*Mana whenua support the planned scheme*	*Some members of the community oppose the proposed scheme.* *These issues have been identified by submitters and can be addressed through consent conditions.*	Scheme is consentable (although standard RMA discretion to decline) and there are uncertainties about the range of conditions that may be imposed	$176m	$215m	*Staff recommend lower cost* ***alternatives be pursued and this option is not*** *shortlisted.*
Land Disposal at Robinsons Bay and Hammond Point with **increased irrigation rates** and 16,000m³ storage. WWTP moves to hay paddock reducing wetland size	*Option reduces the geographic area range of construction stage challenges and issues, but these are understood and costed for to a preliminary design level.*	*Option is simpler than planned scheme.*	*Scheme is consentable. With minor adjustments it could fit within the WEPS regulations*	*Option has similar outcomes to the planned scheme and would be supported by mana whenua*	*Option would have similar opposition to planned scheme.*	More certainty than the Planned Scheme because of the WEPS, if the applications comply with the WEPS, and because the extent of the scheme is smaller.	$150	$186m	*Staff recommend that this* ***option be shortlisted***
Land Disposal at Robinsons Bay and Hammond Point with **increased irrigation rates** and 4,000m³ storage. WWTP moves to hay paddock reducing wetland size	*Option reduces the geographic area and further reduces of construction stage challenges and issues. These are understood and costed for to a preliminary design level.*	*Option is simpler than planned scheme.*	*Scheme is consentable. With minor adjustments it could fit within the WEPS regulations*	*Option has more frequent discharges to harbour than planned scheme. Option is less consistent with mana whenua values.* *Staff do not consider this a marginal change in outcomes.*	Option would have similar opposition to planned scheme.	More certainty than the Planned Scheme because of the WEPS, if the applications comply with the WEPS, and because the extent of the scheme is smaller.	$136m	$171m	*Staff recommend that this* ***option be shortlisted.***
Land Disposal at Robinsons Bay and Hammond Point with **increased irrigation rates** and 16,000m³ storage; WWTP does not move, wetland unchanged	*Option reduces the geographic area range of construction stage challenges and issues, but these are understood and costed for to a preliminary design level.*	*Option is simpler than planned scheme.*	*Scheme is consentable. With minor adjustments it could fit within the WEPS regulations*	*Option has similar outcomes to the planned scheme and would be supported by mana whenua*	*Option would have similar opposition to planned scheme.*	More certainty than the Planned Scheme because of the WEPS, if the applications comply with the WEPS, and because the extent of the scheme is smaller.	$*160m*	$196m	*Staff recommend that this* ***option be shortlisted.***
Land Disposal at Robinsons Bay and Hammond Point with **increased irrigation rates** and 4,000m³ storage; reduced wetland footprint. WWTP does not move, wetland unchanged	*Option reduces the geographic area range of construction stage challenges and issues, but these are understood and costed for to a preliminary design level.*	*Option is simpler than planned scheme.*	*Scheme is consentable. With minor adjustments it could fit within the WEPS regulations*	*Option has more frequent discharges to harbour than planned scheme. Option is less likely to receive mana whenua support.* *Staff do not consider this a marginal change in outcomes.*	*Option would have similar opposition to planned scheme.*	More certainty than the Planned Scheme because of the WEPS, if the applications comply with the WEPS, and because the extent of the scheme is smaller.	$*146m*	$181m	*Staff recommend that this* ***option be shortlisted.***

	Construction Risk	Operational Resilience	Environmental Outcomes	Mana Whenua Values	Other Community Values	Consentability	Capital Cost	35 yr NPV Cost	Staff Recommendation
Land disposal and storage beyond Robinsons Bay	*Option would higher risk than planned scheme to construct and likely involve wider construction disturbance to community.*	*Option likely to be more complex than that already planned*	*Scheme is likely to be consentable under the WEPS, but single site has not been nominated for assessment.*	*Option meets mana whenua objectives but is likely to be more disruptive to construct, less resilient and higher cost than planned scheme so unlikely to receive strong mana whenua support.*	*Some members of the community oppose the option.* *Construction impacts are likely to be more than those currently proposed.* *Option may introduce new community opposition in moving away from Inner Harbour area.*	*No site selected so option has high consenting uncertainty*	Not costed as no logical sites Identified		*Staff do not recommend **this option be short**-listed due to the uncertainty of **the option.***
Wetland Treatment (6 ha +) Feeding into Marine **Outfall**	*Option has uncertain construction location and could be complex / high risk to implement*	*Option is slightly simpler than planned scheme but has some operational risk and complexity*	*Scheme is consentable under the WEPS*	*Option would not receive mana whenua support, noting increased cost and community disruption would also not be preferred.*	*Option unlikely to be supported by community as residents are unlikely to want a "wastewater wetland" nearby.*	Scheme is consentable (although standard RMA discretion to decline) and there are uncertainties about the range of conditions that may be imposed	Adds $22M-$24m to marine discharge option	Not Costed	*Staff do not recommend **this option be short**-listed.* *Option adds significant cost to marine discharge options making them lose their cost benefit over land-based options.* *Option has significant unexplored construction risks.*
2700m Mid-Harbour **Outfall**	*Option was explored at a concept level for 2015 consultation. Distances, locations and depth are within norms for this type of pipeline.*	*Option is simpler than planned scheme. But difficult to maintain or detect defects / leaks.*	*Scheme is consentable under the WEPS*	*Marine discharges are contrary to mana whenua values*	*Option would be supported by some members of the community, but not by others.*	Scheme is consentable (although standard RMA discretion to decline) and there are uncertainties about the range of conditions that may be imposed	$127m	$155m	*Staff recommend that this option be shortlisted*

	Construction Risk	Operational Resilience	Environmental Outcomes	Mana Whenua Values	Other Community Values	Consentability	Capital Cost	35 yr NPV Cost	Staff Recommendation
17,000m Ocean Outfall	*Option would be the longest outfall in NZ by a significant margin and constructed at depths of over 40m. Pipe routes have not been confirmed, and bathymetric surveys have not been completed. Construction presents high risk at this stage.*	*Option is simpler than planned scheme. Though difficult to maintain or detect defects / leaks and very difficult enacted repairs if the pipeline is damaged.*	*Scheme is consentable under the WEPS.* *Scheme has potential consent risks for construction stage activities.*	*Marine discharges are contrary to mana whenua values*	*Option would be supported by some members of the community, but not by others.*	Scheme is consentable (although standard RMA discretion to decline) and there are uncertainties about the range of conditions that may be imposed	*$170m*	$200m	Staff do not recommend **this option.** Marine discharges are contrary to mana whenua values Construction and maintenance carries a high risk and this is reflected in the cost estimate.
Shortened Outfall Pipeline From Takapūneke / Green Point	*Option increases piping through Akaroa township in favour of less disruptive marine route.* *No investigations of alternative marine alignment have been undertaken.*	*Option is simpler than planned scheme.*	*Scheme is consentable under the WEPS*	*Marine discharges are contrary to mana whenua values*	*Option would be supported by some members of the community, but not by others.*	Scheme is consentable (although standard RMA discretion to decline) and there are uncertainties about the range of conditions that may be imposed	$130m	$155m	Staff do not recommend **this option.** Marine discharges are contrary to mana whenua values. **Construction of a** mid-**harbour outfall with a** 2700m marine pipeline presents a more cost **effective approach.**
Piping Out Of Harbour Catchment	*Construction is likely to be complex with a wide range of construction and cost risks. Community disruption likely to be significant.*	*Significant resilience risks*	*Scheme is consentable under the WEPS if a discharge at Kaitorete or CWTP is sought*	*Mana whenua unlikely to support the low resilience outcomes and disruptions of this option.*	*Option unlikely to be supported by the community and SH 75 users.*	*No site selected so option has high consenting uncertainty*	$258.5m	Not Costed	Staff do not recommend **this option be short**-listed **due to construction and operational risks.**
Injection to Ground	*Construction outcomes are uncertain; an unknown number of bores will have to be drilled to achieve a viable scheme. Multiple areas may need to be trialled to identify suitable and sufficient land to be viable.*	*Significant risks around a lack of ground water paths, and if located and proven the operational blinding of groundwater paths. Risks of groundwater water coming to surface in unexpected locations.*	*Scheme is not consentable under the WEPS*	*Mana whenua unsupportive of unknowns relating to this option.* *Site visits to a scheme at Russel did not encourage adoption of the concept.*	*Option would be supported by some members of the community, but not by others.*	*No site selected so option has high consenting uncertainty*	Not Costed as too many **construction risks to quantify.**		Staff do not recommend **this option be short**-listed **due to construction and operational risks.**
Establishment of a Grey Water and Black Water Networks	*Option would be disruptive to community and require a lot of engagement with every household and business in Akaroa to coordinate installation.*	*Effectively two networks to operate and maintain, as well as a new WWTP and a transport system for toilets water requiring multiple daily tanker runs.*	*Scheme is consentable under the WEPS*	*Would not support lower quality discharges to harbour as submitter proposed. Unlikely to support daily tankering to Christchurch as a sustainable solution.*	*Community unlikely to support having to replumb their houses into two systems.*	Scheme is consentable (although standard RMA discretion to decline) and there are uncertainties about the range of conditions that may be imposed	$250m	Not Costed	Staff do not recommend **this option be short**-listed **due to cost and operational** risks.

11. Policy and Regulatory Context

Council staff have assessed options against the objectives in the Local Government (Water Services) Act 2025 and the Water Services (Wastewater Environmental Performance Standards) Regulations 2025. It is useful to note:

- The Council will need to apply for consents for any alternative option. The WEPS provides consent requirements for some parts of a discharge whilst other parts are assessed, and would have conditions imposed, at the discretion of Environment Canterbury.
- It may be possible to adjust the current consent application to fit one of the irrigation to land options, but a new consent application would be simpler.
- The WEPS do not change the RMA provisions about whether a consent application is publicly notified.
- The WEPS sets consent conditions relating to some contaminants listed in the WEPS, including monitoring conditions. The consent authority cannot change those contaminant conditions. However, the WEPS do not provide a pathway for assessment of contaminants not listed in the regulations and these matters are assessed at under the Environment Canterbury regional plans.
- The WEPS require that consents are issued for a 35-year period.

11.1. Local Government (Water Services) Act 2025.

As a water service provider, the Council is required under section 17 of the Local Government (Water Services) Act 2025 to meet the objectives listed in this section. As part of the process for this alternative options report for the ATWIS, the legislated objectives of a water service provider have been considered for each of the options presented.

The Council also has an obligation to, when making decisions relating to options for wastewater infrastructure or options for treating wastewater, choose the option it considers to be the most cost-effective for providing for wastewater services over the life of the infrastructure assets (section 254). However, cost-effectiveness can take into account a wide range of factors over the life of the infrastructure or service. Capital and operational costs are part of that considered but so are other outcomes including environmental, amenity, cultural, resilience, etc.

Local Government (Water Services) Act 2025. Section 17. Objectives of water service providers

(1) The objectives of a water service provider are—

***(a)** to provide water services that—*

(i) *are reliable; and*

(ii) *are resilient to external factors, for example, climate change and natural hazards; and*

(iii) *are of a quality that meets consumer expectations; and*

(iv) *meet all regulatory requirements, including, if the water service provider is responsible for water supply services, providing drinking water that is safe for consumers; and*

(b) *to ensure that it provides water services in a cost-effective and financially sustainable manner, including by—*

(i)*planning effectively to manage water services infrastructure used to provide water services in the future; and*

(ii)*sharing the benefits of efficiency gains with consumers, including when setting charges for water services; and*

(iii)*using water resources efficiently when providing water supply services; and*

(c) *to perform its functions as a water service provider—*

(i)*in an open, transparent, and accountable manner; and*

(ii)*in accordance with sound business practice; and*

(d) *to act in the best interests of current and future consumers; and*

(e) *to support housing growth and, if applicable, urban development in its service area; and*

(f) *to be a good employer.*

Local Government (Water Services) Act 2025. Section 254. Obligation to consider cost-effectiveness of wastewater options

(1) This section applies when a water service provider makes a decision relating to—

(a) options for providing wastewater infrastructure:

(b) options for treating wastewater.

(2) The water service provider must, when making a decision under subsection (1), choose the option it considers to be the most cost-effective option for providing wastewater services over the life of the infrastructure assets required to implement that option.

11.2. Local Government Act 2002

Before a Local Authority makes a significant decision, it must take into account the relationship of Māori and their culture and traditions with regards to ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga.

Additionally, a Local Authority must also consider the views and preferences of persons likely to be affected by, or have interest in, the matter.

The local authority also has an obligation establish and maintain processes to provide opportunities for Māori to contribute to decision-making processes.

These matters are unchanged by the Local Government (Water Services) Act 2025 and Wastewater Environmental Performance Standards Regulations 2025.

Key sections of note in the Local Government Act 2002:

Section 14. Principles relating to local authorities

(1) In performing its role, a local authority must act in accordance with the following principles:

> *(d) a local authority should provide opportunities for Māori to contribute to its decision-making processes:*

Section 77. Requirements in relation to decisions

(1) A local authority must, in the course of the decision-making process,—

> *(a) seek to identify all reasonably practicable options for the achievement of the objective of a decision; and*
>
> *(b) assess the options in terms of their advantages and disadvantages; and*
>
> *(c) if any of the options identified under paragraph (a) involves a significant decision in relation to land or a body of water, take into account the relationship of Māori and their culture and traditions with their ancestral land, water, sites, waahi tapu, valued flora and fauna, and other taonga.*

Section 78. Community views in relation to decisions

(1) A local authority must, in the course of its decision-making process in relation to a matter, give consideration to the views and preferences of persons likely to be affected by, or to have an interest in, the matter.

*(2) [*Repealed*]*

(3) A local authority is not required by this section alone to undertake any consultation process or procedure.

Section 81. Contributions to decision-making processes by Māori

(1) A local authority must—

(a) establish and maintain processes to provide opportunities for Māori to contribute to the decision-making processes of the local authority; and

(b) consider ways in which it may foster the development of Māori capacity to contribute to the decision-making processes of the local authority; and

(c) provide relevant information to Māori for the purposes of paragraphs (a) and (b).

(2) A local authority, in exercising its responsibility to make judgments about the manner in which subsection (1) is to be complied with, must have regard to—

(a) the role of the local authority, as set out in section 11; and

(b) such other matters as the local authority considers on reasonable grounds to be relevant to those judgments.

11.3. National Policy Statement for Freshwater Management 2020

This is not relevant.

The NPS-FM 2020 introduced the fundamental concept of Te Mana o te Wai, articulating the importance of water and recognising that protecting the health of freshwater protects the health and well-being of the wider environment.

However, the Water Services Act 2021 section 138A repealed this and removed it from the Local Government Act and the Resource Management (Freshwater and Other Matters) Amendment Act 2024 removed its relevance from the RMA.

11.4. Resource Management Act 1991

As noted earlier in this report, a 2025 change to the RMA removes the requirement for the consent authority to have regard to section 105 matters, provided that a consent is being sought for an activity that is regulated by a wastewater environmental performance standard. Additionally, the consent authority cannot impose requirements more restrictive that those listed in the wastewater environmental performance standards.

11.5. Christchurch City Council Integrated Water Strategy

The Council Integrated Water Strategy discusses the treated wastewater discharges into Akaroa Harbour as a strategic issue in section 5.5 and states that; “We need to find a solution that balances the concerns of the community and Onuku Rūnanga, and environmental effects with appropriate use of ratepayer funds.”

The strategy aligns with and compliments the *Local Government (Water Services) Act 2025. Section 17. Objectives of water service providers*.

12. Reasonably Practicable Options

In finalising a list of reasonably practicable options staff have considered the long list options and their benefits and risks.

1. **Land Disposal at Robinsons Bay and Hammond Point with Increased Irrigation Rates, 16,000m^3 storage, and the WWTP is moved to the hay paddock site.**

This option is reasonably practicable because it is simpler to construct and operate than the planned scheme, and it has cost advantages over the planned scheme.

The option is reasonably practicable because:

- The option has a lower capital and operational cost than the planned scheme.
- The option has similar environmental outcomes to the planned scheme.
- The option has lower construction risk than the planned scheme.
- The option has lower operational risks than the planned scheme.
- The option has the same outcomes for mana whenua as the planned scheme

The option has additional cost-reduction opportunities to reduce costs through changes to the irrigation site access road, removing public access from irrigation sites and investigating irrigating land on the north side of the Robinsons Bay stream. Staff recommend that these cost reduction opportunities be further investigated if this option is selected.

2. **Land Disposal at Robinsons Bay and Hammond Point with Increased Irrigation Rates, 4,000m^3 storage**

This option is reasonably practicable because it is simpler to construct and operate, and has cost advantages over the planned scheme. However, the option may not be supported by mana whenua as it introduces an increase in discharges to harbour compared to options 1 and 2.

This option is reasonably practicable because:

- The option has a lower capital and operational cost than the planned scheme.
- The option has similar environmental outcomes to the planned scheme.
- The option has lower construction risk than the planned scheme.
- The option has lower operational risks than the planned scheme.

This option has a lesser outcome for mana whenua. However, it presents a choice to reduce project costs in exchange for a reduction in scheme performance. It may therefore be considered a cost-effective option.

The option has additional cost-reduction opportunities to reduce costs through changes to the irrigation site access road, removing public access from irrigation sites and investigating irrigating land on the north side of the Robinsons Bay stream. Staff recommend that these cost reduction opportunities be investigated if it is selected.

3. **2700m Mid-Harbour Outfall**

This option is reasonably practicable because it is simple to construct and operate, and has cost advantages over the planned scheme. However, the option is contrary to mana whenua values as it requires a continuous discharge to the harbour.

This option is shortlisted because:

- The option has the lowest capital and operational cost of the options investigated.
- The option would have less than minor effects on the environment.
- The option has lower construction risk than the planned scheme.
- The option has lower operational risks than the planned scheme.

This option is repugnant in mana whenua values. However, it presents an option to reduce project costs. It may therefore be considered a cost-effective option.

The option has additional cost-reduction opportunities to reduce costs through changes to the irrigation site access road, removing public access from irrigation sites and investigating irrigating land on the north side of the Robinsons Bay stream. Staff recommend that these cost reduction opportunities be investigated if it is selected.

Moving the WWTP to the Hay Paddock site

Options 1 and 2 above all have an option to move the WWTP to the Hay Paddock site. In both cases it could save approximately $12m from the project costs.

Staff support further investigation of this matter and include it in the shortlisted options as additional “sub-options”. Ie Short list options 1 -4.

In the mid-harbour discharge, this is already fixed in the option and the costs presented. This is because the option is provided to present a “lowest” reasonable cost option.

Planned Scheme to irrigate treated wastewater to Hammond Point, Robinsons Bay and the Duvauchelle Recreation Reserve.

This option is not a reasonably practicable way to reduce costs.

Staff do not recommend this option be adopted because there are other shortlist options that:

- Have a lower capital and operational cost.
- Have similar, though not worse, environmental outcomes.
- Have lower construction risk.
- Have lower operational risks.
- Have the same outcomes for mana whenua.

13. Appendices

1. Wastewater Environmental Performance Standards (WEPS) – Part 4 Land Classifications Assessment for Akaroa and Duvauchelle Treated Wastewater Discharges by PDP 18/12/25
2. Ocean Outfall Feasibility Assessment Report by BECA
3. LIDAR map set
4. The 2020 hearings report

Council
10 December 2020

33. Hearings Panel report to the Council on the Akaroa Treated Wastewater Options

Reference / Te Tohutoro: 20/1416595

Report of / Te Pou Matua: Councillor Templeton, Hearings Panel Chairperson

General Manager / Pouwhakarae: General Manager Name, title and email

1. Purpose of Report / Te Pūtake Pūrongo

1.1 The purpose of this report is to present to the Council the Hearings Panel recommendations following the consultation and hearings process on the Akaroa Treated Wastewater Options.

1.2 The Hearings Panel has no decision-making powers but, in accordance with its delegation, has considered the written and oral submissions received on the proposal and is now making recommendations to the Council. The Council can then accept or reject those recommendations as it sees fit bearing in mind that the Local Government Act 2002 s.82(1)(e) requires that "*the views presented to the local authority should be received by the local authority with an open mind and should be given by the local authority, in making a decision, due consideration.*"

1.3 The Council, as the final decision-maker, should put itself in as good a position as the Hearings Panel having heard all the parties. It can do so by considering this report which includes a summary of the written and verbal submissions that were presented at the hearings, any additional information received and the Hearings Panel's considerations and deliberations.

1.4 In addition, the Council, should also consider the information in the Akaroa Wastewater Summary of Disposal and Reuse Options report (Beca report), the joint statement of the Akaroa Treated Wastewater Reuse Options Working Party, the Ngāi Tahu statement and the written submissions received on the proposal. Links to all of the relevant documents are available in the Reference Document Table in Section 9 of this report. All the documents were made available to the Mayor and Councillors on 12 November 2020.

1.5 The Hearings Panel is recommending that the Council decides that Akaroa's highly treated wastewater is discharged from the new treatment plant to land, that the land used is the Inner Bays option (Robinsons Bay, Hammond Point and Takamātua) and that the treated wastewater it is used for irrigating new areas of native trees. The Hearings Panel considered that the Inner Bays option, as outlined in the consultation document needed additional recommendations to enable smaller storage ponds and to future proof the system so that the non-potable reuse system can be added in the future, when regulations allow. In addition the Hearings Panel also recommends (one to six) additional Council steps to address and acknowledge some of the underlying values expressed by submitters.

2. Hearings Panel Recommendations / Ngā Tūtohu o Te Tira Taute

That the Council:

1. Acknowledges that many submitters advocated for a sustainable development approach to water in Akaroa and that the Council recognises the value of water as a precious resource and taonga.

2. Acknowledges that the water supply in the Akaroa area and wider Banks Peninsula will be increasingly under threat as climate change increases and that working towards non-potable reuse is supported by the Hearings Panel and most submitters.

3. Acknowledges the concerns of the community about the poor state of the wastewater network and recommends that the Council aims for less than 20% inflow and infiltration through its work on the Council network and that it also require private property owners to repair their pipes.

4. Increases the promotion of water conservation measures in Akaroa to reduce the volume of wastewater, including the use of Smart Meters funded as part of the 3 Waters Reform funding and notes the support for excess water charges to assist with this.

5. Regularly communicates progress on the repairs and of conservation measures to the community, Community Board and the Council and that the name of the project change to the Akaroa Reclaimed Water Treatment and Reuse Scheme.

6. Requests Council Officers to work with the Community Board to establish a Community Reference Group including members from the local Rūnanga to ensure that community concerns about the approved Akaroa Reclaimed Water Treatment and Reuse Scheme are listened to and, where possible, addressed.

In response to **question one** of the Akaroa Treated Wastewater Options consultation document, "*should we discharge highly treated wastewater from our new treatment plant to land or should we continue to discharge into Akaroa Harbour?*"

That the Council:

7. Rejects that Akaroa's highly treated wastewater is discharged from the new treatment plant to the Akaroa Harbour.

8. Approves that Akaroa's highly treated wastewater is discharged from the new treatment plant to the land.

In response to **question two** of the Akaroa Treated Wastewater Options consultation document, "*if it decides to develop a scheme where highly treated wastewater is used on land for irrigation, where would you prefer the Council to irrigate? Inner Bays (Robinsons Bay, Hammond Point, Takamātua), Goughs Bay or Pompeys Pillar?*"

That the Council:

9. Approves that Akaroa's highly treated wastewater is used on land for irrigation at Inner Bays (Robinsons Bay, Hammond Point, Takamātua)

10. Requests Council Officers to investigate and incorporate where practical the following into detailed design of the scheme:

    a. additional wetland site options as part of the detailed design, with the goal of reducing the size of the storage ponds.

    b. maximize the planted areas of native bush to both reduce the size of the ponds and increase biodiversity outcomes.

    c. investigate additional areas for irrigation of public space within the Akaroa catchment with the goal of increasing non-potable use.

    d. futureproofing for potential non-potable reuse.

    e. the re-use of the current UV treatment unit in the new treatment plant to enable non-potable reuse.

f. native tree plantings in Robinsons Bay to avoid key archaeological sites as recommended in the Heritage New Zealand submission and installation of interpretation signage for visitors to the site.

g. softening the contours of the plantings by following the natural contours of the land, running down gullies where possible and raised boardwalks where appropriate for recreation in new wetland areas.

h. Notes that water conservation and Inflow and Infiltration reduction measures aim to reduce the size of the pond.

11. Requests that Council Officers investigate the use of storage tanks instead of storage ponds and if practical discuss the option with the Community Reference Group.

12. Creates a scheme for local employment for the planting and maintenance of the native trees.

In response to **question three** of the Akaroa Treated Wastewater Options consultation document, "*would you support us irrigating public parks in Akaroa with highly treated wastewater?*"

That the Council:

13. Approves irrigating public parks and flushing public toilets in Akaroa with highly treated wastewater as part of the scheme.

In response to **question four** of the Akaroa Treated Wastewater Options consultation document, "*would you like use to explore the feasibility of a purple pipe scheme for Akaroa, so that residential property owners could use the water for garden watering and other non-drinking purposes?*"

That the Council:

14. Supports and requests Council Officers to explore the feasibility of a non-potable reuse (purple pipe) scheme for Akaroa, so that property owners could use the water for garden watering and other non-drinking purposes.

15. Requests Council Officers work with the Ministry of Health, the Canterbury District Health Board, Ngāi Tahu and water suppliers that are interested in non-potable reuse to develop non-potable re-use guidelines or standards for New Zealand.

16. Requests Council Officers discuss options for enabling non-potable reuse of treated wastewater with the Council as soon as practicable, should the regulatory framework change.

That the Council:

17. Includes consideration of additional budget in the draft Long Term Plan 2021-2031 to implement the approved Akaroa Reclaimed Water Treatment and Reuse Scheme.

3. Background / Context / Te Horopaki

3.1 In 2014 the Council applied for resource consents for a new wastewater treatment plant, a new terminal pump station in Childrens Bay boat park, upgrades to the wastewater network and a new outfall to discharge treated wastewater into the middle of the Akaroa Harbour.

3.2 Consents for the treatment plant, terminal pump station and network upgrades were granted. However, the consents for the new harbour outfall pipe and the wastewater discharge to the harbour were declined. This was due to the abhorrence to the Ngāi Tahu parties of a direct discharge of treated wastewater to the harbour and because the Hearing Commissioners considered that the applicant had not sufficiently investigated alternative locations and options for disposal of treated wastewater in the manner required by the New Zealand Coastal Policy Statement and the Regional Coastal Environment Plan. A harbour outfall may not be sustainable management under the Resource Management Act and may not be considered a

reasonably practicable option under the Local Government Act if there are other options for disposal to land that achieve the purpose of those acts.

3.3 Following the CCC and ECan decision to decline the consent application for the discharge pipe and discharge, Council Officers and technical experts explored many alternatives to discharging treated wastewater directly to the harbour, in close consultation with the Ngāi Tahu parties (Ōnuku Rūnanga, Te Rūnanga o Koukourarata, Wairewa Rūnanga, the Akaroa Taiāpure Management Committee and Te Rūnanga o Ngāi Tahu) and the Akaroa Treated Wastewater Reuse Options Working Party. Detailed records of the alternative investigations, including site visits and meetings can be found in the Beca report. Three land based options were shortlisted, all of which involved irrigation of treated wastewater to new areas of native trees. The land-based options were the Inner Bays (Robinsons Bay, Takamātua and Hammond Point), or pumping it over the hill to Goughs Bay or Pompeys Pillar. The harbour outfall remained a shortlisted option.

3.4 Included in the investigations was the consideration of a non-potable reuse network (purple pipe scheme) in Akaroa so residents could use the highly treated water for garden watering or other non-drinkable uses such as flushing the toilet. This consideration is not currently supported by the Canterbury District Health Board and Ministry of Health due to the lack of New Zealand regulations and because of a regulatory imperative that the sole objective of water supply must be to provide sufficient and safe water, rather than to dispose of treated wastewater. However using treated wastewater to irrigate public parks and flush public toilets is still an option, which would use approximately 4% of the wastewater.

3.5 At present treated wastewater from the old (1960) treatment plant is discharged into Akaroa Harbour at Takapūneke- Red House Bay, via a 100 metre long pipeline.

3.6 The timeline below provides a brief overview of the history of the matter and next steps following a final Council decision.

1830 - 1964

Takapūneke - upwards of 200 local pā inhabitants were massacred in 1830 by Te Rauparaha under cover of the British ship Elizabeth.

Treatment Plant - Banks Peninsula District Council bought the land and built a sewage treatment plant with a short outfall to Akaroa Harbour. Highly insensitive site for a wastewater treatment plant, both culturally and historically.

2008- 2011

Akaroa Wastewater Working Party – considered the status of the existing treatment plant and options for a new plant including discharge options.

8 December 2011

Council resolution – The Council resolved to relocate the treatment plant away from Takapūneke, treat to produce best quality wastewater to enable future beneficial reuse, discharge to the mid-harbour.

2014

Akaroa wastewater scheme consent application – Consent granted for a new wastewater treatment plant, a new terminal pump station in Childrens Bay boat park and upgrades to the wastewater network. Consent declined for a new outfall to discharge wastewater to the middle of Akaroa Harbour.

2015

Appeal of decline of outfall consents - The Council lodged an appeal against the decline of the harbour outfall consents, Ngāi Tahu parties' joined the appeal and worked with the Council in considering alternative options.

April-June 2016

Public Consultation – undertaken on six scheme options. However, subsequent land investigations on the area identified as potentially suitable for irrigation found there was a risk causing downslope instability and was discounted. Council Officers therefore decided not to proceed with hearings process and expanded the consideration of land for irrigation to 10km.

2017 - 2020

Akaroa Treated Wastewater Reuse Options Working Party (the working party) - established by the Banks Peninsula Community Board to assist the Council in investigating and consulting on the options. The working party consisted of community members, Rūnanga appointees, the Councillor for the Banks Peninsula Ward and Banks Peninsula Community Board members.

April-May 2017

Public Consultation – undertaken on five scheme options. However, analysis of water balance found a faulty flow meter at the wastewater treatment plant. Flows double that previously thought, basis for design and costs was incorrect. Council Officers therefore decided not to proceed with hearings process and expanded the consideration of land for irrigation to 13km.

2019

Appeal withdrawn - The Council withdrew its appeal to complete its considerations of alternatives and continued to work closely with the Ngāi Tahu parties.

December 2019

Final shortlisted options for public consultation - Working with the working party, Ngāi Tahu parties and technical experts three land-based options were developed and the fourth option being the harbour outfall.

July – August 2020

Public consultation - undertaken on the four scheme options as identified in the consultation document.

October – December 2020

Hearings Panel process – undertaken and reports its recommendations to the Council for its consideration as the final decision-maker.

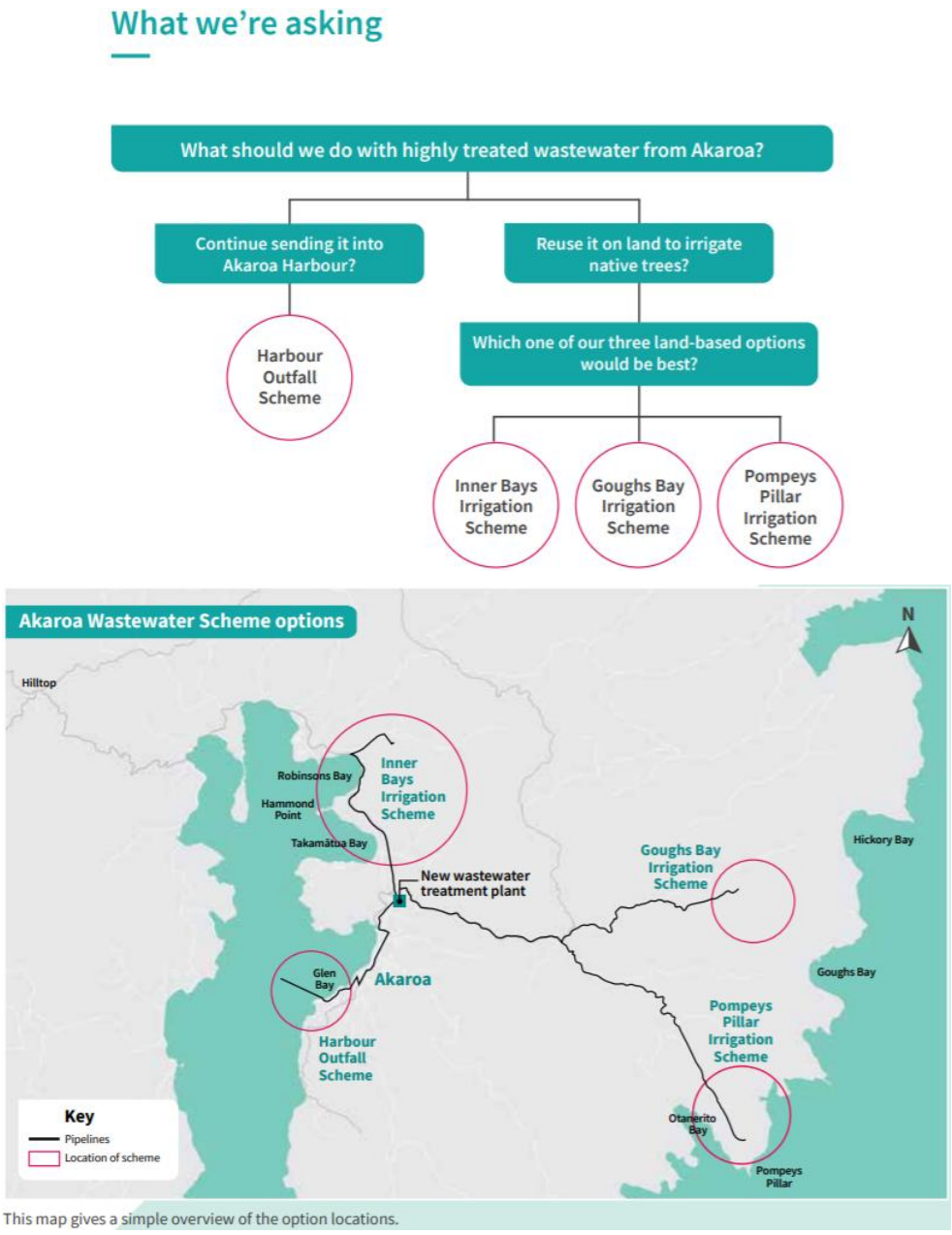
Next Steps 2021

Preliminary design and consenting process – Following the final Council decision, the chosen option will be the subject to the Resource Management Act process, including an assessment of environmental effects. There will also be further opportunities for the Rūnanga and community to have input into the decided option during the design and consenting phases.

4. Consultation Process and Submissions / Te Tukanga Kōrerorero / Ngā Tāpaetanga

Public Consultation

4.1 Public consultation on the Akaroa Wastewater Treated Options commenced on 21 July and closed on 24 August 2020. The consultation document sought responses from the community on four questions (including an additional section for comments) on what the Council should do with highly treated wastewater from Akaroa. Section four of the Council Officers' Report (**Attachment A**) to the Hearings Panel contains further details on the engagement process.



Option	1	2	3	4
	Inner Bays Irrigation Scheme	Goughs Bay Irrigation Scheme	Pompeys Pillar Irrigation Scheme	Mid-Harbour Outfall
Low end cost estimate	$51 million	$58 million	$63 million	$45 million
High end cost estimate	$59 million	$67 million	$73 million	$52 million

4.1 Council Officers, the Ngāi Tahu parties' and the Akaroa Treated Wastewater Reuse Options Working Party had a long involvement in identifying suitable disposal options for treated wastewater from Akaroa. Each group had its own views on each option which were summarised in the consultation document[1]. At a glance the table below shows each groups viewpoint:

Option	Inner Bays	Goughs Bay	Pompeys Pillar	Harbour Outfall
Council Officer	Preferred option	Second preference	Third preference	Least preferred option
Ngāi Tahu	Preferred option	Supported this option	Supported this option	Did not support this option
Working Party	Could not reach an agreed opinion	Could not reach an agreed opinion	Did not favour this option	Did not assess the harbour outfall option

4.2 **Common to all four options - treatment process** - All wastewater will be treated at the new treatment plant on Old Coach Road which has been consented. The proposed treatment is to a significantly higher level than is possible at the existing plant and amongst the highest anywhere in New Zealand. The treatment plant will include a covered storage pond for untreated wastewater to smooth out peak flows to the treatment plant. The Council will seek consent to build the covered untreated wastewater pond on land that the Council owns over the road from the treatment plant.

4.3 **Common to all four options - purple pipe scheme** - Any of the four proposed options could include a non-potable (not for drinking) recycled water reuse scheme if approved to do so by the water supply regulator. This is here called the "the purple pipe" system. To make the water safe for such use Council may include ultraviolet (UV) treatment as an additional level of treatment. If the highly treated non-potable water is used for irrigation of Council-owned parks and sportsgrounds and for flushing public toilets and this would use approximately 4% of the treated wastewater.

4.4 The proposed purple pipe, for solely the public use described above, is estimated to cost an additional $3.7 million to install for the land based options or $270,000 for the harbour outfall option. The Ministry of Health (MOH) has indicated that it would not approve reuse of treated wastewater by private properties because central government agencies have not yet set the necessary health and other standards for this activity; and moreover, as there may be principled opposition to the water supply system being used for the purpose of using treated wastewater, rather than for the sole purpose of providing sufficient and safe water. Question four of the consultation document sought the submitter's views on this idea and whether Council should explore the feasibility of a purple pipe scheme for Akaroa so that residential property owners could use the water for garden watering and other non-drinking purposes.

[1] Refer to pages 20 and 21 of the consultation document

4.5 The following additional documents were also made available to submitters on the Council's Have Your Say webpage: Commonly asked questions, the full Working Party Statement, the full Ngāi Tahu Statement, the technical Beca report and its appendices and the stream ecology report. These were made available to the Hearings Panel in advance of the hearings.

Submissions

4.6 At the close of consultation there were 341 submissions received on the proposal which were included in the Council Officer submission analysis. Two further submissions were provided to the Hearings Panel prior to the hearings commencing, bringing the total number of submissions received to 343. All submissions were made available to the Hearings Panel in advance of the hearings.

4.7 The Council Officers' Report to the Hearings Panel contains a comprehensive analysis of the submissions including detailed responses to the key themes raised. Paragraphs 4.8.1 to 4.11.1 provides a brief overview of the percentages and frequent themes raised in relation to the four options.

4.8 **Question 1 - "should we discharge highly treated wastewater from our new treatment plant to land or should we continue to discharge into Akaroa Harbour?"**

Discharge to harbour	Discharge to land	Did not indicate	Total
179 (53%)	107 (31%)	55 (16%)	341 (100%)

4.8.1 The most frequent themes in relation to **discharging to the harbour** were:

- The need to reduce inflow and infiltration (I&I) in the existing network (leaking and damaged pipes carrying wastewater)
- The harbour outfall is the only safe and feasible option
- The outfall should be extended out even further, beyond the heads
- The wastewater should be treated to an even higher standard and discharged to the harbour
- The harbour outfall is the cheapest/most economical to ratepayers

4.8.2 The most frequent themes in relation to **discharging to the land** were:

- The importance of protecting the harbour
- Biodiversity
- Community education
- Climate change

4.8.3 The most frequent themes of those who **did not indicate a preference** for either option were:

- Support for reduce, recycle and re-use of the wastewater and to be treated to a potable standard
- Need to reduce I&I in the existing network
- All of the options are too expensive
- Support re-use with water treated to a potable standard

4.9 **Question 2 - "if the Mayor and Councillors decide to develop a scheme where highly treated wastewater is used on land for irrigation, where would you prefer the Council to irrigate? Inner Bays (Robinsons Bay, Hammond Point, Takamātua), Goughs Bay or Pompeys Pillar?"**

Option	Ranked 1	Ranked 2	Ranked 3	Not indicated	Total
Inner Bays	92 (27%)	3 (1%)	59 (17%)	187 (55%)	341 (100%)
Goughs Bay	46 (13%)	82 (24%)	19 (6%)	194 (57%)	341 (100%)
Pompeys Pillar	29 (8%)	40 (12%)	67 (20%)	205 (60%)	341 (100%)

4.9.1 There were 92 submitters who ranked the Inner Bays option as their most preferred land-based option, 46 who ranked Goughs Bay as their most preferred option and 29 who ranked Pompeys Pillar as their most preferred option.

4.9.2 Frequent themes raised in relation to the **Inner Bays option**:

Supported Inner Bays option	Did not Support Inner Bays Option
Protects the harbour	Too risky with soil conditions and risk of landslides or flooding
Has positive amenity and ecological enhancement	Will devalue properties and make the difficult to sell
Creates recreational opportunities	There is a risk of contamination to streams, water bores and existing streams
Has good carbon capture	The ponds will create insect and midge issues
Is the best long term option	Risk with the pond leaking, bursting or flooding
Is the most resilient	Too expensive
Creates good educational opportunities	Visual effects of the storage ponds, large native trees and the treatment plant
	Storage ponds are too large
	Is not reuse but dumping of wastewater
	Negative effects on historical sites - Pavitt Cottage and Robinsons Bay sawmill site
	No option to at least offer a reticulated system to Inner Bays properties

4.9.1 Frequent themes raised in relation to the **Goughs Bay option**:

Supported Goughs Bay option	Did not Support Goughs Bay Option
Protects the harbour	Too expensive
Offers carbon benefits	Too difficult and risky engineering wise
Offers room for expansion of the system, if required in the future	Not resilient
	Unwilling sellers

4.9.2 Frequent themes raised in relation to the **Pompeys Pillar option**:

Supported Pompeys Pillar option	Did not support Pompeys Pillar Option
Protects the harbour Offers carbon benefits	Too expensive Too difficult and risky engineering wise Not resilient Not good use of prime land Site is too windy for planting native trees Unwilling sellers

4.10 **Question 3 - "would you support us irrigating public parks in Akaroa with highly treated wastewater?"**

Yes – irrigate parks	No – do not support irrigating parks	Not indicated	Total
247 (72%)	46 (14%)	48 (14%)	341 (100%)

4.10.1 The main reason for those who supported irrigating public parks was that it was a positive step towards reusing a valuable water resource in the community.

4.11 **Question 4 - "would you like us to explore the feasibility of a purple pipe scheme for Akaroa so that residential property owners could use the water for garden watering and other non-drinking purposes?"**

Yes – explore purple pipe	No – do not support exploring purple pipe	Not indicated	Total
253 (74%)	45 (13%)	43 (13%)	341 (100%)

4.11.1 The main reasons for those who were supportive of staff exploring a purple pipe option were it being a good future proof option and it would make use of a valuable resource, particularly in the Akaroa area, where there are water shortages each year and in light of climate change predictions.

5. The Hearing / Te Hui

5.1 The Hearings Panel consisted of Councillor Sara Templeton (Chair), Councillor Pauline Cotter, Councillor Mike Davidson, Banks Peninsula Community Board Chair Tori Peden and Banks Peninsula Community Board Member Nigel Harrison. (It was noted that Councillor Aaron Keown withdrew his membership and did not participate in the process). The Hearings Panel convened on Monday 12 and Tuesday 13 October 2020 in Akaroa and Friday 16 and Wednesday 28 October 2020 in Christchurch.

5.2 Before the hearings commenced, the Hearings Panel received correspondence from submitter #31145, Friends of Banks Peninsula (FOBP) requesting a longer time allocation to present its oral submission. The submitter's rationale was due to the complexity of its written submission which included an alternative option, as well as number of submitters who requested for the group to speak on their behalf. The Hearings Panel agreed to allocate a time of one hour. To ensure fairness, the Hearings Panel also agreed to offer the same opportunity to the Ngāi Tahu parties to speak for one hour. All other submitters were allocated a time of five minutes as an individual and 10 minutes for a group or organisation.

5.3 On Monday 12 October 2020, after opening, the Hearings Panel received a presentation[2] from Council Officers which provided a summary of the background to the proposal, an overview of the four options outlined in the consultation document and next steps.

5.4 Council Officers also provided and spoke to a Legal Memorandum[3] (**Attachment B**) which provided advice in relation to requirements for decision making under the Local Government Act 2002 (LGA), Resource Management Act 1991 (RMA) and obligations relating to Māori. In addition, the Memo referred to other planning documents such as the New Zealand Coastal Policy Statement and Canterbury Regional Coastal Policy Statement 2013, as referred to in the 2015 Ecan and CCC decision to decline the resource consent application to build the discharge pipe and discharge wastewater to the Akaroa Harbour. Finally the Memo also referenced case *Ngāti Kahungunu Iwi Inc v Hawkes Bay RC [2015] NZEnvC 50* where the Court acknowledged that culture and tradition are to the fore in the Māori relationship with the environment, especially in relation to water. The Court noted that this encompasses the physical and metaphysical elements of the environment and these elements are viewed as inseparable and give rise to the status of the environment as taonga for Māori. The Legal Memorandum was made available to the public on the Council website that afternoon.

5.5 Throughout the process Panel Members raised a series of questions in relation to the Council Officers report and presentation and oral submissions. The questions were given to Council Officers for response. The questions and responses[4] were made available to the Hearings Panel on 27 October for its consideration and deliberations.

[2] Refer to page 3 of the Minutes Attachments
[3] Refer to page 30 of the Minutes Attachments
[4] Refer to page 227 of the Minutes Attachments

6. Oral Submissions

6.1 The Hearings Panel heard 65 oral submissions, (refer to Minutes for the list of presenters). The views expressed by the submitters who presented in person are best captured in their own words in their original submission and/or subsequent documents that were tabled at the hearings (refer to the Minutes Attachments). Most key issues raised in the oral submissions are similar in content to those presented in the original written submissions and the Council Officers' responses to these issues are detailed in the Council Officers' Report to the Hearings Panel. Some of the key issues that were raised during the oral submissions are described below. The reasons for the Hearings Panel recommendations on these issues are described in paragraphs 8.7 to 8.14 below.

Common themes raised in relation to both land reuse and harbour options

6.2 **Inflow and Infiltration (I&I) in the existing network** – The most common concern raised during oral submissions was the importance of repairing the existing Akaroa wastewater network to reduce I&I, as this is relevant to reducing the quantity of the discharge for all options. Currently groundwater and stormwater makes up about 60% of the wastewater, so reducing I&I reduces the size, cost and effects of the scheme. There was a strong message from submitters that the Council should set itself a much higher I&I reduction target to enable a smaller scheme, no matter what option was chosen.

6.2.1 **Council Officer Comments -** Council Officers agreed and noted that a programme of work to reduce I&I was underway using the Government's 3 Waters Covid-19 Stimulus Funding, with a budget of $3.1 million. To err on the side of caution Council Officers advised that they were confident that a 20% I&I reduction could be achieved, though there was potential the work proposed would result in much greater reductions. Furthermore Council Officers noted the estimated 20% reduction does not include reducing I&I from private properties, which accounts for a significant proportion and relies on property owners fixing their laterals. *Refer to paragraphs 6.3.1 to 6.3.7 of the Council Officers' Report for the detailed response.*

6.3 **Effects of climate change and community education on water conservation** – The increasing effects of climate change on Akaroa's water supply was another significant issue raised in relation to all four options. Submitters were concerned about the existing summer water shortages that Akaroa already faces and which climate change would exacerbate. Submitters highlighted the need to conserve water as a precious resource and supported the re-use of the wastewater through the purple pipe scheme. Submitters also acknowledged that community education on water conservation in Akaroa should be developed and promoted including suggestions such as composting toilets and the reuse of grey water. There was also general support for charging Akaroa residents for excessive water use, which would reduce the amount of wastewater produced. It was also noted in the Ngāi Tahu parties' presentation that the effects of climate change threatens our way of life, ability to feed ourselves and will most certainly threaten many of our heritage and cultural landscapes. There is a need to protect our cultural landscapes, as well as protecting for the future and working with restoring our natural processes, rather than continuing to work against them. Another submitter (#34038) noted the newly released climate change data shows there will be substantial future impacts which will exacerbate water shortages in the wider Akaroa area. The submitter stated the importance of the need to shift to recycling and reusing water as a first principle. In addition, submitter #34139 also suggested that Council restrict population growth and large house developments with multiple bathrooms which could also help with this issue.

6.3.1 **Council Officer Comments –** Council Officers agreed that Akaroa is short of water and non-potable reuse would improve the resilience of the water supply for the town by reducing the reliance on drinking-water for irrigation and other non-potable uses. *Refer to paragraph 14.2.1 of the Council Officer's Report.*

6.4 **Support for the purple pipe scheme** – Noting the importance of water conservation in the above paragraph the majority of submitters supported the option of including a purple pipe (non-potable reuse) scheme. There was a shared view of the need for a more sustainable wastewater system which would mitigate the increasing water shortages. Some submissions stated that the reuse of wastewater was the most sustainable solution, this was a strong theme of the Friends of Banks Peninsula's (FOBP) submission (#34115). Submitters supported the Council in lobbying Central Government agencies to set standards for reuse. Although there were varying opinions on the four proposed reuse/disposal options, there was clear support for beneficial reuse and in conjunction with reducing I&I, noting this could also assist in reducing the size and scale of the wastewater scheme required if a land-based option was chosen.

6.4.1 **Council Officer Comments** – Council Officers agreed with submitters comments on this matter. Akaroa is short of water and non-potable reuse would improve the resilience of the water supply for the town by reducing the reliance on drinking-water for irrigation and other non-potable use. *Refer to paragraph 14.2.1 of the Council Officers' Report.*

Themes raised opposing the Harbour Outfall option

6.5 **Te Rūnanga o Ngāi Tahu submission (#34134)** - Representatives from Ōnuku Rūnanga and Wairewa Rūnanga presented on behalf of Te Rūnanga o Ngāi Tahu and the 22,000 registered Ngāi Tahu that whakapapa to Akaroa and the surrounding bays. The following key points were raised in relation to their objection to discharging treated wastewater to the harbour, and support for discharging it to the land, to be reused and cleansed (refer to pages 210-219 of the Minutes Attachment for the tabled documents).

6.5.1 The Ngāi Tahu parties put forward a clear and absolute position that continuing to discharge treated wastewater to the harbour was not an acceptable option. For Māori, the discharge of human waste directly to natural water, regardless of how treated the wastewater might be, is abhorrent. Ngāi Tahu rights, interests and aspirations associated with the Akaroa Harbour are strongly focussed on the need to protect the harbour as a natural resource and to protect, enhance and renew its mauri, or life force. In their presentation, acknowledgment was made to Māori ancestral history, their connection to the harbour and the 25 generations of whānau that have used and done their utmost to protect the harbour.

6.5.2 For the Ngāi Tahu parties, the harbour provides mahinga kai, food gathering practices and continuing to discharge wastewater directly in to the harbour is not compatible with this customary use of the harbour as a food basket.

6.5.3 The submission also referred to the 2015 Hearing Commissioners' decision to decline the Council's resource consent applications for the mid-harbour outfall. That Decision recognised and valued Ngāi Tahu cultural perspectives and noted that the Council had not completed enough assessment in exploring alternative options.

6.5.4 For the Ngāi Tahu parties the Goughs Bay and Pompeys Pillar options had a sense of "*out of sight out of mind*" and they strongly supported the Inner Bays option. They acknowledged the concerns raised by local residents and other oral submissions and

advised the Hearings Panel that further enhancements should be made, in particular to help reduce the size of storage ponds at Robinsons Bay. They proposed the use of subsurface wetlands at Pond Site 10 (the storage pond site opposite the proposed treatment plant on Old Coach Road) and recommended that other areas in the Inner Bays could be used to treat a portion of the treated wastewater flow and help reduce cost and storage requirements. The submitter explained that the process of subsurface wetlands would further treat the water with natural processes and restore its mauri, provided a residence time in the wetland of at least two weeks is achieved. In addition, subsurface wetlands could also reduce the amount of land required for irrigation to trees and potentially would reduce the need for using Takamātua and Hammond Point for irrigation.

6.5.5 In supporting Ngāi Tahu's points, one submitter (#33919) challenged the Council to remember its obligations to mana whenua of Banks Peninsula, of Akaroa Harbour and the Council's responsibilities to uphold the mana of the families of Ngāi Tarewa, and Ngāti Irakēhu, noting the Treaty of Waitangi is not always translated into action. Furthermore, the submitter reinforced that the mauri of the coastal area represents the essence that binds the physical and spiritual elements of all things together noting that "*the Akaroa harbour is intrinsically woven into my identity – it is part of my DNA".* The submitter made reference to the Ngāi Tahu Claims Settlement Act 1998 and furthermore, urged the Hearings Panel to seize this opportunity to be on the right side of history.

6.5.6 Another submitter (#33729) who resides at Robinsons Bay also agreed with the Ngāi Tahu parties' submission that discharging to the harbour was culturally unacceptable and an "*old fashioned way of thinking*". Submitter #34038 asked the Hearings Panel to be ambitious and to be part of a solution to an historic national injustice which many future generations would understand. Finally the former Chair of the Working Party (#33869) also noted that the Harbour Outfall option was abhorrent under the principles of the Treaty of Waitangi and culturally offensive, noting that no councils in New Zealand should go down a harbour outfall route.

6.5.7 **Visual Amenity** – In its presentation the Ngāi Tahu parties also referred to the visual amenity of native forest versus the English landscape, which was referred to in other oral submissions. Ngāi Tahu were certain that the addition of native forest to this valley could be designed sensitively and in a way that add to the value of the area by enriching the ecology and narrative of the place.

6.5.8 **Council Officer Comments** - Council Officers recognised protecting the biophysical aspects of the harbour as a fundamental principle for all options and proposed an extremely high level of treatment to support this for all of the options. Council Officers also agreed that under the RMA principles discharge to the harbour should not be pursued if there are feasible alternatives; and that it is preferable to discharge the treated wastewater to land as it protects the harbour and supports the cultural needs and aspirations of the Ngāi Tahu parties, including mahinga kai. *Refer to paragraphs 7.3.1 to 7.3.2 of the Council Officers' Report.*

Themes raised supporting the land-based options

6.6 **Marine biodiversity** - The Department of Conservation (DoC) (#33883) noted its preference for the land based options over the harbour outfall option and supported the Ngāi Tahu parties' submission. DoC considered that the continued discharge to the Akaroa Harbour was against

the efforts to maintain and improve marine biodiversity. They also highlighted the harbour is an important habitat for the Hectors dolphins which are a significant feature of the area for visitors and the community. DoC provided the Hearings Panel with data regarding the shift in the Hector dolphin's use of the harbour and said that pressures on the dolphins should be reduced[5].

6.7 **Protecting the harbour** – As noted in paragraphs 6.5 to 6.6 submitters who supported the land-based options over the harbour outfall options emphasised the need to protect the Akaroa Harbour, and support the cultural needs and aspirations of Ngāi Tahu, including mahinga kai.

6.7.1 **Council Officer Comments** – Refer to paragraph 6.5.8 above.

6.8 **Biodiversity** - Submitters in support of the land-based options also noted the biodiversity benefits of the scheme which would create new areas of native trees and wetlands, which would establish new habitats and support indigenous species. The Ngāi Tahu parties supported the proposal of irrigating native plants and trees and did not agree that it was a form of disposal, but saw it as beneficial reuse and a vital ecosystem service.

6.8.1 **Council Officer Comments** - Council Officers agreed that increased biodiversity is an advantage of the land based options, as the planted areas of native trees will create habitat for birds and insects. *Refer to paragraph 7.4.1 of the Council Officers' Report.*

6.9 **Native plantings** - Some submitters were in favour of the native planting areas that would be irrigated using the treated wastewater. In particular one submitter (#33729) referenced the pre-European forest cover which could be re-established and that the Robinsons Bay sawmill heritage site could be preserved and its history could be displayed. The submitter also commented on other types of plants that could be grown such as fruit trees noting their own orchard grows well at Robinsons Bay.

6.9.1 **Council Officer Comments** – Council Officers agreed that the planting of native trees in the areas will have long term benefits, such as increased biodiversity and recreation opportunities. *Refer to paragraph 9.14.7 of the Council Officers' Report.*

6.10 **Climate change and carbon emissions** – As noted in paragraph 6.3 the effects of climate change on water and how we deal with wastewater was a key issue. For the land-based options submitters noted the benefits the irrigated areas would have in reducing greenhouse gas emissions, due to the uptake of carbon by irrigated trees and the development of a wetland which supports the Council's Climate Smart Strategy and goal to be carbon zero by 2030.

6.10.1 **Council Officer Comments** – Council Officers agreed that the native trees storing carbon dioxide and reducing our greenhouse gas emissions is an advantage of all three land based options. Furthermore the land based options present a significant opportunity in achieving carbon offset as part of the Council goal of being carbon neutral by 2030. *Refer to paragraphs 7.6.1 and 7.6.2 of the Council Officers' Report.*

6.11 **Community education and water conservation** – Some submitters noted the benefits the land-based options would have on community education for the area. As an example the Inner Bays scheme would have walkways which could include signage for heritage interpretation, water conservation and messaging explaining the associated benefits.

6.11.1 **Council Officer Comments** – Council Officers agreed that this is an advantage of the land based options. *Refer to paragraph 7.5.1 of the Council Officers' Report.*

[5] Refer to pages 207 and 208 of the Minutes Attachment

6.12 **Fit for purpose** – Submitter #33729 noted their support for the land-based proposal and their confidence in the engineering staff would ensure a fit for purpose structure.

6.13 **Improvements for the proposed areas** – Submitter #33729 who resides next to the Thacker land and owns part of the land that is proposed to be included in the Inner Bays scheme, noted the Inner Bays proposal would result in improvements in the area. The submitter submitted that some areas of the Thacker land was untidy and the proposal would lead to the area being tidied up including the entrance and walkways through native tree areas.

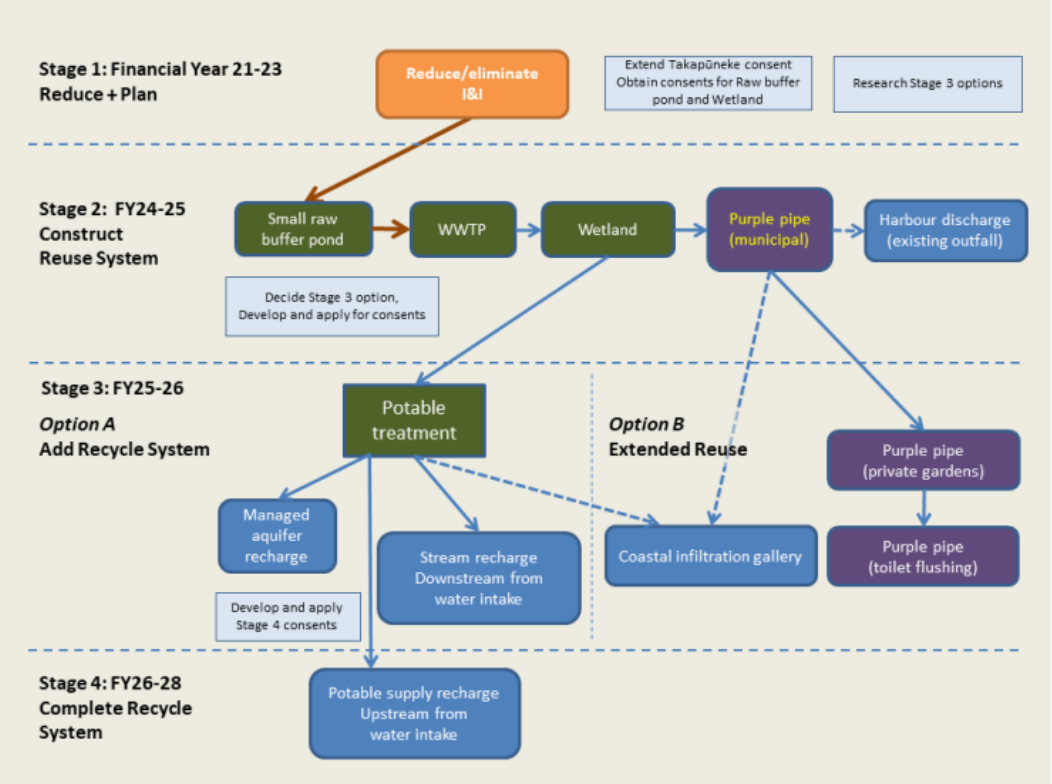
Themes raised by those who did not indicate a preference and/or opposed the land-based options

6.14 **Friends of Banks Peninsula submission (#34115)** – The FOBP group were represented in person by Suky Thompson, Dr Brent Martin and Prudence Steven QC. In addition, engineering representatives from Tektus consultants were available via Zoom. The submission was endorsed by 340 people and the group also spoke on behalf of/used 10 other submitters' speaking time as part of their presentation. FOBP provided a comprehensive submission, PowerPoint presentation, response to the Council Officer Report and legal advice. Subsequent to its oral presentation FOBP provided written responses to the Hearings Panel questions, a further Memorandum from Tektus consultants and two further emails (refer to pages 71 to 157 of the Minutes Attachments).

6.15 FOBP did not support any of the four options provided in the consultation document. The FOBP submission sought an alternative disposal and reuse option involving a four stage approach based on reducing, recycling and re-using the wastewater which would reduce the demand on a harbour outfall and provide for a future climate resilient network. The submission supported a staged approach to allow for further time to validate solutions and allow for legislation to change to enable full recycling of wastewater, noting this would not be required until stage 4[6] . The submission did not support irrigation to the land.

[6] Refer to page 156 of the Minutes Attachments

Figure 1 Integrated Akaroa Wastewater concept based on a Reduce, Reuse and Recycle philosophy



6.16 The four stage approach included support for the wastewater to continue to be discharged to the harbour with an overall outcome of reducing the amount, to eventually ending this through a long-term sustainable wastewater network system. FOBP submitted that the harbour outfall option is not volume limited but the land-based options are. The big storage ponds was the greatest community concern regarding the land based options, particularly for the Inner Bays residents.

6.17 FOBP contended that the land disposal options considered in the consultation document are not feasible or economical and therefore should be rejected. Furthermore the submission proposed that if the FOBP recycle, reuse solution is not possible due to a present lack of regulatory framework, the harbour outfall option should be continued as a short or longer term basis/solution. They submitted that the harbour outfall option is consentable under the Resource Management Act and that treated wastewater should be passed through land in order to address cultural concerns. They assumed that a two day retention time would be sufficient to address cultural concerns.

6.17.1 **Council Officer Response** - Council Officers provided a detailed response as to why they do not view the four stage approach proposed by FOBP as feasible. *Refer to paragraphs 8.4 to 8.4.24 of the Council Officers' Report.*

6.18 **Higher standard of treated wastewater** - The FOBP four stage approach also proposed that a higher standard of treated wastewater could be acquired through reverse osmosis, in addition to the ultra-filtration process already consented which would eventually allow various levels of reuse and release to the harbour.

6.18.1 **Council Officer Comments** – Council Officers advised that reverse osmosis would significantly increase the capital and operating costs and may also still not be treated enough to be considered potable, both culturally and from the perspective of the drinking water regulator. In its submission Ngāi Tahu also confirmed that reverse osmosis would not met culturally acceptable standards, the subsurface wetland(s) would still be required. Council Officers provided a detailed response as to why they do not support a higher standard of treatment to the wastewater such as reverse osmosis. *Refer to paragraphs 6.5.1 to 6.5.5 of the Council Officers' Report.*

6.18.2 In relation to the Hearings Panel questions on reverse osmosis, Council Officers confirmed the reverse osmosis process would remove nitrate from the treated wastewater. However they also noted it would also be possible to remove most nitrate using the currently proposed treatment through Biological Nutrient Removal treatment plant[7]. Furthermore Council Officers advised the estimated additional capital cost for reverse osmosis was $4.26 million and the net present value (whole of life cost cover over a 25 year period) was $9 million due to the very high running costs. This cost estimate does not include the costs associated with disposing of the concentrated waste stream from the plant. If reverse osmosis was located after the wetlands, additional treatment would be required between the wetland and reverse osmosis which would further increase the cost. Finally, the additional space required for reverse osmosis may not fit with the consented wastewater treatment plant building envelope, so additional consents may be required[8]. *Refer to question 76 on page 267 and question 39 on page 251 of the Minutes Attachments.*

6.19 **I&I reduction** - As per paragraph 6.2, stage 1 of the submission focusses on the importance of I&I reduction proposing that the Council should aim for a higher reduction target of 75% as opposed to the estimated 20%. The submission also suggested the $3.1million in government funding should be added to Council funds of $3.1 million to replace broken pipes in the lower areas with a pressure sewer system.

6.19.1 **Council Officer Comments** – As noted in paragraph 6.2 above, Council Officers agreed that I&I in the wastewater network should be reduced as much as possible. *Refer to paragraphs 6.3.1 to 6.3.7 of the Council Officers' Report for the detailed response.*

6.20 **Climate change** – In line with paragraph 6.3, the FOBP submission highlighted the need to address the climate change threats and to provide Akaroa with a more future resilient wastewater network, based on the four stage approach noted above.

6.20.1 **Council Officer Comments** - Council Officers agreed with the need to address climate change. However, they noted the land based options present a significant opportunity in achieving carbon offset as part of the Council goal of being carbon natural by 2030. *Refer to paragraphs 7.6.1 and 7.6.2 of the Council Officers' Report*

6.21 **Native tree irrigation risks** – FOBP also raised concerns regarding the tree irrigation scheme as part of the land-based option. They submitted that there are no exemplars to provide evidence that the scheme would be successful and that the option of native tree irrigation is merely based on assumptions. Furthermore the submission raised concerns around the university trial in Duvauchelle where treated wastewater is irrigated to various native tree species, claiming the trial has been unsuccessful resulting in nitrate leaching and tree ill health and mortality. FOBP provided the Hearings Panel with an independent assessment of

[7] Refer to question 76 on page 267 of the Minutes Attachments

[8] Refer to question 39 on page 251 of the Minutes Attachments

the tree trail[9]. Following on from this, FOBP claimed the irrigation schemes would cause nitrate leaching.

6.22 During its oral submission Prudence Steven QC provided a document regarding the risk factors associated with the native tree irrigation scheme *"No Plan B – Tree Irrigation – Risks[10]"*. The document raised concerns that the tree irrigation model relies on assumptions and therefore should the assumptions prove to be incorrect, and there is an anticipated level of nutrient leaching, the Council would be left with a costly system not performing to design. The document also referred to concerns regarding streams and springs water quality consenting risks under the Canterbury Land and Water Regional Plan claiming the Council has no contingency plan if modelling risks are realised. The document concluded with the FOBP position as per paragraph 6.17.

6.22.1 **Council Officer Comments** – Council Officers advised that adverse effects on streams and springs are not expected. Referring to Section 9.2 of the Beca report, where Beca advises that these options are consentable. Council Officers noted that the wastewater will be treated to a very high standard and that appropriate irrigation rates have been selected based on infiltration testing at the proposed sites. Any potential effects on the environment will be investigated further as part of the Assessment of Environmental Effects for the resource consents applications. This will include an assessment of effects on any nearby private water supplies and additional treatment for those households may need to be provided. *Refer to paragraphs 9.8.1 to 9.8.3 of the Council Officers' Report for the detailed response.*

6.22.2 Council Officers also referred to Section 5.3 and Appendices L and M of the Beca report which confirmed that the land was suitable for irrigation and that it would not create instability issues. *Refer to paragraphs 9.6.1 to 9.6.3 of the Council Officers' Report.*

6.22.3 The Hearings Panel also asked for further information on this matter. Refer to paragraphs 8.17.9 to 8.17.13 for further information.

6.23 **Cost** – FOBP also raised concerns in relation to how expensive the land-based options are and further expressed a view that costs are at risk of blowing out. FOBP requested an independent review of costs by an impartial external agency.

6.23.1 **Council Officer Comments** – Council Officers acknowledged that all of the options are more expensive that the $35 million budget allocated for this project in the Long Term Plan. *Refer to paragraphs 8.6.1 to 8.6.2 of the Council Officers' Report.*

6.23.2 Furthermore, Council Officers advised that under the LGA the Council is required to provide wastewater services and undertake the activity in an efficient and cost effective manner. In addition, the Council must also meet the requirements of the RMA and ensure our activities do not have undue adverse effects. Council Officers noted that discharging to the harbour undermines the relationship of tangata whenua and their culture and may not be sustainable management under the RMA if there are feasible land based alternatives. Furthermore the harbour outfall option may not be considered a reasonably practicable option under the LGA, if there are other options for disposal to land that achieve the purpose of those acts. *Refer to paragraphs 9.11.1 to 9.11.3 of the Council Officers' Report.*

[9] Refer to pages 151-155 of the Minutes Attachments

[10] Refer to pages 139-141 of the Minutes Attachments

6.24 There were a number of submitters residing in Robinsons Bay and/or in close proximity to the Inner Bays scheme option, such as the Robinsons Ratepayers and Residents Association (#33989) and Akaroa Civic Trust (#34066), who endorsed the FOBP submission. The majority of those submitters used their speaking time to voice their concerns on how the Inner Bays option would impact them directly. Below are further points that were raised, in addition to those noted in paragraphs 6.14 to 6.23.

6.25 **Leaching from proposed irrigated native tree plantings** – Many submitters raised concerns that there would be a risk of contamination, particularly from nitrate to nearby streams and springs. One submitter (#33775) who resides in the Takamātua area was concerned that native tree irrigation areas would have an impact on the Takamātua Stream and soil as well as the eel and whitebait habitat area. Submitter #34099 shared the same views adding there was very little information supplied relating to the Takamātua Stream and the ecological system for Takamātua Bay.

6.25.1 **Council Officer Comments** – Refer to paragraphs 6.22.1 to 6.22.3 above.

6.25.2 The Hearings Panel raised questions in relation to the suggestion that nitrate leaching would occur through the irrigation areas similar to the nitrate leaching occurring at Whakarewarewa, Rotoura. Council Officers advised that the proposed average application rate of nitrogen would be below the rate found at Whakarewarewa. In addition, the level of nitrate leaching at the Duvauchelle tree trial was 2-47 kg N/ha/year, depending on the vegetation type, therefore it is likely that nitrate leaching from the proposed site will be less than half of this value given the levels of treatment and application[11]. *Refer to question 36 on page 249 of the Minutes Attachments.*

6.26 **Irrigation of native plants** – Some submitters saw the irrigation of plants as a waste of productive land and raised concerns that the Duvauchelle wastewater tree trial has several flaws. Furthermore submitters raised concerns with the plant species that would be used. Submitter #34779 noted the Duvauchelle trial land was flat and sheltered and would be different to the proposed Inner Bays scheme. They thought that the proposed areas would be too windy and exposed. Furthermore one submitter submitted that some species such as Manuka and Kanuka would not survive due to the myrtle rust that is spreading across New Zealand. Submitter #34479 raised concerns over weed control, submitting that the area would be too windy for spray and mulch would be too wet for the plants. Other submitters such as #34283 also voiced their concerns that the native tree areas could cause fire risks and others believed the native forest areas would be uncomplimentary to the natural English landscapes.

6.26.1 **Council Officer Comments** – Council Officers advised that the visual effects of the native trees and storage ponds for the Inner Bays scheme are summarised in section 5.7.2.3 and Appendix V of the Beca report. The report found that the proposed sites have the potential to accommodate the proposed irrigation area with low to moderate impacts on the existing character or general amenity of the area. Therefore, Council Officers do not expect the Inner Bays scheme would have significant adverse visual effects. *Refer to paragraphs 9.12.1 to 9.12.14 of the Council Officers' Report for.*

6.27 **Protection of heritage and cultural elements** – Many submitters raised concerns regarding the impact the Inner Bays scheme would have on the local heritage, in particular the Pavitt Cottage, the old Robinsons Bay sawmill site and European landscape values. The Akaroa Civic Trust (#34066) referenced the principles of the Council's Heritage Strategy and the Community Board Plan for preserving tangible and intangible heritage as well as cultural landscapes. The

[11] Refer to question 36 on page 249 of the Minutes Attachments

Trust urged the Council to maintain and enhance the historic character, existing rural amenity, heritage landscapes and European cultural values and associations. Submitters such as #34081, #33777 and the Pavitt Family Trust (#33902) emphasised the heritage significance of the sawmill site and Pavitt Cottage, submitting that there are risks to these sites associated with the proposed storage dam. Furthermore submitter #34081 provided a map[12] to the Hearings Panel for its site visits in relation to these heritage sites.

6.27.1 **Council Officer Comments** – Council Officers referred to Section 5.6 and Appendix W of the Beca report which describes the heritage features of the Robinsons Bay site. The report notes that the proposed ponds do not appear to encroach on the former sawmill site and are located more than 100 metres from the Pavitt Cottage and its setting. Given the buffer distance, Officers anticipated there would be minimal effects on the Cottage. *Refer to paragraphs 9.13.1 to 9.13.6 of the Council Officers' Report.*

6.27.2 Council Officers noted that there is a significant opportunity to preserve and enhance the former sawmill site and make it available to the public, with information about the heritage features. *Refer to paragraphs 9.15.1 to 9.15.3 of the Council Officers' Report.*

6.27.3 Please also refer to paragraph 6.26.1 above.

6.28 **Risks of landslides and flooding with irrigation and storage ponds** – A number of submitters expressed concern about what could happen if the storage pond or dam burst and flooded downstream properties and heritage sites. Submitter #34782 submitted that all the land-based options included high risk infrastructure.

6.28.1 **Council Officer Comments** – Council Officers referenced section 5.4 of the Beca report which describes the proposed storage ponds at Robinsons Bay and Section 5.4.1 and Appendix R which describes the dam break analysis. These sections noted that the ponds would be built to meet the dam requirements and therefore the likelihood of dam failure would be very unlikely. Council Officers consider that engineering a safe and secure pond to a high standard is extremely important. The dam break modelling shows that the consequence of dam break would be limited to six houses, and then only if it coincided with a large storm, and would most likely only result in underfloor flooding. Therefore the consequence of a dam burst is minor and the overall risk rating is low, as rated in the Council's risk management policy. *Refer to paragraphs 9.10.1 to 9.10.5 of the Council Officers' Report.*

6.29 **Odour** – Some properties in close proximity to the storage ponds, such as submitters #34008, #34007, #34039 and #33732 were concerned there would be an odour issue from the treated wastewater storage ponds. Submitter #34782 referred to a scheme in Geraldine which did have an odour issue and other submitters referred to the odour complaints about the wastewater ponds at Bromley.

6.29.1 **Council Officer Comments** - The Hearings Panel requested information in regards to the odour and insect/pest control issues raised by nearby residents. Council Officers provided advice that the wastewater entering ponds such as at Bromley is treated to a lower standard than would be the case in Akaroa. Therefore due to the very low organic load, the risk of odour from the treated wastewater storage ponds is low[13]. *Refer to question 32 on Page 248 of the Minutes Attachments.*

[12] Refer to pages 61 to 64 of the Minutes Attachments

[13] Refer to question 32 on page 248 of the Minutes Attachments

6.30 **Insect/midge and issues** – As with odour, residents in close proximity to the storage ponds were also concerned there would be an insect/midge and pest control issue and were not convinced that these could be mitigated.

6.30.1 **Council Officer Comments** – Council Officers noted section 5.4.2 of the Beca report describes that experience elsewhere suggests that if the wastewater is treated to a very high standard, then a natural balanced ecology system will establish, and midges are less likely to breed uninterrupted and become a nuisance to neighbours. Council Officers therefore do not expect midges to be a problem due to the way the ponds will be designed and constructed, furthermore any potential effects on neighbours will also be addressed by appropriate mitigation proposals at the resource consent stage. *Refer to paragraphs 9.9.1 to 9.9.4 of the Council Officers' Report.*

6.30.2 Council Officers also provided further advice during the hearings, noting that the Bromley ponds (and Lake Forsyth-Wairewa) have a fine grained bottom but the storage ponds in Akaroa will be lined with a polyethylene liner so any larvae will not be able to stick to the liner and thus as the ponds will be at their lowest in the summer any midges present will die. Furthermore, as there are two ponds it will be possible to empty alternate ponds on a regular basis to kill any midge larvae. In addition, Council Officers advised there will be a Pest Management Plan proposed as part of the resource consent process to ensure there is not an increase in pests[14]. *Refer to 32 on Page 248 of the Minutes Attachments.*

6.31 **Visual impact and amenities** – Another issue that submitters such as #34008, #34007, #34039, #34057 and #33882 raised was the visual impacts the storage ponds would have on their property and nearby heritage sites. Submitter #34039 was concerned that during summer periods the pond would be half empty showing the black plastic lining of the pond. The Robinsons Bay Ratepayers and Residents Association (#33989) referred to the amenity of the area including the tranquillity, birds, freshwater, clean air and views which would be impacted, especially in relation to the dam structure. In addition, submitter #34095 was concerned with the visual effects of the new treatment plant and ponds at Old Coach Road, such as fencing, security and lighting. The submitter was worried that it would have an industrial look. Other submitters also raised concerns on the impacts of the construction and earthworks associated with the proposal.

6.31.1 **Council Officer Comments** – As addressed in paragraphs 6.27.1 to 6.27.3 above, Council Officers do not expect the Inner Bays irrigation scheme to have a significant negative effect on nearby properties *Refer to paragraphs 9.12.1 to 9.12.4 and 9.13.1 to 9.13.6 of the Council Officers' Report.*

6.32 **Property values -** Residents in close proximity to the storage ponds, such as submitters #34008, #34007 and #33857 raised concerns that the scheme would have a detrimental impact on nearby property values. Submitter #33857 was concerned with the stigma associated with treated wastewater storage ponds. The Robinsons Ratepayers and Residents Association (#33989) conveyed similar concerns and emphasised the environmental and visual impacts on Robinsons Bay properties noting the scheme was abhorrent to the ratepayers.

6.32.1 **Council Officer Comments** – Council Officers advised that assertions of concern about diminution in property values is not evidence that it is going to happen. Valuation information would need to be provided regarding a reduction in property value if this was to be given consideration; and furthermore, that there is a risk of "double counting" if decision making has regard to both property values and adverse

[14] Refer to question 32 on page 248 of the Minutes Attachments

effects, as any diminution of the former is a result of the latter. *Refer to paragraphs 9.7.1 to 9.7.3 of the Council Officers' Report.*

6.33 **Cost** - In relation to the land options, submitters questioned the cost of spending between $54 million - $76 million on 830 residential connections, which they submitted did not seem prudent. Some submitters also questioned the accuracy of the Council's estimated costs. Submitter #34016 believed the land-based options to be costly and would not hold up to judicial review, the submitter urged the Council to spend prudently as a responsible public authority.

6.33.1 **Council Officer Comments** – Refer to paragraphs 6.23.1 to 6.23.2 above.

6.34 **Takamātua future use** – One submitter (#33775) was concerned the Takamātua site has been earmarked for two wastewater schemes. If the Duvauchelle A&P Show was shifted to this site with permanent infrastructure (which is possible if wastewater from the Duvauchelle wastewater treatment plant is used to irrigate the golf course at Duvauchelle), the submitter asked what other uses the site would be used for, for example car parking and freedom camping. Submitter #34099 shared these concerns noting there was no management plan provided with the consultation material.

6.35 **Fit for purpose** – Promoting the need to build more a sustainable system, other submitters believed the land-based schemes were not fit for purpose and would not cater for the population growth in Akaroa.

6.35.1 **Council Officer Comments** – Council Officers noted the forecast growth in Akaroa is low. *Refer to paragraph 15.3.3 of the Council Officers' Report.*

6.36 **Issues are for Akaroa not the surrounding bays** – A number of submitters such as #33781 were opposed to the land-based options as they did not view these as solutions but moving the wastewater disposal or reuse issue into someone else's backyard. Many Robinsons Bay residents also highlighted how the proposal has impacted the health and wellbeing of nearby residents.

6.36.1 **Council Officer Comments** – Council Officers consider the irrigation of the new areas of native trees as having more long term benefits, such as increased biodiversity and recreation opportunities and therefore consider irrigating native trees to be beneficial reuse. *Refer to paragraphs 9.14.1 to 9.14.8 of the Council Officers' Report.*

6.37 **Alternative options** – Some submitters had requested for or suggested alternative options to be investigated. One submitter (#34080) suggested the wastewater could be used to irrigate the Akaroa Golf Course at Duvauchelle, along with the treated wastewater from Duvauchelle. One submitter suggested that the treated wastewater should be pumped to Christchurch and another to Little River. Finally other submitters supported the option of piping the treated wastewater to the sea out beyond the heads of Akaroa Harbour.

6.37.1 **Council Officer Comments** – Council Officers investigated and ruled out other options suggested by submitters due for various reasons. *Refer to Section 15 of the Council Officers' Report.*

6.37.2 Regarding the suggestion of piping the treated wastewater out beyond the heads of the Akaroa Harbour, Council Officers had addressed this in the long list of possible options and discounted it as infeasible due to the technical, cultural, cost and consenting risks. *Refer to paragraphs 6.4.1 to 6.4.9 Council Officers' Report.*

6.37.3 Regarding the suggestion of using the treated wastewater to irrigate the Akaroa Golf Course at Duvauchelle Council Officers advised that this was considered in Section

3.10 and Appendix D of the Beca report. Refer to *paragraph 15.5.6 of the Council Officers' Report.* Further information regarding this option was also provided during the Hearings. *Refer to pages 288 to 290 of the Minutes Attachments.*

6.37.4 Regarding the suggestions of piping the treated wastewater to other locations, Council Officers advised that tankering or pumping wastewater to Christchurch was considered when assessing the long list of possible options and described in Section 3.2 of the Beca report and was discounted because it would be operationally very expensive and would have negative environmental effects and impacts on traffic. *Refer to paragraphs 15.9.1 to 15.9.2 of the Council Officers' Report.*

Themes raised relating to those who opposed the Goughs Bay Option

6.38 **Environment/Wildside** - Submitter #34136, a directly affected neighbour strongly objected to the Goughs Bay option. The submitter submitted that the environment in the Goughs Bay area would not be suitable for planting due to the extremely wet and windy climate, as well as the exposed ridges, continuous winds and rockfall risk.

6.39 Submitters #33939, #34063 and #34064 are sixth generation farmers next to the Goughs Bay farm. The family opposed the Goughs Bay option due to the poor suitability of this site and supported the Harbour Outfall option. The submitters advised that Goughs Bay is vulnerable to high rainfall and the plants inhabit a moist environment, they argued the land would not be able to hold much treated wastewater. The submitters also advised the area would be too windy to plant trees.

6.40 They also advised the proposal would also use areas of the community project, *Wildside*, which extends over a group of bays to the east of the crater rim on Banks Peninsula. The *Wildside* is an area of significant indigenous vegetation and natural regeneration, and much of it is in areas of Outstanding Natural Landscape, ecological significance and protected by reserves or covenants.

6.41 **Impact on private land** – Submitters identified in paragraphs 6.38 and 6.39 above, who own or farm land in the areas also raised concerns that the proposal would have detrimental effects on the family's land and lifestyle. They advised that they run an anti-biotic free farm, any leaching of trace contaminants from the wastewater irrigation area would cause significant loss of value to livestock that is sold. Furthermore the submitters said that the proposal would devalue their farm land significantly.

6.42 **Construction** – The same submitters also raised concerns around distance of the scheme from the treatment plant and the existing infrastructure. The submitters, supported by submitter #34051, advised that constructing the scheme in Goughs Bay would be a huge problem. Submitters raised concern that constructing the scheme in Goughs Bay would be impractical, expensive and will run a risk of cost blow out. Submitter #34051 argued that running a pipe down Hickory Bay Road would be difficult and also would need road closures as there is no other road to the Bay.

6.43 **Council Officer Comments** -

6.43.1 Council Officers agreed that the Goughs Bay irrigation scheme is more expensive to build than the Inner Bays scheme and harbour outfall options due to the significantly longer pipeline for conveying treated wastewater and the pump station need to pump the wastewater over the hill. Furthermore, ongoing operational costs would also be high. *Refer to paragraphs 10.7.1 to 10.7.2 of the Council Officers' Report.*

6.43.2 Council Officers also noted that all options have specific engineering challenges, but these can be addressed by existing techniques. Officers stated that the Goughs Bay scheme is not significantly risky or difficult from an engineering perspective. *Refer to paragraphs 10.8.1 of the Council Officers' Report.*

6.43.3 Council officers agreed that the pipeline for the Goughs Bay option is less resilient than the Inner Bays option as it may be more likely to require a repair of damage or degradation. *Refer to paragraphs 10.9.1 to 10.9.4 of the Council Officer Report.*

Themes raised relating to those who opposed the Pompeys Pillar Option

6.44 **Impact on private land** - Submitter #34150 who is a neighbouring property owner to the Pompeys Pillar option raised concerns that the proposal would have an impact on the tourism business which they run from their property. The submitter supported pumping the treated wastewater further out of the harbour, away from food gathering sites.

6.45 Submitters #33865, #33847 and #33863 also advised that the Pompeys Pillar option would have impacts on their sixth generation farm, noting the area has recently been developed for increased production and as an insurance against climate change with increased stock water shortage supply. The submitters believed the Pompeys Pillar option would destroy the ongoing legacy of the family and the area.

6.46 **Environment/Wildside** – As noted in paragraph 6.38 some areas of the plantings are proposed to be situated in the *Wildside* area. Submitter #34150 advised that the Department of Conservation assists with the *Wildside* and that $10 million of public funding has been raised for predator free areas. The submitter was concerned that the earthworks on the natural landscapes of any of the areas would be detrimental to the community and would lead to major changes to the natural and ecological environment. Finally the submitter believed the proposal would have an impact on yellow eyed penguin nesting sites.

6.47 Submitters #33865, #33847 and #33863 also noted concerns in relation to the environmental impacts advising that climate change will produce more extreme weather occurrences.

6.48 **Construction** – Submitter #34150 raised concerns in respect of the associated earthworks and construction, particularly noting works would occur alongside the border of the Hinewai Reserve. In addition, submitters #33865, #33847 and #33863 noted the disadvantages and expense of piping the treated wastewater 13 kilometres to Pompeys Pillar.

6.49 **Council Officer Comments** -

6.49.1 Council Officers agreed that the Pompeys Pillar irrigation scheme is the most expensive option due to the significantly longer pipeline for conveying treated wastewater and the pump station need to pump the wastewater over the hill. Furthermore, ongoing operational costs would also be high. *Refer to paragraphs 11.6.1 to 11.6.2 of the Council Officers' Report.*

6.49.2 Council Officers also noted that all options have specific engineering challenges, but these can be addressed by existing techniques. Officers stated that the Pompeys Pillar scheme is not significantly risky or difficult from an engineering perspective. *Refer to paragraphs 11.7.1 of the Council Officers' Report.*

6.49.3 In regards to resilience, Council officers agreed that the pipeline for the Pompeys Pillar option may be more likely to require a repair of damage or degradation and presents a future resilience risk by virtue of its greater length. *Refer to paragraphs 11.8.1 to 11.8.2 of the Council Officers' Report.*

6.49.4 Council Officers also recognised that all of the land based options propose the use of productive farmland. There are however opportunities for public amenities that may present tourism opportunities. *Refer to paragraphs 11.9.1 to 11.9.2 of the Council Officers' Report.*

6.49.5 Council Officers do not consider the proposed sites to be too windy for tree planting noting that prior to conversion to farmland the site was covered in native bush. *Refer to paragraphs 11.10.1 to 11.10.2 of the Council Officers' Report.*

7. Site Visits

7.1 The Hearings Panel undertook site visits of the proposed and other relevant sites on Monday 12 October from 2.35pm and on Tuesday 13 October from 9am and from 3.30pm. The notes and photos from the site visits are available as **Attachment C**. Council Officers accompanied the Hearings Panel to guide them around the areas and answer any questions. Council Officers also provided the Hearings Panel with maps[15] which identified the areas to be visited. In addition submitter #34081 also provided a map[16] of Robinsons Bay which included important items to view.

8. Consideration and Deliberation of Submissions / Ngā Whaiwhakaaro o Ngā Kōrero me Ngā Taukume

8.1 As part of its decision-making the Hearings Panel considered and deliberated on all the information received from written and oral submissions, including the supplementary information provided throughout the process.

8.2 The Hearings Panel also considered the information provided by Council Officers, including the supplementary information received during the process, the technical Beca report and associated appendices, the Ngāi Tahu Statement and the Joint Working Party Statement.

8.3 Council Officers' Responses to the Hearings Panel's questions as recorded in the Minutes Attachments informed the Hearings Panel in its consideration of the range of views and issues raised by submitters. The document indicates the inquisitive approach the Hearings Panel took to the consideration of written and heard submissions received on the proposal, and which is summarised in this report in respect of salient points of the Hearings Panel's consideration of submissions.

8.4 The Hearings Panel acknowledged that this matter is an extremely technical, complex and sensitive issue for all members of the community whether directly or indirectly affected by the proposals, noting there was no one size fits all solution. The Hearings Panel acknowledged the concerns raised by the community through submissions and recognised and valued the passion, time, effort and emotional investment many people have put in to this process, and over the many years the project has been running.

8.5 Panel Members agreed they had sufficient and adequate information from Council Officers and all parties involved to formulate their recommendations to the Council, as detailed below.

8.6 The Hearings Panel considered the matters in three sections:

A) Addressing the key issues raised by submitters that were additional to the scheme;

B) Recommendations on the scheme itself; and

C) Any recommended alterations to the scheme in response to submissions.

[15] Refer to pages 220 to 226 of the Minutes Attachments

[16] Refer to pages 61 to 62 of the Minutes Attachments

Addressing the key issues raised by submitters that were additional to the scheme

Stormwater Inflow and Groundwater Infiltration (I&I) Reduction

8.7 As noted in paragraph 6.2 the Hearings Panel heard from the majority of submitters that the first and primary issue in respect of all the options was for the Council to address the I&I in to the existing wastewater network.

8.8 Council Officers advised the current estimate is that I&I makes up approximately 60% of the total wastewater volume. Furthermore surveying work has already been undertaken so the Council has a very good idea of where the faults in the network are, including which private laterals have problems. Council Officers noted, to date, Banks Peninsula residents have been very cooperative in regard to fixing private laterals but enforcement could be used under the Water Supply, Wastewater and Stormwater Bylaw 2014. Council Officers also noted I&I reduction is one of the projects to be funded under the 3 Waters Reform ($3.1 million) and physical works would be commencing by March 2021[17].

8.9 The Hearings Panel acknowledges the communities concerns and recommends that the Council aims for a much greater reduction in I&I than 20% and requires residents to fix their private laterals, noting this could also potentially assist in reducing the size of the wastewater scheme including the storage pond required at Robinsons Bay.

Sustainable wastewater network and water conservation

8.10 The Hearings Panel heard a strong message from submitters regarding the importance for water to be treated as a valued resource and taonga, noting the evident and increasing threats climate change has on our environment and water supply. The Hearings Panel acknowledges that water supply shortage in Akaroa is already an issue and agreed that water conservation needs to be prioritised.

8.11 The Hearings Panel supported the views of submitters that a sustainable wastewater system would be a sensible long-term solution for dealing with Akaroa's wastewater. Council Officers provided the Hearings Panel with an updated response from the Canterbury District Health Board (CDHB) and Ministry of Health (MOH)[18] in respect of its position on non-potable water reuse and the purple pipe scheme. The CDHB reconfirmed its position that non-potable reuse of treated wastewater would require a robust risk management framework with a multi-government agency approach to set up a new framework or incorporate the new activity into existing ones. Furthermore, their position is that non-potable reuse should not be used as a solution to a wastewater discharge problem, the Council should work on conserving potable water, assess possible new sources and identify the best option from a public health perspective. Council Officers advised to the best of their knowledge no government agency is looking at potable or non-potable reuse at present and it has not been indicated as a focus of Taumata Arowai and 3 Waters Reform.

8.12 The Hearings Panel acknowledged that non-potable reuse was not currently supported by the Ministry of Health and therefore was not a feasible option that could be progressed for this scheme. In its recommendations the Hearings Panel requests for Council Officers to work with other water suppliers, Ngāi Tahu and the government to develop standards or guidelines that would allow for non-potable wastewater reuse.

8.13 The Hearings Panel also heard from the surrounding bay residents the need for Akaroa residents to play their part in water conservation in a bid to combat water supply shortages and reduce the load on the wastewater system. Council Officers advised that the Council

[17] Refer to question 38 on page 251 of the Minutes Attachments
[18] Refer to page 287 of the Minutes Attachments

conducts an annual water conservation campaign across the Christchurch district, encouraging people to save water. Water restrictions are imposed most summers in Akaroa, with physical and online signage and advertisements[19]. In addition, the Hearings Panel enquired about whether excess water charges had been investigated. Council Officers advised this was supported by 65% of submitters in the draft 2020/21 Annual Plan and would be proposed in the draft Long Term Plan. Installing smart water metres would provide much better information to the Council and residents about water consumption. The data could be used to detect and notify property owners of leaks and high consumption[20].

8.14 In its recommendations the Hearings Panel supports promoting water conservation measures in Akaroa and excess water charges, including the use of smart meters noting this can be funded through the 3 Waters Reform government funding. The Hearings Panel also requests the Council to regularly communicate progress on I&I repairs and conservation measures to the community, Community Board and the Council. Finally the Hearings Panel also requests the project name to be changed to *Akaroa Reclaimed Water Treatment and Reuse Scheme* in a bid to shift the focus to reuse.

Recommendations on the Akaroa Treated Wastewater Scheme Options

8.15 Recognising the efforts to reduce I&I, conserve water and progress conservations to develop non-potable water reuse standards, the Hearings Panel then discussed its recommendations on the four options and questions on the Akaroa Treated Wastewater Options, as identified in the consultation document.

8.16 In response to **question one** of the consultation document: "should we discharge highly treated wastewater from our new treatment plant to land or should we continue to discharge into Akaroa Harbour?"

8.16.1 Chairperson Templeton and Panel Members Cotter, Davidson and Peden were in agreement that continuing to discharge wastewater directly to the Akaroa Harbour was no longer an acceptable option and should be rejected as a solution to this problem. They took into account all of the submissions and evidence they had heard. They placed particular importance on the abhorrence of the discharge to harbour for Māori. The Hearings Panel view was that discharge to land was feasible and that any adverse impacts of this option on the community could be appropriately managed. They took into account the finance costs of all options and on balance considered that the costs and benefits of the land reuse option were preferable to those of a harbour discharge.

8.16.2 Panel Member Harrison after considering the information presented, supported the Harbour Outfall option and did not support the land based options.

8.16.3 Panel Member Cotter quoted from the Ngāi Tahu parties' submission that "*the discharge of human sewage (whether treated or untreated) directly into* water *is abhorrent to the values of Ngāi Tahu. The harbour has its own mauri (life force). When wastewater is put directly into the harbour the mauri of the harbour is harmed and destroyed. Discharge of sewage into the harbour is inconsistent with Ngāi Tahu tikanga and incompatible with use of the harbour for food gathering.*"

8.16.4 In terms of the LGA context and considering the four options, Panel Members who did not support the harbour outfall option also noted the harbour option is

[19] Refer to question 4 on page 230 of the Minutes Attachments
[20] Refer to question 4 on page 230 of the Minutes Attachments

incapable of promoting the cultural well-being of the affected community and the Council must consider the role of Māori in its decision-making. Panel Members also referred to the Commissioners conclusion in declining the harbour outfall consents in 2015, that disposal of even highly treated human effluent into the Coastal Marine Area is no longer to be regarded as a good option and would not meet the purpose of the Act if there are feasible alternatives.

8.16.5 Chairperson Templeton noted a long term view of the disposal of treated wastewater was required.

8.16.6 Panel Member Harrison agreed that doing nothing was not an option and supported the harbour outfall with mitigations in place to eventually have a system where it is removed from the harbour. Panel Member Harrison felt that I&I reduction needed to be addressed arguing that a 20% reduction was too low and the Council should be targeting 80%. Furthermore Panel Member Harrison noted the use of subsurface wetlands and a higher reduction in I&I would eventually lead to the discontinuation of discharging to the harbour. Panel Member Harrison noted the Council needs to be fiscally responsible and future proof this scheme.

8.16.7 Concluding that the Harbour Outfall was not their favoured option the Hearings Panel recommends to the Council that highly treated wastewater from the new treatment plant should be discharged to the land.

8.17 In response to **question two** of the consultation document "*if the Mayor and Councillors decide to develop a scheme where highly treated wastewater is used on land for irrigation, where would you prefer the Council to irrigate? Inner Bays (Robinsons Bay, Hammond Point, Takamātua), Goughs Bay or Pompeys Pillar?*"

8.17.1 Chairperson Templeton and Panel Members Peden and Cotter were in support of the Inner Bays irrigation scheme option (Robinsons Bay, Hammond Point and Takamātua).

8.17.2 Panel Member Davidson was open to any of the land based options.

8.17.3 Panel Member Harrison noted he was against the land based options, but given this was the option going forward, supported Goughs Bay as a default position.

8.17.4 Panel Members in support of the Inner Bays scheme noted there were more challenging problems with the Goughs Bay and Pompeys Pillar options and that they were more vulnerable. They saw the Inner Bays as a feasible and futureproofed option for reuse. They took into account the concerns expressed by submitters about amenity values and heritage values but were satisfied that these could be appropriately managed under the resource consent application conditions and detailed design. The Hearings Panel also were of the view that the Inner Bays option would provide other positive outcomes such as community education on water conservation and local heritage, improvements to indigenous biodiversity regeneration and recreation benefits.

8.17.5 The Hearings Panel recognised that concerns raised by submitters regarding the Inner Bays option could be addressed by mitigation measures at detailed design stage. The Hearings Panel recommends that staff engage with the community when undertaking detailed design when preparing for the resource consent application, they recommend that a Community Reference Group be established including members from the local Rūnanga. This is to ensure that community concerns about the approved scheme are listened to and, where possible, addressed.

Recommended alterations to the scheme in response to submissions

Reducing the size of storage ponds

8.17.6 The Hearings Panel considered the suggestion of using additional subsurface wetlands to reduce the size of the required storage ponds, noting a two week retention time would be required to meet Ngāi Tahu's cultural requirements. Council Officers advised[21] there were some relatively flat areas that could be considered for wetlands, such as at Old Coach Road, Sawmill Road, Takamātua Valley and Robinsons Bay Road. It was noted that these areas are indicative and would require further work to confirm if they were able to be used.

8.17.7 As part of its recommendations the Hearings Panel requests that Council Officers investigate and incorporate where practical additional wetland sites be part of the detailed design and to maximise the planted areas of native bush. This is with the intention of reducing the size of the storage ponds and increasing biodiversity outcomes.

8.17.8 Furthermore the Hearings Panel recommends that Council Officers investigate the use of storage tanks instead of ponds and if practical to discuss this option with the Community Reference Group.

New planted areas

8.17.9 The Hearings Panel heard a number of concerns in relation to the new native irrigated areas including the types of plants used, visual impacts and a suggestion that if the Council had no "Plan B" and that if things didn't go to plan, the Council would be left with a costly not fit for purpose system.

8.17.10 Prof Brett Robinson presented advice[22] to the Hearings Panel confirming the success of the Duvauchelle tree trial. Prof Robinson confirmed there was plant mortality before irrigation commenced due to drought. He confirmed all species have performed better or the same through treated wastewater irrigation, compared to those without irrigation.

8.17.11 Council Officers confirmed exotic species could be planted as an alternative to native trees and are proven to thrive when irrigated with treated wastewater. Planting native trees rather than exotic species was chosen because this was preferred by the Ngāi Tahu parties and had general support from many other people in the community. Furthermore, this is a permitted activity in the Christchurch District Plan[23].

8.17.12 Council Officers also advised that the "Plan B" in the case of the scheme is for adaptive measures and controls that can be put in place over time, as part of the scheme to manage performance[24].

8.17.13 Council Officers confirmed[25] that the types of plants used could be selected to suit noting the land was covered in native bush before settlers arrived. There are still some remnants of native bush and the plan is to ecosource the seed from these areas. Council Officers advised they would work with Hugh Wilson (botanist and

[21] Refer to question 21 on page 240 and question 53 on page 258 of the Minutes Attachments
[22] Refer to question 36 on page 249 of the Minutes Attachments
[23] Refer to question 29 on page 244 of the Minutes Attachments
[24] Refer to question 68 on page 262 of the Minutes Attachments
[25] Refer to questions 12 on page 235 of the Minutes Attachments

manager of Hinewai Reserve), Ōnuku Rūnanga and members of the community to select appropriate species.

8.17.14 Recognising the above advice, the Hearings Panel recommends for Council Officers to incorporate into the scheme design, where applicable, softening the contours of plantings by following the natural contours of the land and include raised boardwalks, where appropriate, for recreation in the new wetland areas. Furthermore the Hearings Panel recommends to the Council that it creates a scheme for local employment for the planting and maintenance of the native trees.

Heritage

8.17.15 The Hearings Panel noted the concerns raised by submitters in relation to the impacts on the Pavitt Cottage and the old sawmill site and requested further advice from Council Officers. Council Officers confirmed that as part of the resource consent proves the Council would undertake an archaeological assessment which would determine and identify areas impacted by the projects. Works would then be designed to avoid these areas as far as possible. Furthermore during resource consents processes, the Council would apply for an archaeological authority from Heritage NZ[26].

8.17.16 The Hearings Panel asked if a small bund should be built to divert any perceived potential floods away from Pavitt Cottage. Council Officers confirmed a bund was unlikely to be warranted or beneficial[27].

8.17.17 The Hearings Panel recommends that as part of detailed design, where practical, native tree plants to avoid key archaeological sites and interpretation signage for the historical sites be installed.

Future reuse

8.17.18 The Hearings Panel noted that the Inner Bays option provides future proofing for non-potable reuse as well as population growth. Council Officers confirmed the scheme does provide for population growth as per the projection based on census data from Statistics NZ[28]. Furthermore there were a several options to accommodate additional flows should population grow significantly beyond predictions[29].

8.17.19 The Hearings Panel recommends for Council Officers to investigate additional areas for irrigation of public space within the Akaroa catchment with the goal of increasing non-potable use. The Hearings Panel also recommends for the UV treatment unit at the current treatment plant be reused at the new treatment plant to enable non-potable reuse, if possible.

Recommendations on irrigating public parks

8.18 In response to **question three** of the consultation document, "*would you support us irrigating public parks in Akaroa with highly treated wastewater?*"

8.18.1 As noted above the Hearings Panel supports the incentive of reusing treated wastewater and therefore recommends that the Council approves irrigating parks and flushing public toilets in Akaroa with treated wastewater.

[26] Refer to question 41 on page 252 of the Minutes Attachments
[27] Refer to question 55 on page 259 of the Minutes Attachments
[28] Refer to question 43 on page 253 of the Minutes Attachments
[29] Refer to question 44 on page 253 of the Minutes Attachments

Recommendations on the purple pipe scheme

8.19 In response to **question four** of the consultation document, "*would you like use to explore the feasibility of a purple pipe scheme for Akaroa, so that residential property owners could use the water for garden watering and other non-drinking purposes?*"

8.19.1 As noted above the Hearings Panel supported and agreed with submitters for a purple pipe scheme to be explored. The Hearings Panel noted the discussion of non-potable reuse should continue as this could be part of the solution to address ongoing future needs noting the water shortage supply will continue. In its recommendations the Hearings Panel requests for Council Officers to work with the MOH, CDHB, Ngāi Tahu and water suppliers that are interested in non-potable reuse, to develop guidelines or standards for New Zealand. Furthermore the Hearings Panel requests that Council Officers discuss options with the Council as soon as practicable should the regulatory framework for non-potable use change.

Recommendations on cost

8.19.2 The Hearings Panel acknowledged that all options had a significant associated cost beyond what is currently budgeted for. Council Officers noted that Akaroa is located in a place where disposing of treated wastewater was expensive and the scope of the scheme is large, includes major upgrades to the wastewater network, a new terminal pump station, a new treatment plant at a new site and a new reuse scheme.

8.19.3 The Hearings Panel recommends for the Council to include consideration of the additional budget required in the draft Long Term Plan 2021-2031 to implement the approved Akaroa Reclaimed Water Treatment and Reuse Scheme.

9. Reference Documents

Document	Location
Hearings Panel Agenda	https://christchurch.infocouncil.biz/Open/2020/10/BLHP_20201012_AGN_4982_AT.PDF
Hearings Panel Attachments under separate cover	https://christchurch.infocouncil.biz/Open/2020/10/BLHP_20201012_ATT_4982_EXCLUDED.PDF https://christchurch.infocouncil.biz/Open/2020/10/BLHP_20201012_ATT_4982_PLANS.PDF
Hearings Panel Minutes	https://christchurch.infocouncil.biz/Open/2020/10/BLHP_20201012_MIN_4982_AT.PDF
Hearings Panel Minutes Attachments	https://christchurch.infocouncil.biz/Open/2020/10/BLHP_20201012_MAT_4982.PDF
Have Your Say Webpage	https://ccc.govt.nz/the-council/consultations-and-submissions/haveyoursay/show/316
Consultation Document	https://ccc.govt.nz/assets/Documents/Consultation/2020/07-July/Akaroa-Wastewater/WEB-Akaroa-treated-wastewater-options.pdf
FAQs	https://ccc.govt.nz/assets/Documents/Consultation/2020/07-July/Microsoft-Word-Akaroa-Questions-Answers-10-August-2020.pdf

Working Party Statement	https://ccc.govt.nz/assets/Documents/Consultation/2020/07-July/Akaroa-Wastewater/Akaroa-WWWP-Joint-Statement-final-Redacted-web-version.pdf
Ngāi Tahu Statement	https://ccc.govt.nz/assets/Documents/Consultation/2020/07-July/Akaroa-Wastewater/Ngai-Tahu-Statement.pdf
Beca report and attachments	https://ccc.govt.nz/assets/Documents/Consultation/2020/07-July/Akaroa-Wastewater/Akaroa-Wastewater-Summary-of-Disposal-and-Reuse-Options-Rev-3.pdf https://drive.google.com/drive/folders/16U3jSPguKcumEZ_KKr0y8u1rLU6p-tnu
Stream ecology	https://drive.google.com/drive/folders/1vBF1w8-iOX7Vk7-N6YcSfU-QNhJ0vQkI

Signatories / Ngā Kaiwaitohu

Author Samantha Kelly - Hearings Advisor

Approved By Councillor Templeton - Chair of Hearings Panel

Attachments / Ngā Tāpirihanga

No.	Title	Page
A	Council Officers' Report to the Hearings Panel	
B	Council Officer Legal Memo to Hearings Panel	
C	Hearings Panel Site Visit Notes	

Item 11

11. Long Term Plan 2027 - Project & Risk Update

Reference Te Tohutoro:	25/1452015
Responsible Officer(s) Te Pou Matua:	Peter Ryan, LTP Project Manager
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 To update the Committee on the development of the Long Term Plan 2027-2037 (LTP).

1.2 The report is staff generated and is part of regular progress reporting on the LTP's development.

2. Officer Recommendations Ngā Tūtohu

That the Committee:

1. Receives the information in the Long-Term Plan 2027 – Project & Risk Update
2. Notes the project update, updated timeline, workstream status reports and level of service review process.
3. Notes the status update for the overall LTP project and each workstream provided in section 4.1 and provides advice and guidance as required.

3. Background/Context Te Horopaki

3.1 On 27 August 2025 this Committee approved the key principles, governance and other structures to drive development of the LTP 2027 (Attachment A). This was followed on 7 October 2025 by the Audit and Risk Management Committee's (ARMC) approval of specific workstream plans, milestones and accountabilities (Attachment B).

3.2 In February 2026 this Committee consolidated this guidance into Council's formal Letter of Expectations (LOE) for the LTP (refer Attachment C). The LOE sets out clear and specific guidance on the trajectory of future rates increases, development of the capital programme and other key LTP components.

3.3 The LOE supports the decisions made by both Committees, but adds further context and specificity, as well as modifying slightly some timelines. This is reflected in an updated LTP project timeline (refer Attachment D).

3.4 A more detailed project timeline (Attachment E) and RACI[1] (Attachment F) are provided for assurance and noting. Scheduling of LTP workshops is carried out in conjunction with Democracy Services team and must remain flexible due to competing demands for workshop time.

3.5 This report provides an update to the Committee on the implementation of the above guidance to date, including current status, key risks and mitigations to those risks. In particular, it provides assurance that a specific risk previously identified by the ARMC is being actively managed: *a failure of Council internal processes*, including where relationships between the LTP and other overlapping internal processes are not established early, or where

[1] RACI: project management tool used to define responsibilities and accountabilities: Responsibilities (R) the doer, Accountabilities (A), the sign off, Consulted (C), a subject matter expert and Informed (I) updated.

accountabilities and milestones are not agreed in advance and adhered to throughout the LTP's development.

3.6 Mitigations for this risk have also been informed by recent sector learning, including insights from the Taituarā LTP Roadshow – *The Road to 2027* held on 26 March 2026, which was attended by several Council staff. These insights have been applied to strengthen internal coordination, sequencing, and risk visibility across the LTP programme. This approach is consistent with the Council's LOE, which notes that both this Committee and the ARMC have requested regular project and risk updates throughout the development of the LTP, with all issues or barriers to be identified and escalated early.

3.7 Staff have also been reminded on a regular basis that the LTP should build from approved content within the 2024 LTP rather than commencing fundamental rebuilds. Restarting from 'scratch' when the LTP components are well known, well-understood (and have been successfully audited) is not considered an effective or efficient use of scarce resources. It also, critically, introduces a significant risk of misalignment between interdependent LTP components.

3.8 The report also includes the proposed Level of Service review methodology. This has been requested by the Finance & Performance Committee for their meeting of 22 April 2026. It is attached for completeness and assurance (Attachment G).

4. Considerations Ngā Whai Whakaaro

4.1 The following is a status update for the overall LTP project and each workstream. This update is as at 27 March 2026.

Overall Status	**On track.**	
	Current status: Letter of Expectations provides clarity for key LTP Components and process milestones (Attachment D).	
Community Outcomes	**On track.**	
	Current status: Updated by Council 19 March 2026 following briefing by Chief Executive (Attachment H).	
Environmental Scan	**Completed.**	
	Current status: Council briefed at workshop 19 March (Attachment I).	
Financial Strategy	**On track.**	
	Current status: 6-5-4% rates trajectory clarified by LOE, along with clear parameters on capital programme development. The FS is being updated by the Finance and Corporate Planning teams. The F&P Committee has requested a joint Financial Strategy/Infrastructure Strategy (FS/IS) workshop to consider first drafts on 30 April. A first (work in progress (WIP)) update of the FS will be presented at that time for guidance and feedback. Monitoring for next Finance & Performance committee update: Detailed financial data in the draft FS can only be completed after further discussion and guidance from councillors in future workshops. These are being scheduled at the time of writing.	

	The key risk to the FS is that guidance on the group of major financial parameters (debt, rating for renewals, headroom, operational and capital expenditure etc) is not provided at an early stage. The FS must help lead opex and capex discussions from mid-2026 to 1 October (when the first draft of the overall LTP is due to Council.) This is especially the case when a rates trajectory has been made clear early in the process. It must not arrive late in the process as a retrofit.
Infrastructure Strategy	**On track.**
	Current status: The LOE asks for a draft (WIP) IS for the 30 April workshop. Of the three key elements that an IS must contain (the assumptions that underpin strategic issues, the issues themselves, and specific scenarios and solutions), the issues are ready for presentation. Remaining IS content will be worked through with Council over coming workshops. Monitoring for next Committee update: Specific work is being applied to keep alignment and accountabilities for the FS and IS clear. A detailed RACI has been developed and meetings between workstreams have clarified that, while the IS will at times flag demand for financial planning or funding solutions as an issue, the resolution of financial components will be handled by the FS. The IS workstream is currently aligning IS milestones with the LTP project plan (Attachment J). This alignment will be set out in the Council workshop on 30 April 2026.
Opex budgeting and prioritisation	**On track.**
	Current status: Will be informed by draft FS (first draft to Council 30 April.) Will be impacted by LOS review (plus ELT guidance on efficiencies outside LOS.) Capacity to deliver draft opex budgets to meet 1 October Council deadline has been confirmed by Finance workstream.
Capital Programme Development	**On track.**
	Current status: The LOE has provided clarity on capital programme parameters and requirements. This workstream has been asked to deliver an overall capital prioritisation model for Council to consider before the capital programme is developed. The model must help Council meet the 6-5-4% rates trajectory as well as capital deliverability parameters. This will include peer review for deliverability. Work is progressing well. Preliminary meetings with this workstream (to provide a clear picture of renewal and growth requirements, rephasing and decisions required) have been positive. An early framing of the capital prioritisation model will

	be provided to the 30 April 2026 workshop for guidance, before capital programme development begins. Monitoring for next Finance & Performance committee update: Council guidance on prioritisation model.
Activity Plans (inc. LOS review)	**On track.**
	Current status: Team meetings to support Heads of Service/activity managers have commenced across all services, round 1 is complete. The activity plan template has been rationalised for ease of use while still meeting legislative requirements. Awaiting green light on LOS review process for round 2 meetings (Attachment G). Monitoring for next Finance & Performance committee update: Council guidance on LOS review process.
Asset Management Planning Alignment	**On track.**
	Current status: Avoiding overlap or duplication between activity and asset management plan processes has been a high priority. Clarifying terminology has greatly assisted this. The LTP Project Team has agreed that Levels of Service (LOS) are the performance measures and targets that HOS agree with Council in activity plans. The term Level of Service will not be used for anything else. LOS are also represented in asset management plans, so as to avoid duplication or misalignment they will simply be cross referenced in asset management plans by hyperlinks to the relevant activity plan (to avoid version control or misalignment issues.) The standards that asset management plans recommend will be known as 'Proposed Performance Standards' throughout all LTP documents, including asset management plans. These standards may be recommended to Heads of Service as part of activity planning and budgeting, but the decision by Heads and Council – which often involves balancing priorities, affordability and deliverability at the organisational level - will drive the LOS and legislative content of the LTP. If a Proposed Performance Standard becomes a LOS it will be removed from the asset management plan, as it will be then covered by the link. The LTP Project Team is communicating these definitions and processes among workstreams. The Head of Strategy is doing the same within asset teams. This is assisting both workstreams. Monitoring for next Committee update:

	Ensuring consistent use of terms and agreed process. Work is ongoing to resolve what happens to Proposed Performance Standards in asset management plans once LOS are decided.	
Consultation Document	**On track.**	
	Current status: The CD will begin early, parallel development rather than being developed late in the process.	
Local Water Done Well	**On track.**	
	Current status: This was not a workstream defined by ARMC, but there are issues to be clarified. The Water Services Strategy (WSS) is being written to cover WS, WW and Stormwater activities (not Flood Protection, which is LTP-only). The current proposal, based on meetings with the GM Infrastructure and Head of Three Waters, is to update existing LTP activity plans for WS, WW and Stormwater that will serve WSS requirements while still meeting LTP and reporting requirements. (This is similar to the approach the Transport activity takes for LTP and NZTA requirements.) This means a single source of truth and that existing organisational reporting platforms can continue to be used Monitoring for next Finance & Performance committee update: Further updates will be provided as this approach matures.	

4.2 **LOS review model** - This has been requested by the Committee. Council's review of activity plans and levels of service has historically been transparent and accountable. Activity plans present what the legislation requires (outcomes, outputs as LOS, budgets etc by activity), however they also contain extensive technical and operational detail relating to performance measures and targets. A detailed line-by-line review, at a governance level, can result in a disproportionate focus on technical and operational detail rather than a strategic focus on decisions that materially influence levels of service and delivery.

4.3 As a result, some councillors have requested, while still maintaining transparency and assurance on accountability, a simpler and more engaging review process that enables a focus on decisions that materially influence levels of service and service delivery.

4.4 The process summarised in Attachment G engages councillors in a simpler way to achieve the same result. It is in fact a stronger result as it enables early and strategic guidance from councillors, rather than late, technical review.

4.4.1 **Step 1** (commencing May 2026) HoS/activity managers present Councillors with a brief, plain English description of each activity and the current services in it ('Level of Service Statements' - LOSS.) See examples attached showing current services, their cost and performance (Attachment G).

4.4.2 Councillors are then asked for guidance (increase, maintain, decrease, exit) in the context of the 6-5-4% rates cap set out in the LOE. These pages have already been created for each activity - review can commence immediately.

4.4.3 **Step 2** the Head of Service/activity manager and supporting staff (finance, corporate planning, assets) work together, using the councillor guidance, to update the activity

plan's levels of service, performance measures, targets, budgets and other technical detail such as asset plans and the capital programme.

4.4.4 **Step 3** (1 October) The updated plan is then presented to Council in full with its guidance and staff changes highlighted. This moves the traditional line by line analysis to an exceptions-based discussion.

4.5 This approach is aligned with the principles set out in the LOE "update, not start from scratch" and the project team principle "we have listened."

4.6 This is the activity LOS review process recommended by the accountable work stream.

5. Next Steps Ngā Mahinga ā-muri

5.1 An LTP progress update was provided to the ARMC on 17 April, including the proposed level of service review methodology.

5.2 A further update will be provided to the Committee at its subsequent meetings.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A	Long Term Plan 2027 - Project Update and Risk Assessment (Finance & Performance Committee) August 2025	26/753459	331
B	ARMC approval LTP 2027 Workstreams	26/552755	339
C	Long Term Plan 2027 Council Letter of Expectations	26/552250	343
D	LTP Project Timeline (updated post LOE)	26/650556	347
E	LTP LOS Review Timeline (updated post LOE)	26/552616	348
F	LTP Detailed RACI	26/644443	349
G	LTP 2027 LOS Review	26/552489	355
H	Community Outcomes	26/566067	365
I	Environmental Scan (presented 19 March 2026)	26/562951	367
J	LTP Project Plan (updated post LOE)	26/653881	391

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Finance and Performance Committee
27 August 2025

10. Long Term Plan 2027 - Project Update and Risk Assessment

Reference Te Tohutoro:	25/1479394
Responsible Officer(s) Te Pou Matua:	Peter Ryan, LTP Project Manager
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 This report is a response to a request from the Chair, Finance & Performance Committee for an analysis of challenges and risks likely to impact upon the Long-term Plan 2027 – 2037 (LTP) process as well as;

1.1.1 Demonstrating the mitigations staff will take to address those risks; and

1.1.2 Seeking feedback from the Committee on those mitigations.

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Note the challenges and complexities that various reforms will generate for the 2027 Long-Term Plan process.
2. Note that in developing the next Long-Term Plan it will be important to:
   a. clarify the relationship between the LTP process and other overlapping internal processes so that accountabilities are clear and milestones are fully aligned.
   b. provide a structured approach to the review of Levels of Service with early clarification of roles and responsibilities.
   c. deliver an aligned and integrated LTP process that meets the requirements of reforms (e.g. Local Water Done Well, Resource Management Act reform, and the proposed Local Government Systems Improvement Bill, which may include rates capping.)
3. Note the key principles and processes for the development of the LTP set out in Attachment A to this report.
4. Note that staff will commence preparation of financial scenarios for the next Annual Plan and draft Long-Term Plan which will address the impacts of local government reform (including a rates cap as foreshadowed by central government) and that these scenarios will be workshopped with the incoming Council.

3. Background/Context Te Horopaki

3.1 Oversight of the LTP process is delegated to the Finance and Performance Committee as part of its Terms of Reference.

3.2 The upcoming LTP process will be complex. It contains changes and risks arising from a range of legislative reforms including Local Water Done Well, Resource Management System reform and the proposed changes to the Local Government Act in the Local Government Systems Improvement Bill. The risks are summarised below, followed by the proposed mitigations.

3.3 It should be noted that the mitigations outlined in this report apply to organisational readiness for the LTP; not to the process and engagement expectations that the post-election Council will direct in its Letter of Expectation.

3.4 Many councils across New Zealand have commenced, or will shortly commence, project planning for the upcoming LTP process so they are ready to respond to their respective Councils expectations after the October 2025 triennial elections.

3.5 Based on best practice provided by Taituarā, agreement between governance and management on LTP priorities and parameters (which we do through Council's Letter of Expectation) should occur between November 2025 – February 2026, with updates to the Community Outcomes, Financial Strategy, Infrastructure Strategy, level of service (LOS) review, activity plans, capital programme and budgets phased through 2026.

3.6 Most Councils aim to achieve broad consensus around their draft LTP by December 2026 so that community consultation, adoption and finalisation can take place between January and June 2027.

3.7 **Legislative reform is proposed for the local government sector**: these reforms are set to have implications on LTP content, process and audit, although the extent and timing remains uncertain.

3.8 **Risks posed by internal processes**: the relationship between the LTP process and other overlapping internal processes must be clarified early so that accountabilities are clear and milestones are fully aligned.

3.9 **LOS review will be critical to the LTP 2027 process**: a structured approach as well as roles and responsibilities must be clarified early as to what levels of service will be delivered across Council's activities.

There are audit risks around the LTP process.

3.10 Recent LTPs show a trend of increasingly focused requirements from the Office of the Auditor-General. It is fully expected, based on audit's approach in previous LTPs, that the range of reforms set out below (Section 4) and how well Council is addressing them will be areas of focus in the upcoming audit.

3.11 The associated risk is that if Council cannot deliver an aligned and integrated LTP process that meets the requirements of reforms, eg having consultation that provides an effective basis for public participation in the Council's decisions, it may well result in a qualified audit report and subsequent reputational damage.

3.12 The LTP project team and Audit NZ have previously identified misalignment and duplication across Council processes as key barriers to effective LTP preparation. Audit NZ has previously advised that misaligned and duplicated processes contributed to additional audit fees and were a factor in the consideration of an Emphasis of Matter for the 2024 LTP. While this outcome was ultimately avoided, the underlying risk remains, and staff are developing a project framework that will address and eliminate these recurring issues.

4. Local Government reforms will have impacts on LTP2027

4.1 Major reforms are underway across local government, adding complexity to the development of LTP 2027. These include changes to:

4.1.1 **Water Services Delivery** – the Government's Local Water Done Well reforms

4.1.2 **Local Government Role and Purpose** – changes under the Local Government Systems Improvement Bill

4.1.3 **Resource Management System** – new approaches to land use, infrastructure planning, and environmental management

Reform to Water Services Delivery

4.2 The reform to water services delivery (Local Water Done Well) is reasonably well-defined. The Council has opted to keep water services in-house, and staff are now working through its implementation.

4.3 There is some unresolved detail – for example, the nature of the separate strategies, plans and budgets for Council's in-house water entity, and their relationship with current LTP plans and budgets – but overall, their impacts seem reasonably well defined. With that said, there is a need to be mindful that the legislation (Local Government (Water Services) Bill) is at Bill stage and is not expected to be enacted until late this year or early next. Even once it passes, staff anticipate a further amendment bill will be required to address any outstanding gaps or technical issues.

Reform to the Local Government Role and Purpose

4.4 The Local Government (System Improvements) Amendment Bill (the Bill), introduced in July 2025, aims to reduce pressure on council rates by refocusing local government on core services and improving transparency and accountability.

4.5 The bill proposes amendments to the Local Government Act 2002, including redefining the purpose of local government, enhancing performance measurement and reporting, prioritising core services, and providing regulatory relief to councils.

4.6 Staff are currently in the process of preparing a Council submission on the Bill.

The Introduction of 'rates capping'

4.7 The current Bill does not introduce a rates capping mechanism; however, the Government is working on developing a rates cap policy, which is expected to be before Cabinet before the end of the year. The provisions in the Bill are intended to foster the principles of a rates capping system so it can be applied in the future.

4.8 While the scope and timing of a 'rates cap' is not clear, if it is implemented in the current Government term it may impact the LTP, including level of service review and prioritisation of the capital programme.

Removal of the four well-beings

4.9 All references to the four well-beings will be removed from the LGA by the Bill. This has been reflected in a revised purpose of Local Government, which will be:

- *(a) to enable democratic local decision-making and action by, and on behalf of, communities; and*
- *(b) to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses; and*
- *(c) to support local economic growth and development by fulfilling the purpose set out in paragraph (b).*

4.10 This change will also be reflected in the definition of 'Community Outcomes', which Council is required to set as the strategic focus for the LTP. Community Outcomes will be defined as:

- *"the outcomes that a local authority aims to achieve in meeting the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions"*

Revised description of the Council's core services

4.11 The statutory description of core services has been revised and largely reflects the description that was repealed in 2019. These core service will be:

- network infrastructure (i.e. water and roads),
- public transport services,
- waste management,
- civil defence emergency management, and
- libraries, museums, reserves, and other recreational facilities.

4.12 While core services do not include economic development, this is now emphasised in the purpose of local government. Regulation, consenting and land use planning activities, are still statutory obligations for councils.

Other key changes that the Bill introduces

4.13 In addition to the headline changes, the Bill contains several other provisions that will affect how councils plan, operate, and report on their activities. These changes aim to increase transparency, improve performance monitoring, and give councils more flexibility in certain areas. Key measures include:

- Making six-yearly service delivery reviews (s17A) optional.
- Clarifying that third party-contributions to capital projects for which development contributions are charged can be targeted to specific project drivers.
- Publish key council performance indicators on the Department of Internal Affairs website, starting mid-2025. The first tranche of data is being published by DIA in July 2025.
- Expand existing regulation-making powers so new benchmarking standards can be set which will support the assessment of (for example) council governance, asset management and service delivery alongside the existing requirements around council financial management.
- Require councils to report on their use of contractors and consultants.

Reforms to the Resources Management System

4.14 The Government is continuing to reform the Resource Management Act (RMA), building on amendments to the RMA introduced in 2024. The RMA is set to be replaced this parliamentary term with two new acts: the Planning Act and the Natural Environment Act.

4.15 The Planning Act will primarily address land-use planning and infrastructure development, whereas the Natural Environment Act will focus on protecting and enhancing natural resources, including land, air, freshwater, and marine environments. It is anticipated that the bills will be released in October 2025, following the local government elections. Both acts will be supported by a single set of national directions.

4.16 The reforms will narrow the scope of the resource management system and the effects it controls, with the enjoyment of private property rights as the guiding principle. The intention is that a shift to a more permissive approach will unlock development and streamline planning processes. This has the potential to create LTP challenges in terms of asset planning and trying to project where growth will happen.

4.17 In addition, a package of national direction was recently released. Council submitted on the proposed changes to national direction.

4.18 A discussion document is also anticipated on urban development, which will inform changes introduced as part of the broader reform to the resource management system.

4.19 Given the details of the new resource management system have yet to be released, it is difficult to quantify the impact on the LTP process at this point. Until specific details emerge these changes are best considered as emerging risk.

LTP Implications from the Reforms

4.20 Early process preparation is essential. The combined effect of these reforms means LTP 2027 will need a more agile and nuanced approach, one that adapts to evolving legislation, reflects the changing role of local government, and anticipates further regulatory shifts.

4.21 This will require process design that builds in flexibility and scenario-based planning so reform impacts can be addressed as they become clearer. That said, there will also need to be a 'single source of truth' on LTP process governance, accountabilities, processes and milestones.

4.22 Council will also need strong governance and planning structures, as well as strategic and policy capability, to assess the implications of reform in real time and to update key documents, such as the Community Outcomes, Financial Strategy, and Infrastructure Strategy, accordingly.

4.23 If key reforms are enacted late in the LTP cycle, they could affect consultation, audit processes, and the overall integrity of the plan. The LTP will also need to integrate separate water services plans and budgets in a way that remains compliant with LGA requirements, adding to the planning and coordination challenge.

LTP Mitigations to the Reform Uncertainty

4.24 To help mitigate uncertainties created by the reform programme, the LTP's core strategic components will be developed in a way that builds in flexibility, ensures compliance, and keeps them adaptable to late-stage legislative changes. These will take shape early in the process and begin to provide some direction in early 2026.

- **Community Outcomes** – Set the high-level direction for the LTP by describing the long-term results Council wants to achieve for the community through its provision of services. They will guide priorities, service levels, and investment choices.
- **Infrastructure Strategy** – Focuses on the most significant long-term infrastructure challenges, their timing, and the options for addressing them. It provides essential context for decision-making, rather than serving as a full capital programme or LTP planning tool, and will align with separate water services strategies, plans, and budgets.
- **Financial Strategy** – Establishes the framework for managing Council's finances, balancing affordability, sustainability, and strategic priorities. It must remain flexible enough to respond to any rates cap and clearly demonstrate a pathway for reducing investment in non-core activities.

5. Internal risks to the LTP process

5.1 During the 2018, 2021 and 2024 LTPs an internal risk to the LTP process (as opposed to content) was fragmentation within the project. This was driven by accountabilities and milestones becoming blurred or duplicated.

5.2 At the Heads of Service / ELT meeting of 15 May 2025 the LTP project team presented some principles for developing the LTP. These were developed to minimise risks to the project and agreed with the Chief Executive, CFO (as LTP Executive Sponsor) and ELT (refer Attachment A):

- '**One Team**' – there must be a single LTP process and plan. Community Outcomes, Infrastructure Strategy, Financial Strategy, and activity plans etc. need to stay aligned on process, content and timings.
- '**Making It Happen**' – once the single project plan is agreed, changes must be approved by the LTP Project Team. Teamwork, no surprises.
- '**We have listened**' – preparation of an integrated LTP process may commence, but LTP content must be built on guidance from the new (post-election) Council via their Letter of Expectation.

5.3 In summary, the process staff are establishing is a one team approach, avoiding the misalignment and duplication noted above, changes are approved through an LTP project team and the development of the LTP must be guided by the strategic direction set by the Council. This approach acknowledges that while technical groundwork and preliminary preparation may commence prior to the election, the LTP must ultimately reflect the priorities, values, and expectations articulated by the incoming Council through their Letter of Expectations. This is to ensure development of the LTP by staff is aligned with Mayor and Councillor leadership, and responsiveness to community mandates.

5.4 Feedback has been requested and received from ELT and Heads of Service. This mostly involved simplification of certain processes, especially for internal services, but the principles above received support.

5.5 A high-level summary of the proposed LTP27 phasings is set out in **Attachment B** and the governance structure in **Attachment C**.

LTP Mitigations to Internal Process Risks

Strategic Direction will be Developed Early

5.6 The Community Outcomes, Financial Strategy, and Infrastructure Strategy will need to start taking shape early in the term of the new Council and be designed so they can respond to ongoing strategic guidance from the Mayor and councillors.

5.7 To be effective, direction from these strategic documents needs to be received before levels of service are reviewed, and before the capital programme and budgets are developed.

5.8 The Community Outcomes, Financial Strategy, Infrastructure Strategy, and supporting plans must also be agile enough to respond to any 'core service' definition changes, rates capping and any changes arising from reforms.

Asset Management Processes will be Aligned with the LTP Development

5.9 Asset management teams are starting to develop baseline Asset Management Plans, including early work on whole of life costs, technical service levels and the implications for capital programme planning. These plans are asset management tools in their own right (not LTP specific products) but they will provide critical input into the formation of the LTP.

5.10 Updates to the AMPs adopted through the 2024 LTP will be formally reflected in the LTP 2027 adoption process, ensuring alignment without compromising their independence or ongoing development.

Information and LTP Documentation will be Accessible and Transparent

5.11 The full suite of LTP documentation will remain transparent to the Mayor and Councillors and the community through the life of the LTP. This will include any updates that may be required by an LTP rates cap, or by the new Council, or arising from the updating of Community Outcomes, strategies, capital prioritisation process, activity plan or level of service review arising from the LTP process that is now being developed for implementation in 2026/27.

A Detailed Level of Service Review will be Undertaken

5.12 The LTP 2021 level of service review process was relatively light, and Council opted to not review levels of service for the LTP 2024. The potential for rates capping and the implications of the broader reforms makes LOS review a much more likely part of the LTP 2027 process.

5.13 The scope of that review remains unknown until the Local Government (Systems Improvement) Bill receives assent, the Letter of Expectation is received from the new Council, and parameters of the updated Community Outcomes, FS and IS are understood.

5.14 However, the review must be structured around achievement of agreed Community Outcomes (to avoid ad hoc cherry-picking of LOS) and must engage councillors actively and extensively.

6. LTP Mitigations to Potential Audit Risks

6.1 The LTP project team will engage early with Audit NZ, specifically to test the draft Community Outcomes, Financial Strategy, and Infrastructure Strategy at while they are in development. The project team will also seek assurance that our approach to LTP and asset management alignment are sufficient to meet LGA 2002 requirements.

6.2 Additionally, the Project Sponsor and Project Manager will provide regular monthly progress reporting to Finance & Performance Committee (or equivalent) matched by similar reporting to ARMC on LTP project milestones and risks, including the risks set out above and their mitigations.

6.3 It should be noted that Audit NZ has recently advised that due to the complex nature of reforms additional audit fees may be expected for the 2027 process.

7. Next Steps Ngā Mahinga ā-muri

7.1 Return to the Council per Recommendations (Attachment A) with a draft project plan and RACI, to ensure that the organisation is ready to work with Council post-election.

7.2 Staff will commence preparation of financial scenarios for the next Annual Plan and draft Long-Term Plan which will address the impacts of local government reform (including a rates cap as foreshadowed by central government) and that these scenarios will be workshopped with the incoming Council. This means clear options for opex reductions and increased revenue, as well as options to reduce the capital programme to a demonstrably deliverable level for both the Annual Plan and Years 1-3 of the LTP. The net impact of these options must place Council's financial position within the likely or potential impacts of reforms.'

8. CCC Business Unit Consultation

8.1 This report and its Recommendations were approved by ELT (as LTP Steering Group) on 24 July 2025.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A	LTP 2027 - Recommendations	25/1582201	
B	LTP 2027 - High Level Phasing	25/1479603	
C	LTP 2027 - Governance Structure	25/1582202	

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Approved By	David Griffiths - Head of Strategic Policy & Resilience Peter Ryan - Head of Corporate Planning & Performance Bede Carran - General Manager Finance, Risk & Performance / Chief Financial Officer

LTP 2027-37 Key Workstreams & RACI (Summary)

Workstream	LTP Community Outcomes		
Key Risks	Risks include: high dependency on early engagement and direction from new Council Nov 25 - Mar 26, inability to provide guidance to workstreams by March 26. Methodology to be developed by a small cross-functional team* (Strategic Policy, Monitoring & Research, Planning & Consents, Principal Advisor Citizens & Communities, Communications, potentially Principal Policy Advisor.)		
Deliverable in Project Phase	1.Develop process for updating draft Community Outcomes – September to late October 2025. 2. Approval by LTP Project Team – late October 2025. 3. Work with Council to review and update draft Community Outcomes – early November 2025 to late March 2026. 'Free-range' discussion may be assisted by suitable/agreed external facilitator. 4. Review to consider input from *What Matters Most* community feedback. 5. Council workshops, handover draft to activity and asset plan, LOS and capital review workstream leads end March 2026.		
RACI (*summary only)	Accountable: 1.CE 2.Council	Responsible: Head of Strategy (Workstream Lead)	Consulted: Community, Finance & Performance Committee, CFO & ELT, LTP Project team.
In-Scope/ Out-of-Scope	In-scope: Community Outcome development process, workshops with councillors, review and update of draft outcomes. Out-of-scope: Community outcomes monitoring. LOS and capital reviews.		

Workstream	Financial Strategy (FS)		
Key Risks	Risks include: inability to guide opex or capex budget development due to lateness. Early drafting relies on Letter of Expectation and clear guidance. The FS extensively audited, must align with IS and meet section 101A legal requirements. Note that Finance & Performance Committee has specifically directed that a scenario be prepared containing options that can address a rates cap. Note also guidance from CE and ELT that all LTP components currently exist in complete, approved and audited form – focus for the 2027 process is on updating not build from scratch.		
Deliverable in Project Phase	Aug-Dec 2025 – develop scenario containing options to address a rates cap. Nov 25 – Mar 26 – work with Council to define draft FS structure, key levers, recommended financial parameters. Mar 26 – initial assessment that draft is likely to meet requirements of s101A. Mar 26 – first Draft FS released to activity plan, LOS and capital review workstreams. March - Dec 2026 continue draft FS refinement with Finance & Performance Committee.		
RACI (*summary only)	Accountable: CFO (with CE signoff)	Responsible: Head of Finance (Workstream Lead)	Consulted: Finance & Performance Committee, CFO and ELT, Project Manager, Heads of Service.

In-Scope/ Out-of-Scope	In-scope: Both Financial Strategies (LWDW and Rest of Council). Scenario containing options that can address a rates cap. Assurance that these strategies are fit for purpose to meet the requirements of section 101A of the Local Government Act. Out-of-scope: Infrastructure Strategy development. LOS and capital reviews.

Workstream	Infrastructure Strategy (IS)		
Key Risks	Risks include: unable to align to FS if latter is late. IS for LTP27 requires early drafting to adequately guide development. The IS is audited closely by Audit NZ. It must align with FS and meet section 101B legal requirements (ie provide a Most Likely Scenario and guidance on how assets will be managed, including guidance on capital programme development.) Delivery is via a small cross-functional team representing key infrastructure stakeholders (Strategic Policy, Planning & Consents, PMO, Coastal Hazards Adaption Planning, Monitoring & Research.) Continuous liaison with the FS team required. Note also guidance from CE and ELT that all LTP components currently exist in complete, approved and audited form – focus for the 2027 process is on updating not build from scratch.		
Deliverable in Project Phase	Significant issues identification: September 25 - Nov 25 (including options and a scenario for meeting a rates cap) Work with Council: Nov 25 – March 26 First draft IS: (to be considered in tandem with draft FS, plus checks for alignment) - end March 26 End Mar 26 – initial assessment that draft is likely to meet requirements of s101B. Mar 26 – draft IS released to activity plan, LOS and capital review workstreams for alignment March - Dec 2026 continue draft IS refinement with Finance & Performance Committee.		
RACI (*summary only)	Accountable: CFO (with CE signoff)	Responsible: Head of Strategy (Workstream Lead)	Consulted: F&P Committee, CFO & ELT, Project Manager, Head of Finance, Head of PMO, Infrastructure GMs & HOS.
In-Scope/ Out-of-Scope	In-scope: Both Infrastructure Strategies (LWDW and Rest of Council). Alignment with asset management plans (in development). Assurance that these strategies are fit for purpose to meet the requirements of section 101B of the Local Government Act. Out-of-scope: LOS and capital reviews.		

Workstream	OPEX budgeting and prioritisation		
Key Risks	Risks include reliance on clear Letter of Expectation and FS parameters at an early stage. OPEX is a primary lever for rates increases. Will need to maintain close links with activity plan budget development and potential level of service changes.		
Deliverable in Project Phase	Nov 25 – Mar 26 development of opex budgeting process, setting parameters of overall opex. Mar 26 – Dec 26 monitoring adherence of Activity Plan budgets and other opex influences to overall financial parameters.		
RACI (*summary only)	Accountable: CFO (with CE signoff)	Responsible: Head of Finance (Workstream Lead)	Consulted: F&P Committee, CFO and ELT, Project Manager, HOS.
In-Scope/ Out-of-Scope	In-scope: Development of opex budgets across all activities. Out-of-scope: LOS review in Activity Plan workstream.		

Workstream	Capital Programme development (inc. affordability, deliverability)		
Key Risks	Risks include use of 'unconstrained' model (capital programme LTP24 began with $1.3B budget in year 1, both undeliverable and unaffordable. The current capital spend 'ceiling' (based on past two years) is approx.$500M. Current 26/27 capital budget is $786.9m. Asset plans (which drive project and programme spend) currently being developed before LTP is built. Other risks include Y1-3 'bow wave' rather than smoothed programme. From a community perspective, the greatest risk of an undeliverable capital programme is that work Council has promised to deliver does not occur but is carried forward. May need to consider >10 year CPMS horizon.		
Deliverable in Project Phase	Nov 25 – Mar 26 (establishing parameters of capital programme, deliverability analysis.) Mar 26 – June 26 (detail of programme content resulting from IS, FS, LoS review, asset management plans, prioritised draft programme prepared for Council) August – Dec 26 – draft capital programme refined through Council workshops.		
RACI (*summary only)	Accountable: CFO (with CE signoff)	Responsible: Head of PMO (Workstream Lead)	Consulted: F & P Committee, CFO and ELT, Project Manager, Head of Finance, Infrastructure Owners.
In-Scope/ Out-of-Scope	In-scope: Capital programme development, review and prioritisation to an (approximately) deliverable and affordable size (noting need for Council visibility of unprioritised projects during programme substitution/refinement phase.) Out-of-scope: Asset planning workstream, LOS review workstream.		

Workstream	Activity Plans (including level of service review)		
Key Risks	Risks include targeting of ad hoc, low impact LOS. LOS review will be guided first by Community Outcomes (at governance level), and then Level of Service Statement review, to ensure adequate direction and delegation to Activity owners. Risk of misalignment with LOS being reviewed early in asset plans without LTP guidance from governance. LOS review will need to address the resolution from Finance & Performance Committee that a scenario be developed containing options to deal with a rates cap. LOS review must result in performance measures that meet the requirements of LGA 2002. Note also guidance from CE and ELT that all LTP components currently exist in complete, approved and audited form – focus for the 2027 process is on updating not build from scratch.		
Deliverable in Project Phase	Nov 25 – Mar 26 (LOSS Review by Corporate Planning & Performance Team, guided by Council) Mar 26 – June 26 (LOS Review by HOS, supported by Corporate Planning & Performance Team). Alignment with LTP workstreams. July-Dec 26 Further LOS review by councillors.		
RACI (*summary only)	Accountable: CFO (with CE signoff)	Responsible: Head of Corporate Planning & Performance (Workstream Lead)	Consulted: CFO and ELT, Heads of Service, Head of Finance, Head of PMO.
In-Scope/ Out-of-Scope	In scope: mandatory and significant activities, significant change to activities and levels of service. Guidance on LOS development. Out-of-scope: Asset planning and capital development workstreams.		

Workstream	Asset Management Planning (alignment)		
Key Risks	Risks include asset plans in preparation before LTP Community Outcomes, IS, FS parameters, activity plans or LOS review results are known. Risk of misalignment and negative audit if asset plans not aligned with Council LTP decision-making during 2026 and 2027. Last review of data quality (maturity assessment 2023) showed variation.		
Deliverable in Project Phase	Note this workstream is focused on alignment with the LTP, not BAU asset planning. Nov 25 – Mar 26: initial check that Asset Management Plans can show alignment with the emerging LTP framework, including the Letter of Expectation, FS and IS parameters. Mar 26 – Dec 26: Confirm that AMPs remain aligned as further LTP workstreams mature, including the Level of Service review, capital prioritisation, and opex budgeting processes. Potential for maturity assessment (last assessment was 2023) of AMP data, assumptions and outputs. This would be a risk and assurance step for ELT, Finance & Performance, ARMC and Audit NZ.		
RACI (*summary only)	Accountable: CFO (with CE signoff)	Responsible: Head of Strategy (Workstream Lead)	Consulted: Project Manager, Head of Finance, PMO, Heads of Service (with assets/infrastructure), Audit NZ.
In-Scope/ Out-of-Scope	In-scope: alignment with LTP workstreams. Out-of-scope: BAU asset planning. LOS review/activity and capital programme workstreams.		

Workstream	Consultation Document (including Community Outcomes)		
Key Risks	Key risk is failure to have single lead 'holding the pen.' The result is inconsistent facts, messages, language, delivery and layout. Management of the CD must continue under a single, unifying voice and process lead. Other key risks include excessive complexity and lack of clear, easily understood options for consideration by the community. Must meet statutory requirements of s. 93 B and C (LGA 2002.)		
Deliverable in Project Phase	Nov 25 – Mar 26 Monitor early guidance, intent and development for draft LTP. Mar 26 – Nov 26 Collate options and issues arising from draft development. Dec 26 – Feb 27 Craft simplified Consultation Document so that meaningful options are presented and meaningful feedback is collected from community. Confirm that draft CD will meet requirements of s 93 B and C.		
RACI (*summary only)	Accountable: CFO (with CE signoff)	Responsible: Head of Communications & Engagement (Workstream Lead)	Consulted: CFO and ELT, Project Manager, Head of Finance, Head of PMO, Heads of Service, MRT, Audit NZ.
In-Scope/ Out-of-Scope	In-scope: All CD development, design, content. Out-of-scope: Other LTP workstreams.		

12 March 2026

The Long-Term Plan 2027-37

Council Expectations

Dear Mary,

This Letter of Expectations sets out direction and guidance from me and Councillors for the development of the Long-Term Plan (LTP) 2027–2037. It is essential that both governance and staff have a shared and explicit understanding of how the LTP process will unfold, including the points at which Councillors will be required to provide direction and make key decisions.

Set out below are the Council's expectations on the key elements of the Long-Term Plan. I note that LTP project governance, milestones and other preparations have already been endorsed by both the Finance & Performance Committee and Audit & Risk Management Committee.

Context

Christchurch has built strong momentum since the 2010/2011 earthquake sequence. Our central city is a vibrant and welcoming space for residents and businesses.

We now have horizontal infrastructure, community facilities and an economy that leads the way in New Zealand, however there are still some areas we need to focus on to address the legacy of the earthquakes in terms of roading, flood risk and our iconic buildings. The recent opening of Parakiore and imminent opening of One New Zealand Stadium at Te Kaha are major steps in the post-earthquake rebuild, with other work still to come.

The city is moving from rebuild and recovery to the next phase. Over the coming triennium this Council will be focused on strengthening Christchurch's position as the best place to live, work, invest and play in New Zealand. To accomplish this, we must build on Christchurch's current advantages (relative affordability, quality infrastructure, lifestyle) as well as accommodating continued population growth.

That work will be in the context of change. We continue to face significant regulatory reforms led by Central Government which will impact our ways of working, as well as ongoing issues related to overall cost of living challenges. Climate change and environmental challenges

remain critical issues. Council must balance the affordability of its services with ratepayer expectations of the quality and scope of its services. This will mean finding efficiencies and doing the basics both quickly and well.

That is the challenge of this LTP: we must continue to build on the quality of life our city and environs offer, while at the same time delivering services and our capital programme in a way that is affordable to our community. In this Letter we are providing early guidance on the overall direction of the LTP. We now look to staff for sound, evidence-based advice and options to help us make choices in the best interests of our city, our environment and our residents and ratepayers.

Managing 2027 - 2037 LTP Development

It is essential that both Councillors and staff have a clear and mutually agreed understanding of how the LTP will be developed. The governance, key accountabilities, phasing and deliverables for the LTP process have already been signed off by Executive Leadership Team and subsequently endorsed by the Finance and Performance Committee on 27 August 2025 and ARMC on 7 October 2025. Some milestones may need to be adjusted to take into account the priorities set out in this Letter.

During the ARMC meeting, the LTP project plan was described by the independent Chair as the exemplar for LTP planning for local authorities across New Zealand. Both Finance & Performance and the Audit & Risk Management Committees have requested regular project and risk updates throughout LTP development. These must flag all issues or barriers early.

Councillors would like to see early and meaningful engagement with community, partners and stakeholders, including Ngāi Tahu / Ngā Papatipu Rūnanga. This must be programmed specifically into the LTP programme plan. There needs to be a strong focus on reaching a diversity of residents during this early engagement, as well as during the formal consultation period.

The 2024–34 Long-Term Plan provides a strong foundation for developing the 2027–37 LTP. To ensure efficiency and focus, Council expects the new LTP to build on the legislative elements of the existing plan, for example, the Financial and Infrastructure Strategies that are already working well, are well understood and practical. Discussion and options should therefore concentrate on proposed changes and improvements to the current plan, rather than creating an entirely new starting point.

12 March 2026

Guidance on LTP Overall Direction and Financial Parameters

Councillors have reached a strong consensus on balancing services, affordability and deliverability. The draft LTP should be developed with an indicative rates increase trajectory of no more than 6-5-4% over the first three years of the LTP (6% for 2027/28, 5% for 28/29 and 4% for 29/30). These figures are indicative and may be adjusted as the rating impact of the (separate) water supply and waste water activities become clearer. They remain subject to any reform, legislation or exclusions.

Note that these rates increases will achieve the 1 July 2029 rates band of 2% - 4% as proposed by central government. They do not include rates increases for water supply or wastewater, which we understand at this time to be excluded from the proposed rates cap legislation.

Financial and Infrstructure Strategies

The existing LTP Financial and Infrastructure Strategies must now be updated together to reflect these rating parameters. It is essential that they stay in step at all times.

Councillors would like to see further financial context in the Financial Strategy on the impacts of debt, renewals and a balanced budget. The existing Infrastructure Strategy should be updated so that the assumptions underpinning it, the scenarios arising, and what Council plans to do in response, align with the updated Financial Strategy. This is especially the case with climate change and related issues.

Council would like to engage with and review the updates to both of these strategies no later than **1 May 2026** so that these documents can then accurately guide the development of activity and asset plans, level of service review and a deliverable capital programme. These strategies are crucial to guiding the LTP so we will be seeking assurance at that time that they will meet the requirements of LGA 2002. This review will provide assurance to staff and councillors that we can move into guidance on activity plans, levels of service and the draft capital programme with confidence.

Capital Programme and Funding

Staff will obtain expert advice or peer review to baseline core capital programme deliverability. Councillors will expect evidence-based advice on deliverability, including market capacity and risks, and if there is any proposal to fund beyond the total level set in the draft (2026/27) Annual Plan, which has already been adjusted for deliverability. Council would also like to understand and approve the capital prioritisation model before the draft programme is

12 March 2026

prepared, and will be looking for clear evidence that risk of material carry-forwards from year to year has been minimised. There should be no short term 'bow wave' in the proposed capital programme profile. Looking ahead, capital reporting should be focused more on delivery and impact of work than on spend rate alone.

The draft LTP must be clear on growth and its implications, as well as how development contributions/levies will be applied to accommodate growth.

Key Milestones for Drafting the LTP

Councillors will be actively engaging with the Environmental Scan, Community Outcomes, strategies, activity plans and capital review from March to September. Guidance will be provided throughout this period. This will include a report from staff to the April Finance and Performance Committee meeting on the process and progress for Level of Service review. Based on that guidance, Council would then like to see a full first draft of the LTP and all supporting documents by **1 October 2026.** This will be followed by further Council workshops in which debate, reprioritisation and substitution can occur. This will culminate in a formal guidance meeting in **mid-December 2026,** prior to adoption of a draft LTP in **February 2027.**

Further Considerations

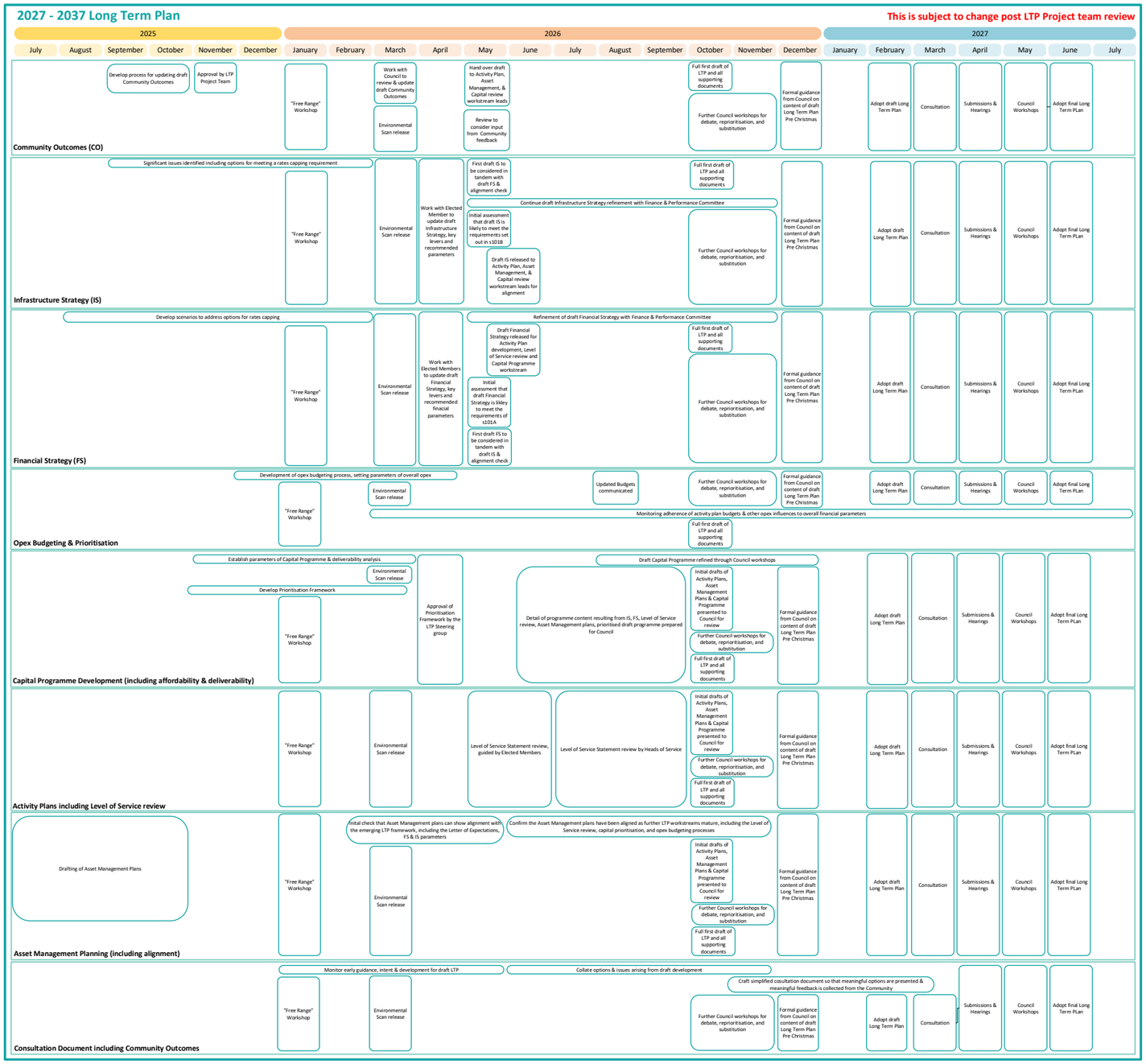
It should be noted that the Audit & Risk Management Committee (ARMC) have requested Audit New Zealand provide their LTP Letter of Engagement by mid-2026 at the latest, to provide clarity to Council and staff over the audit requirements for the LTP.

Community Boards must be supported to develop and submit their Plans early in the LTP process (ie April-July 2026) so that their proposals can be considered as part of the process. This will support integration of Community Board Plans at an earlier stage in the LTP process.

Thank you for the opportunity to provide these expectations. I hope they will help guide the organisation in the delivery of a clear process and options, and that in return councillors will provide clear guidance and decision-making.

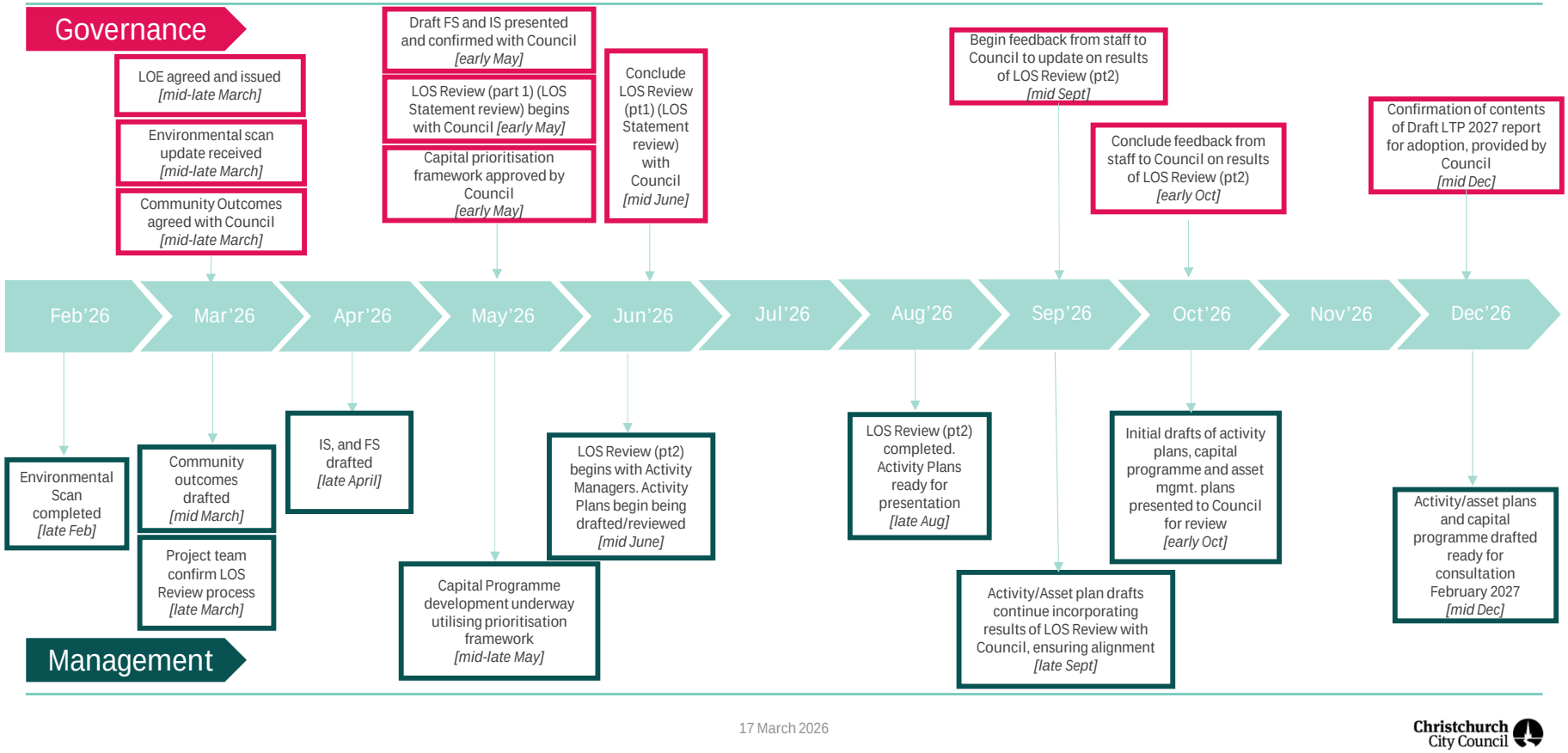
Regards
Phil Mauger
[Mayor]

Christchurch City Council



Attachment D Item 11

LTP process and LOS Review timeline



Christchurch City Council

ACTIVITY/TASK		ROLE																							COMMENTS
Note - A RACI does not detail the timing or order of tasks. It is solely for identifying the person or teams who contribute to the completion of a task. The detailed timing and sequence will be covered in the Project Plan for each stage. Therefore, these activities/tasks are NOT in order.		Council/F&P	ELT/Steering Group	CEO	CFO/LTP27 Executive Sponsor	LTP27 Project Manager/Head of CPP	Head Of Strategy	LTP27 Project Team	Head of Finance	Activity HoS	Head of Professional and Technical Services	MRT	Head of Comms	Manager - Dem Services	Manager - Legal Service Delivery	GM - City Infrastructure	HoS - Community Support/Gov	HOS - Treaty Partnership	ALL other CCC stakeholders	AuditNZ	ARMC	Risk & Assurance Manager	Head of Three Waters		**R**esponsible for completing that step in the process **A**ccountable for ensuring that step is completed **C**onsulted prior to the completion of that step **I**nformed of the results once that step is completed
Ref	**Description**																								
1.0	**Pre-Project Planning**																								
1.01	Issue Letter of Expectation	**R**	C	C	**A**	C	I	I	C	I	C		I	C	C	C	I	I	I						**This is the critical milestone for this project stage**
1.02	Identify Project Team and structure	I	C	C	**A**	**R**	I	I	C	I	C		C	C	C	I	I	I	I						
1.03	Develop conceptual process for updating Community Outcomes	C	C	C	**A**	C	**R**	I	I	I	I	C	C	I	I	I	I	I	I						
1.04	Publish Environmental Scan	I	I	I	I	**A**	I	I	I	I	I	**R**	I	I	I	I	I	I	I						
1.05	Develop draft LTP Project Plan framework	I	C	C	**A**	**R**	I	C	C	C	C		C	I	I	I	I	I	I						
1.06	Brief Council on LTP27 and AP 26/27 processes	C	I	C	**A**	**R**	I	I	I	I	I		I	I	I	I	I	I	I						
1.07	Summarise Legislative Changes	I	I	I	**A**	C	**R**	I	I	I	I		I	I	C	I	I	I	I						
1.08	Develop Community Engagement Plan	C	I	C	**A**	C	I	C	I	I	I	C	**R**	C	C	I	C	C	I						
1.09	Engage/Communicate LTP Process with Papatipu Runanga	C	I	C	**A**	**R**	I	C	I	I	I		C	C	I	I	I	C	I						
1.10	Engage/Communicate LTP Process with Community Boards	C	I	C	**A**	C	I	C	I	I	I		C	C	I	I	**R**	I	I						
1.11	Engage/Communicate LTP Process with ELT	I	C	C	**A**	**R**	I	C	I	I	I		I	I	I	I	I	I	I						
1.12	Frame up LOSS and LOS Review mechanisms	I	C	C	**A**	**R**	I	C	I	C	I		I	I	I	I	I	I	I						
2.0	**Project Initiation**																								
2.01	Develop LTP27 Project Plan	C	C	I	**A**	**R**	C	C	C	I	C		C	C	I	I	I	I	I						**This is the critical milestone for this project stage**
2.02	Approve LTP27 Project Plan	**R**	C	C	**A**	C	I	I	I	I	I		C	C	I	I	I	I	I						
2.03	Summarise DIA requirements on Rates Capping	I	I	I	**A**	I	**R**	I	C	I	I		I	I	I	I	I	I	I						
2.04	Confirm guidance on expected rates increase and other financial parameters (OPEX budgets, Revenue budgets, Capital programme total size, total debt, rates position)	**R**	C	C	**A**	I	I	I	C	I	C		I	I	I	I	I	I	I						
2.05	Confirm guidance on Financial Strategy	**R**	C	I	**A**	C	I	I	C	I	I		I	I	I	I	I	I	I						
2.06	Identify Workstream Structure	I	C	C	**A**	**R**	I	I	I	I	I		I	I	I	I	I	I	I						
2.07	Confirm scope of input from Papatipu/Boards	C	C	C	**A**	**R**	I	C	C	C	C		C	C	C	C	C	C	I						
2.08	Inititiate Early Input from Papatipu Runanga	I	I	C	**A**	**R**	I	C	I	I	C		C	C	I	C	I	C	I						
2.09	Initiate Early Input from Community Boards	I	I	C	**A**	C	I	C	I	I	C		C	C	I	C	**R**	I	I						
2.10	Develop LOSS Review process	C	C	C	**A**	**R**	I	I	I	I	I		I	I	I	I	I	I	I						

2.11	Develop LOS Review Process - including Measures and Targets	C	C	C	A	R	I	I	I	I	I		I	I	I	I	I	I	I						
2.12	Establish Project Risk Register	I	I	I	A	R	I	I	I	I	I		I	I	I	I	I	I	I			C			
2.13	Issue Letter of Engagement	I	I	I	I	I	I	I	I	I	I		I	I	I	I	I	I	I	R	I		I		Accountability sits with the Officer of the Auditor General (OAG)
2.14	Develop Workstream Plans	I	C	C	A	R	I	C	C	C	C		C	C	I	I	I	I	I						
3.0	**Strategic Direction**																								
3.01	Develop and finalise LWDW strategies	C	I	C	A	C	C	C	C	I	I		I	I	I	I	I	I	I				R		
3.02	Develop and finalise Financial Strategy	C	C	C	A	C	C	C	R	I	I		C	I	I	I	I	I	I						
3.03	Develop and finalise Infrastructure Strategy	C	C	C	A	C	R	C	C	I	C		C	I	I	C	I	I	I						
3.04	Review and update Community Outcomes.	C	C	C	A	C	R	C	I	I	I	I	C	I	C	I	I	I	I						**Noting these will need to be approved by Council.**
3.05	Consider feedback from existing What Matters Most data	R	I	C	A	C	I	C	I	I	I	C	C	C	I	I	C	I	I						
3.06	Consider feedback from Papatipu	C	I	C	A	R	I	I	I	I	I		C	I	I	I	I	C	I						
3.07	Consider feedback from Community Boards	C	I	C	A	C	I	I	I	I	I		C	C	I	I	R	I	I						
3.08	Review GoA and Activity structures in light of updated Community Outcomes, legislation etc	I	C	C	A	R	I	C	C	I	I		I	I	I	I	I	I	I						
3.09	Finalise Activity Plan template, populate with revised Community Outcomes, finalise process for Activity Plan development	I	I	I	A	R	I	I	I	I	I	I	I	I	I	I	I	I	I						Including draft example of activity plan template. Incorporate HoS feedback. Pit Crew development
3.10	Complete LOSS Review (Level of Service Statement)	C	I	C	A	R	I	I	I	I	I		I	I	I	I	I	I	I						
3.11	Develop Capital Prioritisation process	I	C	C	A	C	C	C	C	C	R		I	I	I	I	I	I	I						
3.12	Execute the prioritisation process	I	R	I	A	I	I	I	I	I	C		I	I	I	I	I	I	I						
3.13	Develop Capital Programme budget inline with Capital Programme Prioritisation and LoS review	I	C	I	A	C	I	I	C	C	R		I	I	I	I	I	I	I						
3.14	Develop Opex Budgeting process	I	C	C	A	C	I	I	R	I	I		I	I	I	I	I	I	I						
3.15	Develop Revenue/Income Budgeting process	I	C	C	A	C	I	I	R	I	I		I	I	I	I	I	I	I						
3.16	Align Workstream Plans - eg. Activity and Asset Workstreams Plans	I	C	I	A	R	C	C	I	C	I		I	I	I	I	I	I	I						
3.17	Manage the Councillor Q&A process for the LTP	I	I	I	A	R	I	I	I	I	I		I	I	I	I	I	I	I						
3.18	Implement LTP Workstream & Risk reporting	I	I	I	A	R	I	I	I	I	I		I	I	I	I	I	I	I						
4.0	**Develop Draft**																								
4.01	Finance to consider developing a live time rates monitoring tool for use during the LTP development	I	I	I	A	C	I	C	R	I	I		I	I	I	I	I	I	I	I					
4.02	Maintain, share, and monitor Capital Programme Budget - within set parameters	I	I	I	A	C	I	C	C	C	R		I	I	I	I	I	I	I	I					
4.03	Maintain, share, and monitor Capital Deliverability Analysis	I	I	I	A	C	I	C	C	C	R		I	I	I	I	I	I	I	I					
4.04	Lead LOS Reviews (MOS level) for each Activity	I	I	I	A	R	I	C	C	C	I		I	I	I	I	I	I	I						
4.05	Complete detailed LOS Reviews (covering Measures and Targets) for each activity	I	C	C	A	C	I	C	I	R	I		I	I	I	I	I	I	I						
4.06	Review Asset condition data	I	I	I	A	C	C	I	C	R	C		I	I	I	C	I	I	I						
4.07	Highlight Asset condition exceptions	I	I	I	A	C	C	I	C	R	C		I	I	I	C	I	I	I						
4.08	Review asset management systems	I	I	I	A	C	R	I	C	I	I		I	I	I	C	I	I	I						

4.09	2026 AMMA Review confirms fit for purpose asset plans.	I	I	I	**A**	C	**R**	I	C	C	C		I	I	I	C	I	I	I						
4.10	Update and confirm alignment of Asset Management Plans on basis of IS, FS, LOS Review (in activity plans), capital programme budget constraints, opex budget constraints, and available resources.	I	I	I	**A**	C	C	C	C	**R**	C		I	I	I	C	I	I	I	I					
4.11	Update and confirm alignment of Activity Plans on the basis of Community Outcomes update, LOSS update, FS, IS, LOS Reviews, LOS performance, overall OPEX budget, overall capital programme budget, and reviewed GoA/Activity structure.	I	I	I	**A**	C	C	C	C	**R**	C		C	C	C	C	C	C	I	I					
4.12	Review and confirm alignment (and avoidance of duplication) for key LTP documentation, including IS, FS, budgets, Opex, capital, Asset Management Plans, Activity Plans (individual plans) & WSS	I	I	I	**A**	**R**	C	I	I	I	I		I	I	I	I	I	I	I	I					
4.13	Ask LTP-related questions via the councillor input process (Q+A v2) to frame up or clarify development of Draft	**A**	I	I	**I**	C	I	I	I	I	I		I	**R**	I	I	I	I	I						
4.14	Responding to Councillor questions via the input process (Q+A) to resolve or clarify Draft Development	I	C	I	**A**	C	I	I	C	**R**	I	C	I	I	I	I	I	I	I						
4.15	Prepare and manage Workshops to inform Council and get guidance on LTP detailed content.	C	C	C	**A**	**R**	C	C	C	C	C	C	C	C	C	C	C	C	I			C			
4.16	AuditNZ undertake their review	C	C	C	**C**	C	C	C	C	C	C	C	C	C	C	C	C	C	C	**R**	C		C		Accountability sits with the Officer of the Auditor General (OAG)
4.17	Confirm guidance on content of draft LTP - December 2026 meeting	C	C	C	**A**	**R**	I	C	C	I	C		I	I	C	I	I	I	I						**This is the critical milestone for this project stage**
5.0	**Adopt Draft**																								
5.01	Update and finalise FS on basis of any changes from guidance meeting	I	I	I	**A**	C	I	C	**R**	I	I		I	I	I	I	I	I	I						
5.02	Update and finalise IS on basis of any changes from guidance meeting	I	I	I	**A**	C	**R**	C	C	I	C		I	I	I	C	I	I	I						
5.03	Update and finalise draft Asset Management Plans on basis of any changes from guidance meeting	I	I	I	**A**	C	I	C	C	**R**	C		I	I	I	C	I	I	I						
5.04	Update and finalise draft Activity Plans on basis of any changes from guidance meeting	I	I	I	**A**	C	I	C	C	**R**	C		I	I	I	I	I	I	I						
5.05	Update and finalise draft OPEX and Revenue budgets, debt and rates position on basis of any changes from Guidance meeting	I	I	I	**A**	C	I	C	**R**	I	I		I	I	I	I	I	I	I						
5.06	Update and finalise draft Corporate Capital Programme budget on basis of any changes from Guidance meeting	I	I	I	**A**	C	I	C	**R**	I	C		I	I	I	I	I	I	I						
5.07	Update and finalise draft detailed Capital Programme, including deliverability analysis on basis of any changes from Guidance meeting	I	I	I	**A**	C	I	C	C	C	**R**		I	I	I	I	I	I	I						
5.08	Finalise and provide all Financial documents to support adoption report eg. financial impact statement, rating policy, CCOs etc	I	I	I	**A**	C	I	C	**R**	C	C		I	I	I	I	I	I	I						
5.09	Provide agreed Community Outcomes to support adoption report and CD	C	I	C	**A**	C	**R**	C	I	I	I		C	I	I	I	I	I	I						
5.10	Develop and finalise Consultation Document	C	C	C	**A**	C	C	C	C	I	C		**R**	C	C	C	C	C	I						
5.11	Finalise draft Properties for disposal	I	I	I	**A**	C	I	I	I	**R**	I		I	I	I	I	I	I	I						Activity HoS = Facilities and Property
5.12	Finalise draft Treaty Relationships section of CD & LTP	I	I	I	**A**	C	I	I	I	I	I		I	I	I	I	I	**R**	I						
5.13	Publish AuditNZ report in LTP	I	I	I	**A**	**R**	I	I	I	I	I		I	I	I	I	I	I	I	**C**					
5.14	Finalise Draft Adoption Report and all content	I	I	I	**A**	**R**	I	I	C	I	C		I	I	I	I	I	I	I	I					

Christchurch City Council

5.15	Finalise and provide Statement of Service Provision	I	I	I	A	R	I	I	I	I	I		I	I	I	I	I	I	I					
5.16	Issue legal advice on Draft Adoption Report	I	I	I	A	C	I	I	I	I	I		I	I	R	I	I	I	I					
5.17	Finalise and publish ELT Report	I	I	I	A	R	I	I	C		I		I	I	I	I	I	I	I					
5.18	Complete ARMC sign-off processes	I	C	C	A	R	I	C	C	C	C		C	C	C	C	C	C	I					
5.19	Finalise and publish ARMC Report	I	C	C	A	R	I	C	C	I	C		C	C	C	I	I	I	I					
5.20	Draft Adoption Meeting	R	C	C	A	C	I	C	C	I	C		I	I	I	I	I	I	I					This is the critical milestone for this project stage
5.21	Set and finalise advertising and Hearings Dates	I	I	C	A			I	I	I	I		C	R	I	I	I	I	I					
5.22	Submit Legal Deposit Form and send soft-copy to National Library and central government for draft LTP	I	I	I	A	R	I	I	I	I	I		C	I	I	I	I	I	I					
6.0	**Adoption of Draft LTP, Consultation & Post Consultation**																							
6.01	Update, and finalise FS on basis of any changes from Draft Adoption Meeting	I	I	I	A	C	I	C	R	I	I		I	I	I	I	I	I	I					
6.02	Update, and finalise IS on basis of any changes from Draft Adoption Meeting	I	I	I	A	C	R	C	C	I	C		I	I	I	C	I	I	I					
6.03	Update, and finalise draft Asset Management Plans on basis of any changes from Draft Adoption Meeting	I	I	I	A	C	C	C	C	R	C		I	I	I	C	I	I	I					
6.04	Update, and finalise draft Activity Plans on basis of any changes from Draft Adoption Meeting	I	I	I	A	C	I	C	C	R	C		I	I	I	I	I	I	I					
6.05	Update, and finalise draft OPEX and Revenue budgets, debt and rates position on basis of any changes from Draft Adoption Meeting	I	I	I	A	C	I	C	R	I	I		I	I	I	I	I	I	I					
6.06	Update, and finalise draft Capital Programme budget on basis of any changes from Adoption meeting	I	I	I	A	C	I	C	R	C	C		I	I	I	I	I	I	I					
6.07	Update, and finalise draft detailed Capital Programme and deliverability on basis of any changes from Adoption meeting	I	I	I	A	C	I	C	C	C	R		I	I	I	I	I	I	I					
6.08	Update, and finalise Consultation Document on basis of any changes from Adoption meeting	I	C	C	A	C	I	C	C	I	C		R	C	C	I	I	I	I					
6.09	Advertise Consultation and Hearings process	I	I	C	A	C	I	C	I	I	I		R	C	C	I	I	I	I					
6.10	Publish Draft LTP27 Document	C	C	C	A	R	I	C	I	I	I		C	C	C	I	I	I	I	I				
6.11	Publish Consultation Document & communicate	I	C	C	A	C	I	C	C	I	C		R	C	C	I	I	I	I					
6.12	Update schedule of Hearings on basis of number of submission	I	C	C	A	C	I	C	I	I	I		C	R	C	I	I	I	I					This is updated from Draft
6.13	Run Hearings	C	C	C	A	C	I	C	C	I	C		C	R	C	I	I	I	I					
6.14	Coding of Submissions	I	I	I	I	A	I	I	I	I	I	C	I	R	I	I	I	I	I					
6.15	Officer Responses report to Councillors	I	C	C	C	A	I	I	I	C	I	C	I	R	I	I	I	I	I					
6.16	Summarise consultation and hearings - develop and publish Thematic Analysis	I	C	C	C	A	I	C	C	I	C	R	C	C	C	I	I	I	I					**This is the critical milestone for this project stage**
7.0	**Adopt Final**																							
7.01	Review content of Thematic Analysis and consider inclusion into final LTP	R	C	C	A	C	I	C	I	C	I	I	I	I	I	I	I	I	I					
7.02	Prepare and run Workshops to inform Council and get guidance on changes to LTP resulting from Consultation feedback or changes to external operating environment, considering significance triggers.	C	C	C	A	R	I	C	C	I	C		C	C	C	I	I	I	I					

7.03	Update, and finalise FS on basis of any changes from Workshops	I	C	C	**A**	C	I	C	**R**	I	C		C	C	C	I	I	I	I						
7.04	Update, and finalise IS on basis of any changes from Workshops	I	C	C	**A**	C	**R**	C	C	I	C		C	C	C	I	I	I	I						
7.05	Update, and finalise Asset Management Plans on basis of any changes from Workshops	I	C	I	**A**	C	C	C	I	**R**	I		I	I	I	I	I	I	I						
7.06	Update, and finalise Activity Plans on basis of any changes from Workshops	I	C	I	**A**	C	I	C	C	**R**	C		I	I	I	I	I	I	I						
7.07	Update, and finalise OPEX and Revenue budgets, debt and rates position on basis of any changes from Workshops	I	C	I	**A**	C	I	C	**R**	I	C		I	I	I	I	I	I	I						
7.08	Update, and finalise Corporate Capital budget on basis of any changes from Workshops	I	C	C	**A**	C	I	C	**R**	I	C		I	I	I	I	I	I	I						
7.09	Update, and finalise detailed Capital Programme on basis of any changes from Workshops	I	C	C	**A**	C	I	C	C	I	**R**		I	I	I	I	I	I	I						
7.10	Finalise and provide all Financial documents to support Final Report eg. financial impact statement, rating policy, CCOs etc…	I	C	I	**A**	C	I	I	**R**	I	I		I	I	I	I	I	I	I						
7.11	Finalise We Have Listened section of LTP document	I	C	C	**A**	C	I	I	I	I	I		**R**	I	I	I	I	I	I						
7.12	Finalise Mayor's/CEO's messages	C	C	C	**A**	C	I	I	I	I	I		**R**	I	I	I	I	I	I						
7.13	Finalise draft Properties for disposal	I	I	I	**A**	C	I	I	C	**R**	I		C	I	I	I	I	I	I						
7.14	Finalise Treaty Relationships sections of LTP	I	I	I	**A**	C	I	I	I	I	I		C	I	I	I	I	**R**	I						
7.15	Publish independent report from Audit NZ	I	I	I	**A**	C	I	I	I	I	I		C	I	I	I	I	I	I	**R**					
7.16	Complete ARMC sign-off processes	I	C	C	**A**	**R**	I	I	I	C	I		I	I	I	I	I	I	I						
7.17	Finalise Council Adoption Report and all content	I	C	C	**A**	**R**	I	C	C	I	C		C	C	C	I	I	I	I						
7.18	Finalise and publish ELT Report	I	C	C	**A**	**R**	I	C	C	I	C		C	C	C	I	I	I	I						
7.19	Finalise and publish ARMC Report	I	C	C	**A**	**R**	I	C	C	I	C		C	C	C	I	I	I	I						
7.20	ARMC opinion provided at Council adoption meeting	I	I	I	**A**	C	I	I	I	I	I		I	C	I	I	I	I	I		**R**				**This is the critical milestone for this project stage**
7.21	Adopt Final LTP27 at Adoption Meeting	**R**	C	C	**A**	C	I	C	C	I	C		C	C	C	I	I	I	I						
7.22	Press Release	I	C	C	**A**	C	I	I	C	I	I		**R**	I	I	I	I	I	I						
8.0	**Publication**																								
8.01	Publication of LTP and all supporting documents onto CCC website, intranet, printed copies & distribution list & distribute printed versions	I	I	C	**A**	**R**	I	I	I	I	I		C	I	I	I	I	I	I						**This is the critical milestone for this step MUST BE WITHIN 30 DAYS OF ADOPTION**
8.02	Update, and finalise FS on basis of any changes from Adoption Meeting	I	I	I	**A**	C	I	C	**R**	I	I		I	I	I	I	I	I	I						
8.03	Update, and finalise IS on basis of any changes from Adoption Meeting	I	I	I	**A**	C	**R**	C	C	I	C		I	I	I	C	I	I	I						
8.04	Update, and finalise Asset Management Plans on basis of any changes from Adoption Meeting	I	I	I	**A**	C	C	C	C	**R**	C		I	I	I	C	I	I	I						
8.05	Update, and finalise Activity Plans on basis of any changes from Adoption Meeting	I	I	I	**A**	C	I	C	C	**R**	C		I	I	I	I	I	I	I						
8.06	Update, and finalise OPEX and Revenue budgets, debt and rates position on basis of any changes from Adoption Meeting	I	I	I	**A**	C	I	C	**R**	I	I		I	I	I	I	I	I	I						
8.07	Update, and finalise Corporate Capital Programme budget on basis of any changes from Adoption meeting	I	I	I	**A**	C	I	C	**R**	C	C		I	I	I	I	I	I	I						
8.08	Update, and finalise detailed Capital Programme and deliverability on basis of any changes from Adoption meeting	I	I	I	**A**	C	I	C	C	C	**R**		I	I	I	I	I	I	I						

8.09	Submit Legal Deposit Form and send soft-copy to National Library and central government for final LTP	I	I	I	**A**	**R**	I	I	I	I	I		C	I	I	I	I	I	I			

Level of Service Review Process

LTP27

LOS Review – origin

LOS Review workstream mandated by ELT and ARMC 7 October 2025:

Workstream	Activity Plans (including level of service review)		
Key Risks	Risks include targeting of ad hoc, low impact LOS. LOS review will be guided first by Community Outcomes (at governance level), and then Level of Service Statement review, to ensure adequate direction and delegation to Activity owners. Risk of misalignment with LOS being reviewed early in asset plans without LTP guidance from governance. LOS review will need to address the resolution from Finance & Performance Committee that a scenario be developed containing options to deal with a rates cap. LOS review must result in performance measures that meet the requirements of LGA 2002. Note also guidance from CE and ELT that all LTP components currently exist in complete, approved and audited form – focus for the 2027 process is on updating not build from scratch.		
Deliverable in Project Phase	Nov 25 – Mar 26 (LOSS Review by Corporate Planning & Performance Team, guided by Council) Mar 26 – June 26 (LOS Review by HOS, supported by Corporate Planning & Performance Team). Alignment with LTP workstreams. July-Dec 26 Further LOS review by councillors.		
RACI (*summary only)	Accountable: CFO (with CE signoff)	Responsible: Head of Corporate Planning & Performance (Workstream Lead)	Consulted: CFO and ELT, Heads of Service, Head of Finance, Head of PMO.
In-Scope/ Out-of-Scope	In scope: mandatory and significant activities, significant change to activities and levels of service. Guidance on LOS development. Out-of-scope: Asset planning and capital development workstreams.		

LOS Review – summary

- LTPs require outcomes, LOS, budgets etc for each activity
- heavy on technical detail
- transparent and accountable, but line-by-line page turns can be tedious
- proposing simpler, more engaging process with no loss of transparency
- 100% in line with approved workstream plan

LOS Review – summary

Recommended process provides a stronger result:

- enables early and strategic guidance from councillors
- moves away from late review dominated by technical detail
- 100% in line with Council's Letter of Expectations - 'update, not start from scratch.'

Key Point

A successful LOS review must work across all services, not just the 10-20% of performance measures based on managing assets.

Components of a Level of Service

Eg. Activity: Transport

Measures, targets, method of measurement – the specific commitments Council has made to contribute to the delivery of the LOSS

Community Outcomes – the strategic guide for all levels of service

Level of service statement – what service we provide the community

Level of service – measures/targets /MoM of how we will deliver the LOSS

A.2. Levels of Service: Performance measures in detail

Level of Service statement (What we will provide)	LOS	Measures of success (What our community can expect)	Performance Targets/Outputs 2024/25	2025/26	2026/27	2027 - 34	Method of Measurement	Community Outcome	Historic Performance Trends	Benchmarks	C/M
Our networks and services support access for all, provide travel choices and contribute to a prosperous, liveable, and healthy city	16.0.2	Improve roadway condition, to an appropriate national standard, measured by smooth travel exposure (STE) (DIA 2)	>=75% of the sealed local road network meets the appropriate national standard			>=75% - >=80% of the sealed local road network meets the appropriate national standard	Calculate the average quality of the sealed local road network, measured by smooth travel exposure (STE). *Mandatory measures as per the 2010 amendment to the Local Government Act and the Department of Internal Affairs Non-Financial Performance Measures Rules 2013. DIA measure 2*	A thriving prosperous city	2023: 78% 2022: 79% 2021: 79% 2020: 76% 2019: 74%		C
	16.0.1	Maintain roadway condition to an appropriate national standard, measured by the percentage of the sealed road network that is resurfaced each year (DIA 3)	>=4%		>=5%		The percentage of the sealed local road network that is resurfaced per year *Mandatory measures as per the 2010 amendment to the Local Government Act and the Department of Internal Affairs Non-Financial Performance Measures Rules 2013. DIA measure 3*	A thriving prosperous city	2023: 2.5% 2022: 2.8% 2021: 3.5% 2020: 3.6% 2019: 2.3%		C
	16.0.19	Maintain roadway condition, to an appropriate national standard	Average roughness of the sealed road network measured: <=119	Average roughness of the sealed road network measured: <=118		Average roughness of the sealed road network measured: <=118 - <=115	The average roughness of the sealed road network measured (NAASRA roughness)	A thriving prosperous city	2023: Urban 123 / rural 109 2022: Urban 139 / Rural 106 2021: 121 2020: 120 2019: 119		M
	16.0.20	Maintain the condition of road carriageways	<=4,900 customer service requests			<=4,900 - <=4,800 customer service requests	The number of customer service requests received for maintenance and/or repair of the road surface, i.e., potholes to programmed works.	A thriving prosperous city	2023: 3,399 2022: 1,487 2021: 2,672 2020: 4,075 2019: 4,693		M
	16.0.3	Improve resident satisfaction with road condition	>=30%			>=30% - >=50%	Annual resident satisfaction survey, percentage of respondents stating satisfied	A thriving prosperous city	2023: 28% 2022: 27% 2021: 29% 2020: 26% 2019: 27%		C

Christchurch City Council

Financial levers – link to LOS review

- LOS Statement review involves looking at activities delivered by Council for areas that could be enhanced, reduced, or potentially exited.
- reducing LOS targets may not be viable for some services i.e. wastewater network
- adjusting LOS targets may or may not move the dial on future rates increases
  - Operational costs contribute the greatest to the overall rates position (~$7M opex = 1% rates increase/decrease)
  - Capital costs contribute relatively little (~$100M capex = 1% rates increase/decrease)

ENHANCE ⇧	MAINTAIN ▭	REDUCE ⇩	EXIT ⛌

17 March 2026

LOS Review – process

Step 1 (May / June – after first draft FS has been presented to Council)

HoS present councillors with a brief, typically 2 page plain English description of each activity and the services in it ('Level of Service Statements') - see example.

Councillors provide high level guidance on the activity and its services (increase, maintain, decrease, exit) in the context of the 6-5-4% rates cap set out in the LOE.

Summary pages already created for each activity - review can commence immediately.

LOS Review – process

Step 2 (July – Sept)

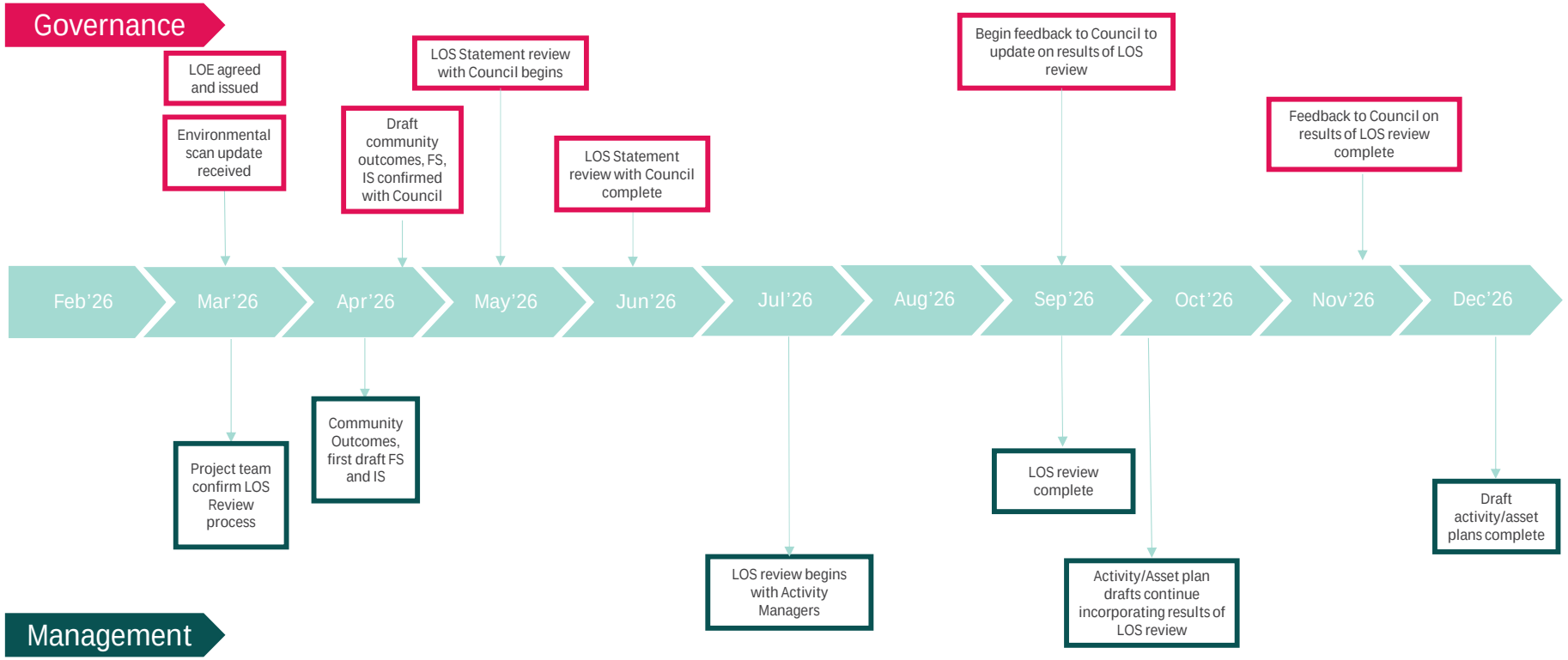
HoS and supporting staff (finance, corporate planning, assets) work together, using the councillor guidance, to update detailed performance measures, targets, budgets etc.

Step 3 (Oct-Nov)

Updated activity plans presented to Council in full, with Council guidance and staff changes clearly highlighted.

This moves traditional line-by-line page turn to an exception-based discussion.

LOS Review timeline



17 March 2026

Christchurch City Council

Community Outcomes

Our Community Outcomes

A collaborative, confident city

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

A green, liveable city

Our neighbourhoods and communities are accessible and well-connected, supporting our goals to reduce emissions, build climate resilience and protect and regenerate the environment.

A cultural powerhouse city

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.

A thriving, prosperous city

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.

LTP 2027 – 2037 Environmental Scan

19 March 2025

Christchurch City Council

A little context…

- The purpose of this scan is to help set the context for Elected Members and staff as we begin developing the 2027–2037 Long Term Plan.
- Our operating environment is evolving rapidly. Changes are happening quickly, and being adaptable will help us respond effectively.

Setting the Scene

Christchurch at a Glance

Estimated Population

419,200
Christchurch

576,600
Greater Christchurch
(StatsNZ 2025)

Median Age

38.2 years
(2023 Census)

Number of Families

100,563
(2023 Census)

Number of Private Dwellings

166,029
(2023 Census)

Home Ownership

64.8%
(2023 Census)

Median Household Income

$90,600
(2023 Census)

Personal Income

$79,034
Average
(Infometrics 2025)

$40,400
Median
(2023 Census)

Socio-Economic Deprivation

15.6%
of residents live in areas of high socioeconomic deprivation

Number of Businesses

48,228
(StatsNZ 2025)

Number of Daily Commuters

37,000
(2023 Census)

18 March 2026

Christchurch City Council

We're becoming more diverse…

Nearly a third
of Christchurch residents were born overseas.

17.5 years
Average time overseas-born residents have lived in New Zealand

#2
Asian is now our second largest ethnic group

Areas with the highest proportion of overseas-born residents:

Wigram
Riccarton
Central City
Upper Riccarton
Sockburn

67% of population growth in 2025

was driven by people choosing Christchurch, either moving here from overseas or elsewhere in New Zealand





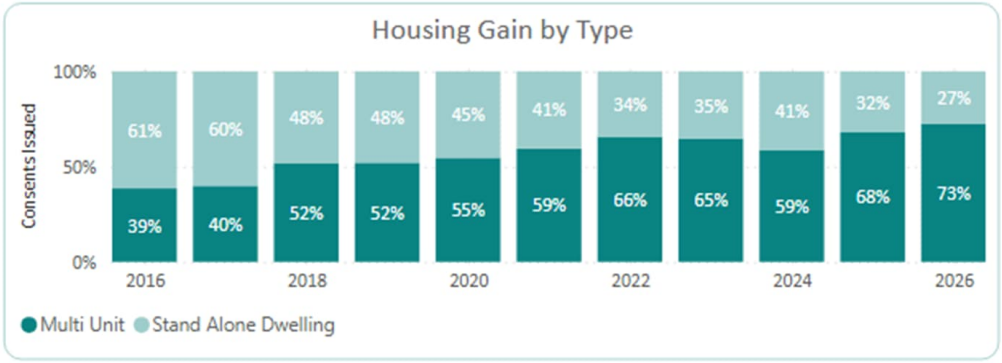


18 March 2026

Christchurch City Council

Recent Growth

- Over the last 10 years, on average 2,600 new homes have been consented annually, with a total of 26,568 additional homes consented over this period.
- On average 55% of new homes built in the past 10 years have been multi-unit dwellings.
- Stats NZ estimates our population has grown by around 44,000 people over the past 10 years, while Selwyn and Waimakariri together have grown by roughly 42,000 over the same period.



What does this mean for Christchurch & the Council?

Christchurch's ongoing population growth is reinforcing the need for long-term planning around housing, transport, infrastructure, and services to accommodate sustained, long-term growth.

Growing multi-unit housing will likely increase demand for higher-density services and may change how we recover rates and fund infrastructure.

Commuter pressure is intensifying. A large and growing number of residents from Selwyn and Waimakariri commute into Christchurch for work, now around 40% of each district's working population.

As Christchurch grows more diverse, the Council may need to ensure our planning meets varied needs and understand where those needs may compete.

18 March 2026

Community Outcomes Progress

We have four Community Outcomes

- A collaborative confident city
- A green, liveable city
- A cultural powerhouse city
- A thriving prosperous city

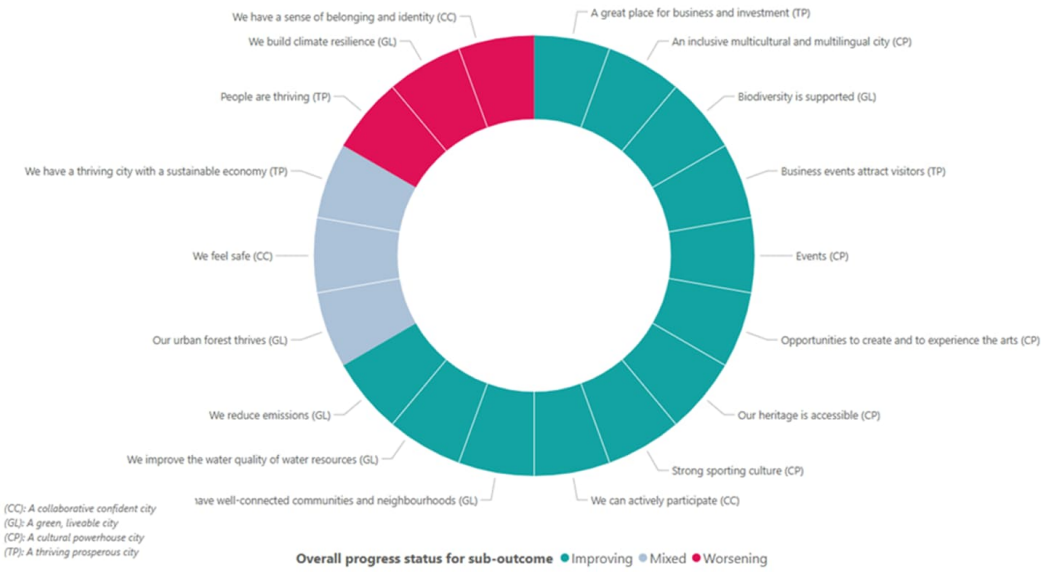
The outcomes are further broken down to 18 sub-outcome components which outline what success looks like.

The sub-outcomes are monitored via key indicators, which measure progress towards our community outcomes.

→ 12 sub-outcomes are improving or progressing in a positive direction

→ 3 sub-outcomes have mixed results

→ 3 sub-outcomes are worsening or heading in the wrong direction



Community Outcomes Progress

Levels of service delivering to community outcomes:

Levels of Service (LOS) as adopted through the LTP process are each linked to community outcomes.

Based on year-end 2024/2025 performance reporting, each outcome had at least 85% of its aligned Level of Service measures meeting target.

- → Collaborative & Confident City: 89% of LOS aligned to this outcome met target
- → Cultural Powerhouse City: 96% of LOS aligned to this outcome met target
- → Green Liveable City: 85% of LOS aligned to this outcome met target
- → Thriving and Prosperous City: 90% of LOS aligned to this outcome met target

Community Feedback and Expectations

Feedback on the 2023 and 2025 annual plans, and the 2024 Long Term Plan, have highlighted several consistent themes.

Balancing services and affordability
Balancing service levels with affordable rates remains challenging, with differing views on rate increases and ongoing concern about intergenerational equity.

Efficiency and prioritisation
Submitters often call for greater efficiency and a focus on "the basics" but struggle to identify specific areas where spending could be reduced.

Divergent views on core services
There's no consensus on what constitutes "core" services, with submitters divided on which services and investments are essential and which ones are expendable.

Strong support for investment in core infrastructure
Investment in water, parks, and community facilities is consistently supported, with many emphasising the social and cultural value of libraries, parks, and community centres.

Transport investment debates
Transport spending is contentious. While many support improvements for safety and mode shift, others oppose them due to costs, low usage, and disruption.

Climate action expectations
There's a growing expectation for Council action on climate change, though some remain sceptical about the urgency or governance of climate spending, viewing it as less pressing than immediate financial pressures.

Calls for transparency and engagement
Submitters regularly seek greater transparency, clearer communication about finances and priorities, and more meaningful community engagement, particularly on contentious issues and major projects.

What does this mean for the Council?

Residents hold diverse and often competing views on rates, services, efficiency, and long-term investment, leading to tension between affordability, service.

Balancing today's needs with future generations' interests remains a core challenge, with intergenerational equity consistently raised in community feedback.

Council may need to consider how best to balance these perspectives in a way that reflects shared priorities and respects the often-varied views of residents.

Looking Ahead

Global Geopolitical Environment and Influences

"A world ordered for decades by globalisation and geoeconomics has quickly become a world grounded in geopolitical risk." (S&P Global)

Five critical trends that New Zealand businesses should consider:

- Tectonic shifts in power, economic centres and trade
- A complex, fragmented regulatory and tax environment
- A fast-moving and politicised technology landscape
- Multiple threats to supply chains, assets and infrastructure
- Demographic, technological and cultural pressures on workforces

'Top Geopolitical Risks 2025' (KPMG)

Global Economic Outlook

Despite ongoing shocks throughout 2020 – 2025, the global economy remained resilient – but the outlook is fragile.

Global GDP
Growth Projections

2026: 2.7% - 3.3%
2027: 2.9% - 3.2%

- Global economic growth projections reflect ongoing challenges including weak investment, low productivity, and high debt. (UN DESA; IMF; World Bank)
- Broadly agreed that economic growth will decrease slightly in 2026, driven by sustained trade tensions and geopolitical risk and uncertainty.
- Globally, inflation is expected to ease in 2026 and 2027; geopolitical tension flare-ups remain a risk to global economic stability.

National Economic Outlook

CPI: 3.1% (year to Dec 2025)

OCR: 2.25% (Feb 2026)

Unemployment Rate: 5.4% (Dec 2025)

- Inflation is currently sitting at 3.1%, just above the Reserve Bank's 1–3% target range.
- Forecasts had suggested inflation would ease back toward the 2% midpoint by mid-2026, supported by earlier indications of declining price pressures.
- However, emerging geopolitical developments are expected to place renewed upward pressure on inflation in the short to medium term.

How is geopolitics likely to shape the national economy?

"In our view, there are a few key economic effects for New Zealand. In order of relative importance, they are as follows." (Infometrics, 2026)

Energy Costs: Oil prices remain the main concern globally and for New Zealand.

Trade: New Zealand's export-driven economy depends on stable global markets. Exports to the Gulf Cooperation Council totalled $3.25 billion in the year to September 2025, mostly dairy and meat.

Investment: Conflict generally dampens business confidence, though market reaction has been limited so far; the S&P 500 has fallen 0.9% since late last week.

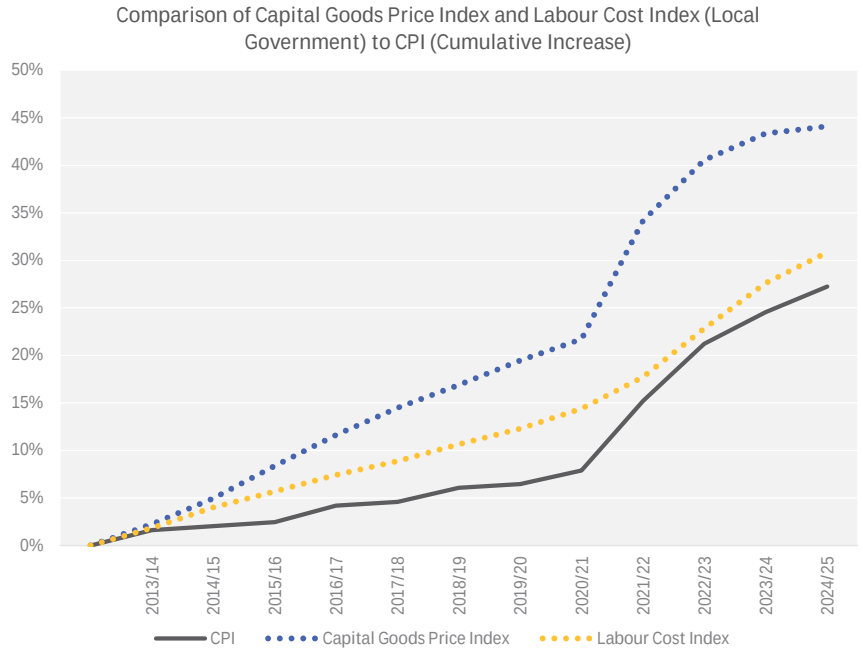
Travel: Major airports have been heavily disrupted by airspace closures and missile/drone risks, affecting over a million passengers.

18 March 2026

Cost of Doing Business

Local government is facing growing public expectations, tight budgets, and growing demands for transparency.

- Infometrics estimates that local government operating costs rose by a cumulative 19% between 2021 and 2023, with increases peaking above the rate of household inflation (CPI).
- Council interest costs reached $1.3 billion in the year to Sept 2023 (up 64% since before the pandemic) and now account for nearly 9% of operating spending.
- Labour costs for local government in the year to 2023 accounted for approximately one fifth of annual operating expenses.
- There is rising demand from the community for services, funding, and infrastructure amid pressure to keep rates affordable.



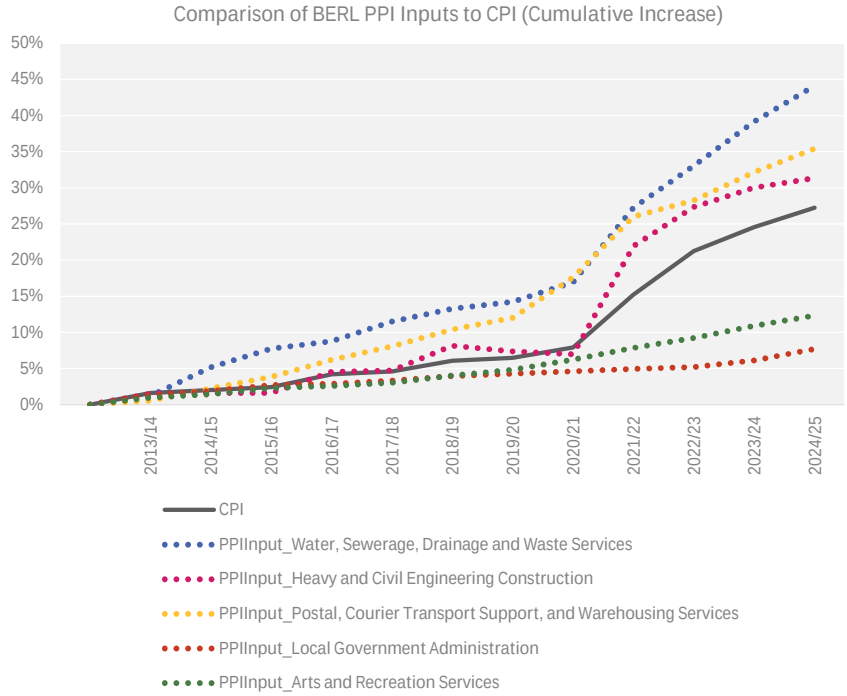
18 March 2026

Christchurch City Council

Cost of Doing Business | Capital

- National infrastructure demand remains high, with over $125 billion in the Te Waihanga pipeline and strong competition for contractors, materials, and skills.
- Construction market pressures continue. Nationally, job losses in construction are notable, with filled roles down 5.1% in the past year.
- Council faces increasing financial and deliverability pressures, including higher-than-planned inflation, added operating costs from new assets, and a growing capital programme.

With compounding inflation, higher capital goods prices, and external market pressures, Council may need to find a balance between maintaining service levels, delivering major projects, and managing rates impacts.



18 March 2026

Christchurch City Council

Affordability

Median Household Income	Average Household Income	Household Income Growth	Long Term Affordability
$90,600 (2023 Census)	$116,923 (Infometrics 2025)	0.2% year to March 2025 (Infometrics 2025)	28% think housing affordability will impact their ability to continue to live in Christchurch in the long term (Life in Christchurch, 2025)

- The average house value in Christchurch is 6.4 times its average household income; the average weekly rent accounts for 22.9% of the average household income.(Infometrics, 2025)
- At 30 June 2025, the balance of unpaid rates invoices in Christchurch was $34.5 million.
- Christchurch City Council granted about 11,120 rates rebates in 2024/25 and $6.2 million in rates remissions.
- Christchurch's ageing population is projected to grow significantly, with those aged 65 years and over increasing from 16% in 2023 to 26% by 2073.

What does this mean for the Council?

With household incomes lagging behind living costs, more residents are under financial strain, increasing scrutiny of rates and expectations for value for money.

Rising arrears indicate that more households are struggling to pay rates on time. More households experiencing hardship could increase demand for rates remissions, postponements, or other support.

As the proportion of older residents grows, there may be increased pressure to keep rates low and maintain accessible services. Council will need to balance affordability concerns with investment in infrastructure and services that meet changing demographic needs.

Trust and Confidence

Key measures of trust and social wellbeing are declining throughout New Zealand

- Just over a third (37%) of residents feel that the public have at least some influence on the decisions that the Council makes. (QoL 2024)
- 38% agree that the Council makes decisions in the best interest of the city. (QoL 2024)
- Trust in institutions (e.g. the health system, parliament and media) are at their lowest in New Zealand since 2014. (StatsNZ, 2023)
- People were also asked to rate their trust in most people in New Zealand. This also decreased, from 6.7 out of 10 in 2021 to 6.5 in 2023. (StatsNZ, 2023)
- Compared with Australia, New Zealand scores lower on four of the five dimensions of social cohesion. In 2024, 49% of New Zealanders agreed with positive statements indicating social cohesion, compared with 56% in Australia (Helen Clark Foundation, 2025).

What does this mean for the Council?

Public confidence is becoming harder to gain and to maintain in an environment of declining institutional trust. Social cohesion and trust in institutions are under increasing pressure globally, nationally, and online. Christchurch is unlikely to remain immune.

While it has been improving, trust and confidence in decision making remains low. Council decisions can have long-term effects on communities; it is important that they have trust and confidence in the decision-making process.

The Council may wish to reflect on the valuable role elected members can play in building public trust and confidence in governance and decision-making. Particularly through fostering open, respectful, and constructive dialogue, both in Council meetings, on social media, and in their engagement with the wider community.

It's worth noting how strong community connections and social cohesion have supported Christchurch through the challenges of the past 15 years. If fewer people feel that these connections matter, it may signal weakening social ties that underpin collective resilience and wellbeing during times of pressure or crisis.

People, Capacity & Capability

- Christchurch is not currently facing a skills shortage, thanks to its relative attractiveness compared to other New Zealand cities.
- This creates a valuable opportunity to actively promote the city as a destination for skilled workers and strengthen its future workforce.
- Between 2018 and 2023, the share of New Zealanders in professional roles rose from 23% to 27%, employment in labouring (11% to 9%), sales (9.2% to 7.8%), and community and personal services (9.5% to 9.0%) declined. (Stats NZ, 2023)
- As of 1 March 2024, total union membership in New Zealand was 425,761, representing 14.5% of employees in the labour force. This marks a 10% increase compared to the previous year. (MBIE)
- Skills shortages, long procurement lead-times, and limited tender responses are constraining capital project delivery. Construction jobs are down 5.1% nationally, and labour outflows to Australia risks worsening shortages if demand rebounds.

What does this mean for the Council?

Councils are navigating a complex workforce landscape shaped by demographic shifts, public sector reforms, evolving employee expectations, and rapid technological change. An increase in turnover and competition for highly skilled roles pose risks to service delivery, while trends like flexible working and AI integration highlight the need to consider how we can best attract, support, and retain talent.

The growing shift toward professional occupations may negatively impact contractors who deliver our capital programme. In a smaller labour market, workforce competition could lead to delivery challenges and potential cost escalation.

Maintaining positive relationships with unions that represent a large part of our workforce helps create stability and supports positive employee engagement, both of which are critical for consistent service delivery.

A change of government in New Zealand next year could either lead to further public sector workforce reductions or expansion of government agencies, both of which would significantly affect labour market dynamics and competition for skilled workers.

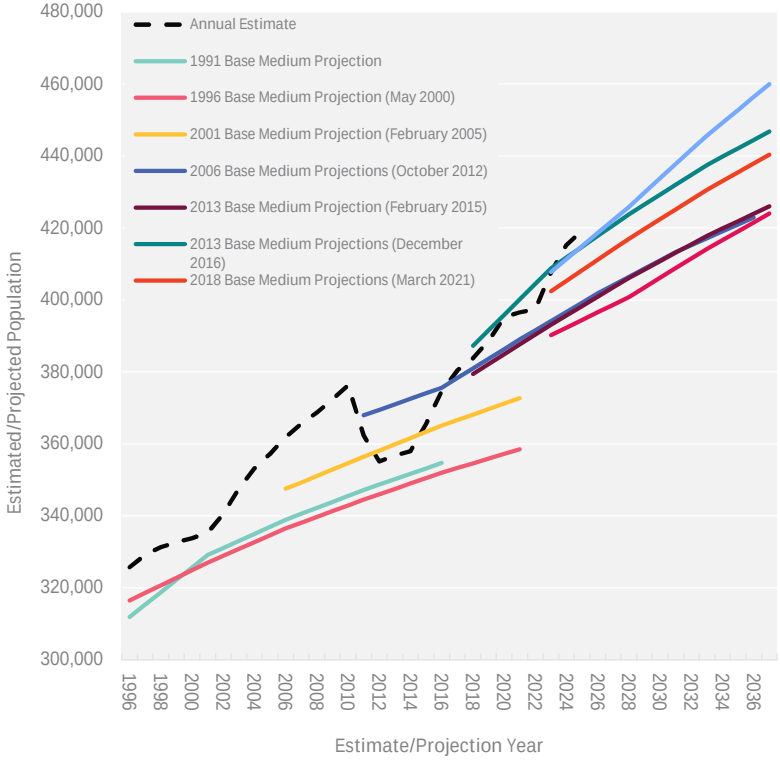
Future Growth

LTP Growth Assumptions

Which projections are we using?
Stats NZ Subnational Population and Household Projections

Which scenario are we using?
The medium growth scenario. Typically growth in Christchurch has tracked closely with the medium projection, and it remains a reliable indicator of future growth.

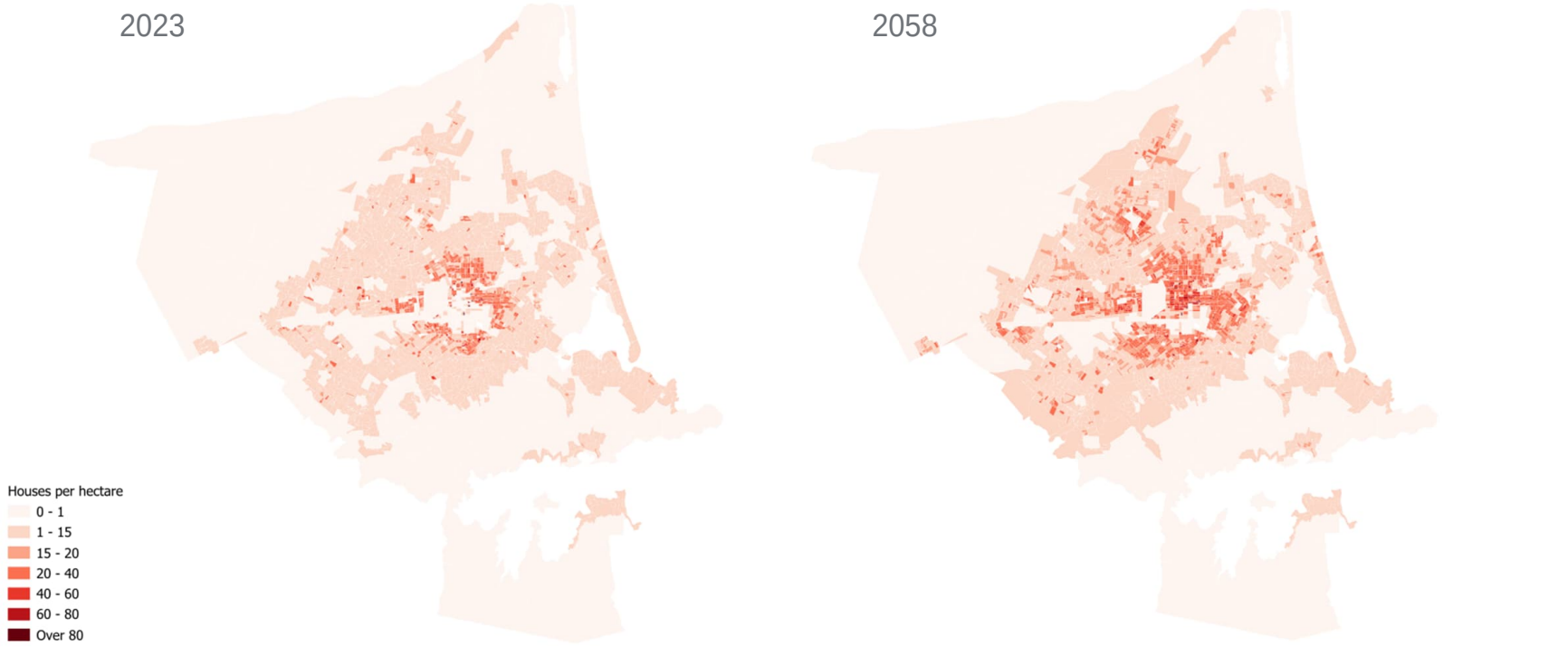
Why the Stats NZ projections?
Stats NZ are well placed to provide future growth projections in New Zealand. They have access to a range of official datasets that inform the development of the projections, and they revise their projections regularly to consider current trends and issues.



LTP Growth Assumptions

Period	2023 - 2083
Projection	Medium Projection (StatsNZ, 2023 Base Population Projections)
Infill/Greenfield Split	Approximately 60% infill, 40% greenfield in short - medium term Transitioning to 70% - 80% infill, 20% - 30% greenfield in the long term
Greenfield Assumptions	Assumes current zoned greenfields taken up by 2053. Assumes a small amount of additional greenfield capacity across modelling period.
Infill Assumptions	Assumes the following shifts in the share of growth allocated to each sector between 2023 and 2083: Medium Density: 11.5% - 35% High Density: 9.5% - 21% Suburban: 15% - 10%

Most Likely Scenario



18 March 2026

LTP Growth Projections

Year	Population Projection	Average Household Size	Household Projection	Projected Household Growth	Competitiveness Margin	Household Growth + Competitiveness Margin
2027	422,260	2.6	162,408			
2037	459,940	2.6	176,900	+14,492 (2027 – 2037)	+20%	178,543
2057	519,960	2.5	207,984	+45,576 (2027 – 2057)	+15%	209,244

18 March 2026

Questions?

LTP27 Project Team

LTP27 Project Plan (Framework)

Date: March 2026

Project: Long Term Plan 2027-37

Description: A programme that provides direction, co-ordination and approval of the cross-functional projects that make up the development of Long-term Plan 2027-37 in accordance with the requirements of the Local Government Act 2002.

Purpose of Project

The purpose of a Long-term Plan (LTP) is to:

- describe the activities of the local authority; and
- describe the community outcomes of the local authority's district or region; and
- provide integrated decision-making and co-ordination of the resources of the local authority; and
- provide a long-term focus for the decisions and activities of the local authority; and
- provide a basis for accountability of the local authority to the community.

The purpose of the LTP27 Project is to

- Ensure the LTP is adopted by Council by the 30 June 2027, and published and distributed within 30 days of adoption
- Ensure that the LTP27 produced is compliant with the requirements listed above

Purpose of Project Plan

The purpose of this Project Plan is to:

- Document, organise and structure the scope, approach, milestones, responsibilities, deliverables, timelines, organisation, principles, workstream structure, objectives, interdependencies, risk management, stages, decisions, accountabilities, and other relevant information for the LTP27 Project.
- Be the single, defining and primary source of information regarding these aspects of the plan, unless specifically stated otherwise.
- This plan is based upon and mandated by the following project approvals:
    - Council's Letter of Expectations
    - ARMC 7 October 2025
    - F&P 27 August 2025
    - ELT (as LTP Steering Group) early August 2025

Project Organisation

Role/Function	Details	Responsible
LTP Project Governance	Scope of Decisions: Council: Formal decision-making over the LTP27 Finance and Performance Committee of the Whole: All matters relating to the preparation and adoption of the draft and final LTP, as well as development and adoption of supporting technical documents. Audit & Risk Management Committee (ARMC): Oversight of LTP process and recommendations to Council. Review the process used to develop the draft and final LTP	Mayor and Councillors, and the independent members of ARMC
LTP Project Executive Sponsor	Assume overall accountability for and advocate on behalf of the project. Ensure that the project delivers the agreed outcomes.	Bede Carran CFO
LTP Project Steering Group	Accountable for decisions and directions around the LTP. Fosters co-operation and ongoing communication with staff, councillors and the project	Executive Leadership Team
LTP Project Manager	Manage development and implementation of LTP project plan.	Peter Ryan, Head of Corporate Planning and Performance
Project Team	Finance Strategy, opex budget development	Bruce Moher, Head of Finance
	Community Outcomes/ Infrastructure Strategy	David Griffiths/Luke Adams
	Asset Planning Alignment (AMPs)	Paul McKeefry
	Capital Programme Development & Prioritisation	Lynette Ellis and Paul Dadson
	Legal Services	Ron Lemm
	Communications & Engagement (Consultation)	Jocelyn Ritchie
SME as required	Head of Transport	Stephen Wright
	Head of Parks	Rupert Bool
	Head of Three Waters/LWDW	Gavin Hutchison

Role/Function	Details	Responsible
	Democracy Services (briefings, hearings, workshops)	Sam/Cathy
	Monitoring & Research (Environmental Scan, *What Matters Most*)	Aimee

Responsibilities

Responsibilities are documented in the Project RACI.

F&P requested that a RACI be prepared to prevent workstream misalignment.

- The RACI has been prepared and agreed by the Project Team as of February 2026.
- The RACI will be updated as needed during the life of the project by the Project Team.

Project Principles

These are as adopted by the F&P Report in August 2025 (F&P 27 August 2025):

LTP27 Principle	Details
Update, not fundamental rebuild.	Not reinventing the wheel. LTP components to be a targeted update of LTP24, not a build from scratch
One Team	A single LTP process: IS, FS, Activity Plans, Budgets, Capital programme, Asset Management Plans – will all stay aligned on strategy, process, content and timings ELT (Steering Group) and Operational team deliver agreed components in right sequence, right time. All components in the LTP ecosystem follow a 'one team' approach throughout, including respect for agreed project plan and accountabilities Teamwork - no surprises
Making It Happen	Once the project plan is agreed, changes approved by LTP Project Team. Insisting on early strategy delivery – Community Outcomes, FS, IS, capital programme prioritisation process, level of service review process Sequencing to prevent rework – strategy cascading, adoption of supporting documents Project Management mindset – but consideration that building an LTP is an iterative process.
We have listened	Preparation can commence, but LTP must be built on guidance from new Council. Early input from Councillors strongly preferred over late amendments: • As per LTP24 and AP25/26, significant effort will be made to ensure Councillors provide input to the Draft LTP in the early stages.

LTP27 Principle	Details
	• The LTP27 Project will emphasise to Councillors that the time to propose things for inclusion in the LTP is in the Strategic Direction and Draft Development (early) stages Early development of vision and strategy • Important this is early in the process to guide development of subsequent documentation including activity plans, capital programme, budgets etc. Responding to changes in LG environment • The changing landscape of the LG environment will be a factor in the development of the LTP. • This is particularly relevant in relation to the importance of Community Outcomes now that wellbeings have been proposed for removal, clearer definitions of "core services" and rates capping. Levels of Service • Have not been comprehensively reviewed for some time • LTP27 is the opportunity to do this in a structured manner • LOS review will be based on a structured approach (using Community Outcomes, LOSS, FS, IS) not an ad-hoc cherry picking of individual targets. • Councillors will directly influence Levels of Service through specifying Community Outcomes, setting Financial Parameters, giving guidance on Level of Service Statements, and by indicating general strategic direction and intent of the LTP27. Such clear direction will allow HoS and council staff to develop detailed Levels of Service including measures and targets that meet these high-level requirements. Capital Programme size and deliverability: • PMO deliverability tools used during capital prioritisation to understand risks around capital delivery
Driven by Community Outcomes	Agreed Community Outcomes will provide the strategic direction for Council and the LTP. Community Outcomes will frame and guide the LTP27 process, particularly when carrying out the Level of Service reviews. Community Outcomes must be reviewed, updated and confirmed by Council, prior to LTP27 Draft Development starting.

Project Scope

In scope:

All Council Activities (except those water services which are covered by the Water Services Strategy). (Noting activities to be covered by the Water Services Strategy will be developed in parallel with the LTP. This will provide Council and staff a consistent, consolidated early development process.)

Out of scope:

Detail of waters activities that are covered by the Water Services Strategy

Project Objectives, Key Assumptions and Risks

Project Objectives

- Deliver LTP27 by 30 June 2027
- Published and distributed within 30 days of adoption

Subsidiary Objectives

- Deliver draft Infrastructure and Financial strategies by 1st May 2026
- Deliver full suite of draft LTP content by 1st October 2026
- Mid-December 2026 formal meeting to confirm content for Draft Long-Term Plan 2027
- Deliver Draft LTP27 by February 2027
- Deliver key milestones
- Compliant, audited LTP, with no Audit qualifications
- Updated Community Outcomes
- Comprehensive LOS Review carried out
- Capital Programme scoped for deliverability per Letter of Expectations
- Undertake consultation on Draft Long-Term Plan 2027

Key Risks

All project risks will be recorded and updated on the Project Team Risk Register.

Work with Risk & Audit team on strategic risks to the Long-Term Plan 2027.

Interdependencies

- This project is highly interdependent with the Annual Plan 2026/27 Project – delays, overruns, and scope creep on AP26/27 will impact the LTP27 Project.
- Water Services Strategy – the concurrent project to develop the ring-fenced water-services strategy will mean significant changes for the LTP Project compared to previous years. Services, projects, budgets, strategies and financial statements relating to LWDW are required to be entirely separate from the LTP. However, in the interests of organisational efficiency, it is likely that the LWDW should proceed to the same timeframe as the LTP27 to avoid interference with budgeting, planning or requiring additional consultation.
- Ensuring alignment between the Strategic Asset Management Plan development and the Infrastructure Strategy as well as alignment between Activity Planning and Asset Management Planning.

- Changes to Local Government environment due to legislative changes. The current government is in the process of changing various facets of local government planning, reporting and funding. The LTP27 Project will need to respond to these changes as they occur.

Project Plan Summary



The development of a LTP, has some aspects of an iterative process (as emphasised by Taituarā), so the suggested project stages are:

1.0 Pre-project Planning

2.0 Initiation

3.0 Strategic Direction – a new stage, introduced to ensure clear direction for LTP27 development

4.0 Develop Draft

5.0 Adopt Draft

6.0 Consult

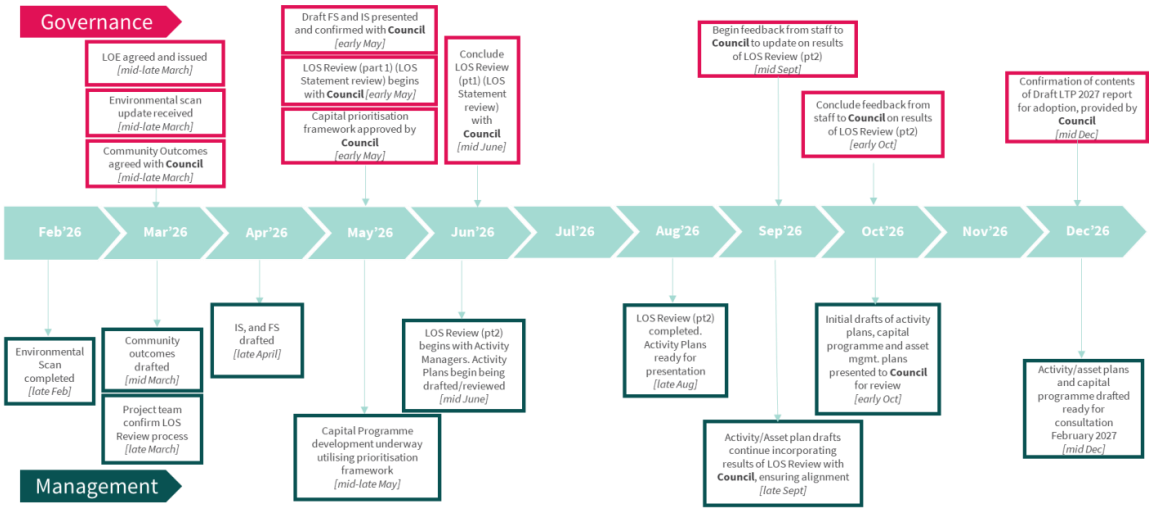
7.0 Adopt Final – this stage will include all post-adoption meeting actions, such as publication and distribution, as well as the standard project management closure actions.

In response to the Letter of Expectations, many of the new processes occur within the early stages of development, These are summarised for ELT and F&P using the following detailed diagram:

Pre-project (Jul'25 - Feb'26)	**Initiation** (Feb-Mid Mar 26)	**Strategic Direction** (Late Mar -Apr 26)	**Develop draft - Early** (May - Sep 26)	**Develop draft - Later** (1st Oct - Nov 26)	**Adopt draft** (Dec 26 - Feb 27)
Deliverables required: ELT/HOS review feedback Project team make-up Revised LTP Process ELT & Council understanding of process changes Changes to legislation	Deliverables required: **Project Plan** DIA – direction of rates capping LWDW interface Workstream structure *What Matters Most - review* **Letter of Expectation**	Deliverables required: **Draft Community Outcomes** Environmental Scan LOSS Review process Partner feedback FS/IS drafted (by 1 May) Regular Councillor input Confirmed FS parameters	Deliverables required: Draft FS & IS presented to Council **LOS Review** Draft budgets on basis of current AP Regular Councillor input	Deliverables required: [all draft content prepared by 1st Oct] Draft activity plans Draft AMPs Draft budgets Draft capital programme Draft CD **Council guidance to finish draft**	Deliverables required: Consultation document FS & IS Activity and asset plans including budgets Capital Programme
RISKS: - Fragmented LTP process - Poor understanding of legislative changes - No agreement on LTP process - Scope of LTP not clear - Failure to deliver workable LOE	**RISKS:** - Inability to set effective FS parameters - Regulatory changes not well-anticipated - Project Team too large - Too many workstreams	**RISKS:** - Community Outcomes not drivers of LTP process - Not enough guidance on strategic direction - FS/IS created at end of process - Councillors do not participate	**RISKS:** - Overall financial picture not clear - Overall capital programme not clear LOS review not adequately structured Councillors do not participate	**RISKS:** -Multiple reiterations and recalculations - Failure to reach broad consensus on draft LTP - Consultation not detailed enough	**RISKS:** -Failure to meet deadlines - High volume of amendments Failure to comply with new legislation & Audit NZ

Project Stage Detailed Deliverables

High level timeline (aligned to direction from LoE)



Key Workstreams

Workstream	In Scope	Out of Scope
Long Term Plan Community Outcomes Head of Strategy	Community Outcome development process, workshops with Councillors, review and update of the draft Community Outcomes	Community Outcomes monitoring, Levels of Service and Capital Programme reviews
Financial Strategy Head of Finance	Both Financial Strategies (Local Water Done Well and the rest of Council). Scenario containing options that can address the rates cap. Assurance that these strategies are fit for purpose to meet the requirements of section 101A of the Local Government Act	Infrastructure Strategy development, Levels of Service and Capital Programme reviews
Infrastructure Strategy Head of Strategy	Both Financial Strategies (Local Water Done Well and the rest of Council). Alignment with Asset Management Plans (In development). Assurance that these strategies are fit for purpose to meet the requirements of section 101B of the Local Government Act	Levels of Service and Capital Programme reviews
OPEX Budgeting and Prioritisation Head of Finance	Development of OPEX budgets across all activities	Levels of Service in Activity Plan workstreams
Capital Programme Development *including affordability and deliverability*	Capital Programme development, review and prioritisation to an (approximately) deliverable and affordable size. *Noting the need for Council visibility of unprioritised*	Asset Planning workstream, Level of Service review workstreams

Head of Professional & Technical Services	*projects during programme substitution/refinement phase*	
Activity Plans *including Levels of Service Review* Head of Corporate Planning & Performance	Mandatory and significant activities, significant change to activities and Levels of Service. Guidance on Levels of Service development	Asset Planning and Capital Programme development workstreams
Asset Management Planning *Alignment* Head of Strategy	Alignment with Long Term Plan workstreams	BAU Asset Planning, Levels of Service review, activity and Capital Programme workstreams
Consultation Document *including Community Outcomes* Head of Communications & Engagement	All Consultation Document development, design and content	Other Long Term Plan workstreams

*Note, the key workstreams above were endorsed by ARMC and F&P Committee in 2025. Some key timings have been subsequently amended to reflect the timings outlined in the Letter of Expectations endorsed by Council on 12th March 2026.

12. Canterbury Museum Trust Board Draft 2026/27 Annual Plan

Reference Te Tohutoro:	26/619146
Responsible Officer(s) Te Pou Matua:	Peter Langbein, Finance Business Partner
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 Committee's direction on the Canterbury Museum Trust Board's (the Museum) draft Annual Plan 2026/27.

1.2 The report is staff generated following receipt of the Museum's draft Annual Plan 2026/27 (Attachments A and B).

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the information in the Canterbury Museum Draft 2026/27 Annual Plan Report.
2. Notes that the decision in this report is assessed as medium significance based on the Christchurch City Council's Significance and Engagement Policy.
3. Notes that the Council's draft Annual Plan 2026/27 provides for an operating levy of $9.695 million for the Canterbury Museum, a 3.5% increase on the $9.369 million paid in 2025/26.
4. Notes that the Council's draft Annual Plan 2026/27 provides for a capital levy of $9.03 million for the Canterbury Museum redevelopment project.
5. Notes that the Canterbury Museum has requested an operating levy of $9.758 million, an increase of 4.1% ($63,000).
6. Notes that the Canterbury Museum has requested an increase of $26.9 million in the capital levy to be paid out over the next four years.
7. Directs staff to give notice in writing objecting to the operating levies proposed in the Canterbury Museum's draft Annual Plan for any amount above the operating levy of 3.5% provided for in the Council's Annual Plan 2025/26, noting that the additional amount requested by the Museum can be absorbed from its 2024/25 $1.4 million unplanned operating surplus.
8. Directs staff to give notice in writing objecting to the additional capital levies of $26.9 million proposed in the Canterbury Museum's draft Annual Plan 2026/27 as payable by Council.
9. Agrees to increase Council's capital levy for the 2026/27 financial year by $1.0 million to a total amount of $10.03 million.
10. Agrees that the Canterbury Museum's request for additional capital levies be referred to the Council's Annual Plan 2026/27 and/or draft Long-Term Plan 2027-2037 for further consideration.
11. Delegates to the General Manager Citizens and Communities to write to the Canterbury Museum Trust Board before the Friday 24 April 2026 deadline to advise them of the Council's decisions regarding the Canterbury Museum's 2026/27 draft Annual Plan requests.

3. Executive Summary Te Whakarāpopoto Matua

3.1 The Museum has presented its draft Annual Plan 2026/27 to Council.

3.2 The Museum is seeking $9.758 million from Council as its share of the operating levy, an increase of 4.1% from the current levy of $9.369 million. Council has budgeted in its draft Annual Plan 2026/27 (draft Annual Plan) to pay an operating grant of $9.695 million, an increase of 3.5%. The additional 0.6% of operational levy is equivalent to $63,000.

3.3 The Council has also budgeted in its draft Annual Plan to pay a capital grant of $9.031 million as part of its contribution to the Museum's redevelopment project. This is the third and final payment of $27.09 million budgeted in the Council's Long-term plan 2024-34 (LTP). The Museum has requested that the capital grant paid by Council be increased by $26.9 million, as its share of a total capital grant increase of $31.7 million. This is to fund a $91.9 million shortfall (the balance is proposed to be made up of funding from central government and its own fundraising). The Museum proposes that the requested increased capital grant is paid over four years until the end of FY 2030.

3.4 The Museum's additional operating and capital levy requests are not provided for in the Council's LTP 2024-34 nor in its draft Annual Plan 2026/27.

3.5 The Council's draft Annual Plan requested feedback on 'Restoring our iconic buildings' (Canterbury Museum, Canterbury Provincial Chambers, Christ Church Cathedral and Te Matatiki Toi Ora the Arts Centre). There were a large number of submissions, both in support and opposed to further Council funding for some or all of these iconic buildings.

3.6 This report recommends that first the Council gives notice in writing objecting to both the increased operating levy and the additional capital levy of $26.9 million as requested in the Museum's draft Annual Plan. This is necessary to protect Council from committing to the additional capital levy request without first considering it as part of an annual plan and/or long term plan process. However, and secondly, staff recommend that an additional $1.0 million be added to capital levy of $9.03 million provided for in the Council's draft Annual Plan. While the additional capital levy of $1.0 million is the same as the 2026/27 year request by the Museum, it does not commit Council to the balance of the request for the increased capital levy.

3.7 Staff also recommend that the Museum's request for additional capital levies be referred to the Annual Plan 2026/27 and/or the Long-Term Plan 2027-2037 for further consideration by Council. This enables the Council to meet its consultation obligations and properly consider feedback before deciding on a significant funding request with a clear understanding of the implications for the Museum and other iconic buildings.

4. Background/Context Te Horopaki

4.1 Museum levies are allocated between contributing local authorises (councils) using the methodology prescribed in the Canterbury Museum Trust Board Act 1993 (the Act). The Museum advises councils of the planned total levy increase in the Museum's draft Annual Plan consultation with contributing councils. Accordingly, each year the Museum presents its draft Annual Plan which also includes the Museum redevelopment project. Trustees and staff from the Museum presented its draft Annual Plan to a Council workshop on 24 February 2026.

4.2 Under s15(3) of the Act, the Museum's formal 6-week annual plan consultation period is mid-March to the end of April. For 2026 this is 13 March to 24 April. Contributing councils make a submission to the Museum's Draft Annual Plan. The Museum Board considers submissions from the contributing councils by mid-May.

4.3 Under s16(1) of the Act the levies proposed in the Museum's draft annual plan are deemed to have been approved by all contributing councils and binding on them once the Museum's Annual Plan is adopted unless either the Christchurch City Council or two or more of the remaining contributing councils give notice in writing objecting to the levies proposed therein during the period referred to in section 15(3) of the Act.

4.4 The Council has until the end of the referral period (24 April 2026) to give notice in writing objecting to the proposed increase. If Council does not give notice in writing objecting to the levies proposed it is deemed to have agreed them. Under s16(3) of the Act the Christchurch City Council or not less than three other contributing councils may resolve, at a meeting called by the Museum, that the total levy be reduced to an amount being not less than the total levy made in respect of the previous year.

4.5 The Museum's planned 4.1% increase in the operating levy is $63,000 higher than the 3.5% included in Council's draft 2026/27 Annual Plan and year three of the Council's 2024/34 Long Term Plan. Staff note that for the 2024/25 financial year the Museum recorded a net operating surplus of $1.40 million against a budgeted deficit of $2,100 (refer page 15 of Attachment A).

Development project – funding request

4.6 Council budgeted in its LTP to contribute $27.1 million to the redevelopment of the Museum, paid in three equal instalments of $9.031 million across three financial years, FY25, FY26 and FY27. For completeness, it is noted that Council made payments of $7.51 million pre FY 2024 to the Museum's redevelopment and is also contributing $24.5 million to the redevelopment of the Robert McDougall Art Gallery. Combined, the Council's total contribution to the redevelopment of the Museum and Robert McDougall Art Gallery is $59.1 million.

4.7 The Museum has recently informed the Council of an estimated $91.9 million funding shortfall for the balance of its redevelopment project. To fund this shortfall they are requesting an additional $31.7million from contributing councils ($26.9 million from Christchurch City Council) with the balance from central government ($31.7 million) and their own fundraising ($28.5 million). This increased funding request has not been included in the Council's draft 2026/27 Annual Plan nor its LTP.

4.8 The Museum's draft Annual Plan 2026/27 assumes capital levies are calculated at the increased amounts and summarised in Attachment A as:

> "The overall cost of the Museum Project has increased from $247m to $262m, based on additional funding being committed from 2026/27, which was also advised in the draft budget. It is proposed that the $91.9m remaining unfunded be allocated Central Government $31.7m, Local Government $31.7m and Canterbury Museum $28.5m. We have included the additional Local Government funding over 4 years, from 2026/27, on a 4%, 17%, 40% and 39% cashflow basis. …."

4.9 As noted above, Council provided $27.9 million in its LTP, paid in three instalments of $9.03 million, to support the Museum's redevelopment. The third and final instalment is provided for in Council's draft Annual Plan 2026/27. As noted above this funding forms part of the Council's total $59.1 million contribution to the Museum's redevelopment project, including $24.5 million for the Robert McDougall Art Gallery. This represents Council's share of the $205 million Museum redevelopment as it presented in the Museum's Annual Plan 2023/24.

4.10 Since that date the Museum has provided updated forecasts for the completion of the project. In summary these are a revision to $247 million in the Museum's draft Annual Plan 2025/26 and $261 million in the draft Annual Plan 2026/27. The Museum's draft Annual Plan notes that the forecast of $261.9 million will increase by approximately $7 million if the funding is not secured as part of the Council's Annual Plan 2026/27.

Council's draft Annual Plan

4.11 Council has also requested feedback in its draft Annual Plan, which overlapped in part with the Museum's draft Annual Plan, on 'Restoring our iconic buildings' (Canterbury Museum, Canterbury Provincial Chambers, Christ Church Cathedral and Te Matatiki Toi Ora the Arts Centre). Specifically, the questions Council sought feedback on were:

(i) How important is completing the restoration of these four heritage buildings to Christchurch's future? and

(ii) Do you have any comments about the Council investing in the restoration of these buildings?

4.12 There have been numerous submissions providing feedback on the iconic buildings. It is appropriate for Council to consider the request for additional funding in light of the feedback provided on the Museum as part of the iconic buildings feedback.

Timeframe summary

4.13 Timeframe Summary for the Museum is as follows:

4.13.1 The Council was first informed of the increased redevelopment project shortfall and expected additional contribution at a public excluded briefing from the Museum on 12 November 2024.

4.13.2 The contract to deliver the Stage 4 base build was let by the Museum on 13 November 2024.

4.13.3 The Museum presented its draft Annual Plan 2026/27 and updated redevelopment cost estimate and funding proposal at the Council briefing on 24 February 2026.

4.13.4 The Museum provided its formal draft Annual Plan 2026/27 and funding request (Attachments A and B) on 12 March 2026 for the statutory 6-week consultation from Friday 13 March to Friday 24 April 2026.

4.13.5 Friday 24 April 2024 is the deadline for the Council to make a submission on the Museum's draft 2026/27 Annual Plan.

Options Considered Ngā Kōwhiringa Whaiwhakaaro

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

4.14.1 **Option 1:** Decline the proposed increase in the operating levy, and the capital levy (of $26.9 million for the Museum redevelopment project), and defer consideration of the request for the increased capital levy to the Council's Long Term Plan 2027-37 process.

4.14.2 **Option 2:** Decline the proposed increase in the operating levy, and the capital levy (of $26.9 million for the Museum redevelopment project), and provide for an additional $1 million to be added to the capital levy payment to the Museum, making a total capital levy payment of $10.03 million. **(Preferred)**

4.15 The following option was considered but ruled out:

4.15.1 Provide for the Museum's proposed total capital levy increase (of $26.9 million) in the Council's Annual Plan 2026/27 - this option was ruled out because the Council could not fulfil its requirement to consider community views on accepting a further $26.9 million in capital levy costs. More specifically the timing of the Council's own Annual Plan deliberations falls after the close of the Museum's referral period outlined above.

Options Descriptions Ngā Kōwhiringa

4.16 **Option 1:** Decline the proposed increase in the operating levy, and the capital levy (of $26.9 million for the Museum redevelopment project), and defer consideration of the request for the increased capital levy to the Council's Long Term Plan 2027-37 process.

4.17 **Option Description -** under this option Council:

- confirms the planned operating levy increase of 3.5% already incorporated in the Council's draft Annual Plan, with the Museum funding its request for an additional operating levy (of $63,000) from its operational 2024/25 surplus of $1.40 million, against a budgeted deficit of $2,100, and
- declines to commit to the increased capital levies proposed in the Canterbury Museum's draft Annual Plan 2026/27, and
- gives notice in writing objecting to both the increased operating levy and capital levy, which will remain at its current amount until it can be consulted on in the Council's Long Term Plan 2027-2037 process.

4.18 **Option Advantages** – this option has the following advantages:

- Allows the Council to fulfil its obligation to consult with the community prior to deciding on a substantially increased capital levy of $26.9 million.
- Allows the Council to decide on an increased capital levy in the context of an annual and/or long term plan process where all the implications are understood including other projects, funding requests and the operating environment for Council.

4.19 Option Disadvantages

- The Museum may prefer an earlier decision to support contract negotiations for awarding the balance of the project specifically fit out, noting that the additional funding from other sources is required to be confirmed for the Museum to proceed on its preferred path.

4.20 **Option 2:** Decline the proposed increase in the operating levy, and the capital levy (of $26.9 million for the Museum redevelopment project), and provide for an additional $1 million to be added to the capital levy payment to the Museum, making a total capital levy payment of $10.03 million. **(Preferred)**

4.21 **Option Description:** under this option Council:

- confirms the planned operating levy increase of 3.5% already incorporated in the Council's draft Annual Plan, with the Museum funding its request for an additional operating levy (of $63,000) from its operational 2024/25 surplus of $1.40 million, against a budgeted deficit of $2,100, and
- gives notice in writing objecting to both the increased operating levy of $63,000 and capital levy of $26.9 million,
- provides for an additional $1.0 million to be added to the capital levy payment for the Museum's redevelopment project, and
- agrees that the Canterbury Museum's request for additional capital levies be referred to the Council's Annual Plan 2026/27 and/or draft Long-Term Plan 2027-2037 for further consideration.

4.22 **Option advantages** – this option has the following advantages:

- It enables the Museum to meet its expected capital cashflow requirements for the 2026/27 year.

- It allows Council to consider the broader request for $25.9 million (the balance of the $26.9 million) capital levy as part of its Annual Plan and/or LTP 2027-2037 development when all requests and funding options are considered collectively.
- It balances the Museum's request for additional funding with Council's obligations to consult and deliberate on matters of significance to the community.

4.23 **Option disadvantages** – no significant disadvantages have been identified with this option. Council is balancing the Museum's requests without raising expectations regarding broader funding without first considering it with other funding requests and financial implications for the Annual Plan.

Analysis Criteria Ngā Paearu Wetekina

4.24 The primary analysis criteria involves the extent to which the Council can effectively consult with its community to inform any decision on a change to the capital levy in a manner that meets the requirements of statute and best practice. The preferred option enables Council to meet its obligation to consult with the community before making a decision, and to consider any substantially increased capital levy within an Annual Plan or LTP process where all implications are fully understood.

5. Financial Implications Ngā Hīraunga Rauemi

Capex/Opex Ngā Utu Whakahaere

5.1 There would be a minor financial implication, of $63,000 (0.06%)% rates increase), to the Council if the Museum's planned operating levy increase of 4.1% were adopted. Currently the Council's draft Annual Plan provides for an increase of 3.5%.

5.2 There is also a minor financial impact of less than 0.01% in the 2026/27 financial year to fund $1.0 million of the additional capital levy request. Staff note however, there are more significant impacts in outer years if the Council resolves to fund the full capital levy request. This because the Museum requests the additional funding is paid out in tranches, with only an additional $1.0 million being paid in the 2026/27 financial year, i.e. the capital levy would increase from $9.031 million to $10.031 million and the balance would be paid out over 2027/28 to 2029/30.

6. Considerations Ngā Whai Whakaaro

Risks and Mitigations Ngā Mōrearea me ngā Whakamātautau

6.1 There is potential for a reputational risk to the Council as supporters of the Museum may believe that Council is creating uncertainty by seeking to consider the Museum's request for an increased capital levy in its Long Term Plan 2027-2037 process.

6.2 The primary mitigation to this risk is to fund $1.0 million for the 2026/27 year as requested by the Museum and refer the request for the balance of the capital levy ($25.9 million) to the Annual Plan and/or LTP 2027-2037 for consideration. This enables the Museum to proceed in the 2026/27 financial year and allows Council to consider the broader request as part of its usual planning processes.

Legal Considerations Ngā Hīraunga ā-Ture

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

6.3.1 Statutory and/or delegated authority to undertake proposals in the report rests with the Council.

6.4 Other Legal Implications:

6.4.1 There is no legal context, issue, or implication relevant to this decision as Council are following the provisions of Canterbury Museum Trust Board Act 1993 and the Local Government Act 2002.

Strategy and Policy Considerations Te Whai Kaupapa here

6.5 The required decisions:

6.5.1 Align with the Christchurch City Council's Strategic Framework. Primarily managing ratepayers' money wisely.

6.5.2 Is assessed as medium significance based on the Christchurch City Council's Significance and Engagement Policy. The level of significance was determined by the size of the proposed increase in the Museum capital levy and the high visibility of the Museum Redevelopment Project.

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

6.7 Citizens and communities

6.7.1 Activity: Community Development and Facilities

- Level of Service: 2.3.1.1 Provide funding for projects and initiatives that build partnerships; resilient, engaged and stronger communities, empowered at a local or community of interest level - 100% of funding assessments detail rationale and demonstrate benefits aligned to Council's strategic priorities, and where appropriate, Community Board Plans

Community Impacts and Views Ngā Mariu ā-Hāpori

6.8 The preferred option allows for community views to be sought to inform the Council's decision-making

6.9 The decision effects Christchurch and Banks Peninsula.

Impact on Mana Whenua Ngā Whai Take Mana Whenua

6.10 The decision does not involve a significant decision in relation to ancestral land, a body of water or other elements of intrinsic value.

6.11 The decision does not impact on our agreed partnership priorities with Ngā Papatipu Rūnanga.

Climate Change Impact Considerations Ngā Whai Whakaaro mā te Āhuarangi

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

6.13 This is because the decision relates to a mechanism by which the Council seek the views of the community as opposed to a decision on the capital levy itself.

7. Next Steps Ngā Mahinga ā-muri

7.1 The General Manager Citizens and Communities advises the Canterbury Museum of the Council's decision before the 24 April 2026 deadline.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A	Canterbury Museum Draft Annual Plan cover letter for Christchurch City Council - 2026-03-12	26/621674	409
B	2026-27 Canterbury Museum Draft Annual Plan	26/621592	410

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

Document Name – Location / File Link
Not applicable

Signatories Ngā Kaiwaitohu

Author	Peter Langbein - Finance Business Partner
Approved By	Bede Carran - General Manager Finance, Risk & Performance / Chief Financial Officer Andrew Rutledge - General Manager Citizens and Community

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www.canterburymuseum.com

12 March 2026

Mary Richardson
Chief Executive
Christchurch City Council
P O Box 73016
CHRISTCHURCH 8154

Tēnā koe Mary

Canterbury Museum draft Annual Plan for the year ending 30 June 2027

Please find enclosed the Canterbury Museum Trust Board draft Annual Plan for the year 1 July 2026 to 30 June 2027.

Executive Summary
The overall level of operational levy requested from contributing local authorities for 2026/27 has not changed from the 4.2% which was advised in the draft budget distributed in December 2025.

The overall cost of the Museum Project has increased from $247m to $262m, based on additional funding being committed from 2026/27, which was also advised in the draft budget. It is proposed that the $91.9m remaining unfunded be allocated Central Government $31.7m, Local Government $31.7m and Canterbury Museum $28.5m. We have included the additional Local Government funding over 4 years, from 2026/27, on a 4%, 17%, 40% and 39% cashflow basis.

The Performance Objectives prioritise mahi towards the Redevelopment Project, New Visitor Experience (NVE) and Inventory Project, while maintaining the needs of our community.

As agreed with the contributing local authorities, this draft Annual Plan is referred to the contributing local authorities for a period of six weeks from Friday 13 March 2026 concluding on Friday 24 April 2026, under the terms of Section 15(3) of the Canterbury Museum Trust Board Act 1993. We seek your submission prior to this latter date.

If you have any queries or require further explanation, please contact either Nigel Tecofsky or myself.

With kind regards
Ngā mihi nui

Anthony Wright
Tumuaki Matua | Director

cc *Bede Carran, Chief Financial Officer*
Peter Langbein, Finance Business Partner
Nigel Tecofsky, Financial Controller, Canterbury Museum

Canterbury Museum
Draft Annual Plan

For the financial year
1 July 2026 to 30 June 2027



Draft approved by the Canterbury Museum Trust Board for referral to the contributing authorities under Section 15(3) of the Canterbury Museum Trust Board Act 1993

Canterbury Museum





Top: Strengthening works under the Robert McDougall Gallery
Above: Rolleston Avenue facade
Front Cover: Drone image of construction site
Photographs taken February 2026.

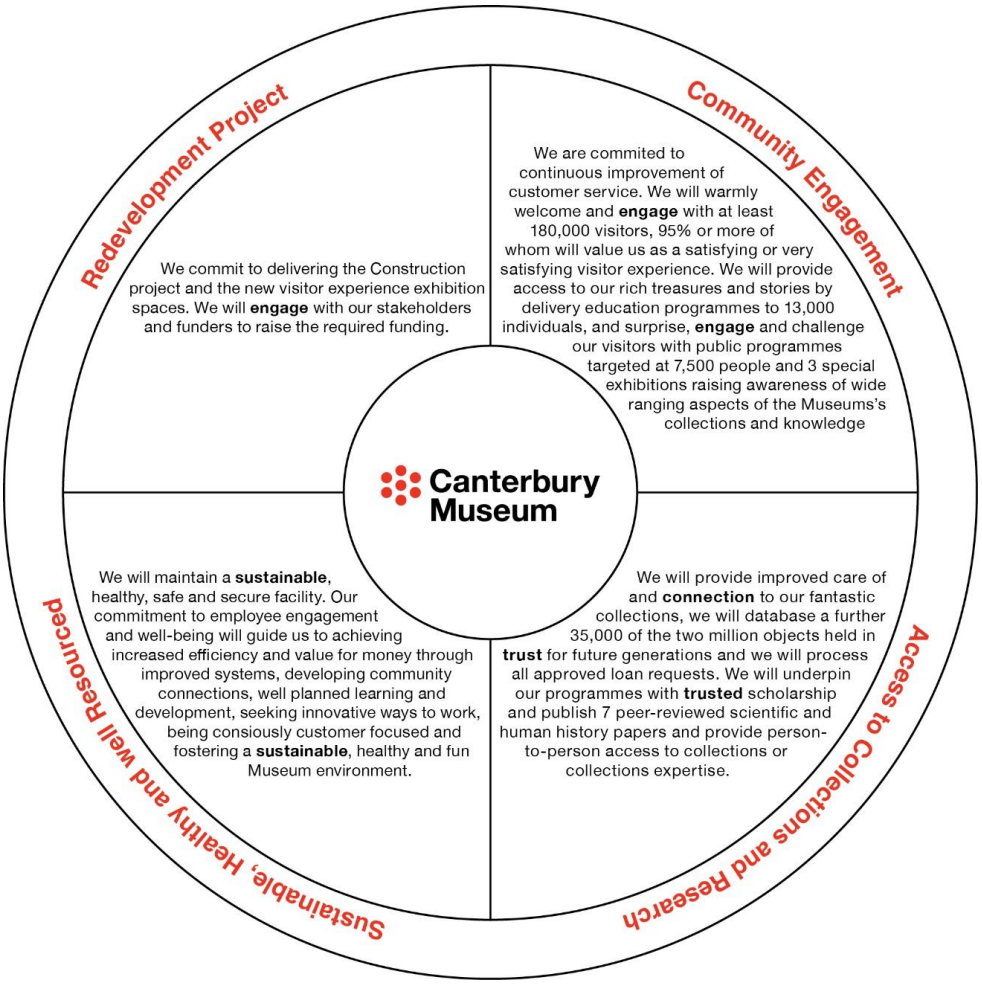
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Canterbury Museum
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Our Contract 2026/27

We contract with our community to deliver these great things in return for our annual funding.



Operating budget 2026/27

Revenue	**Levy**	**$11,507,003**
Expenses	Employment remuneration	7,776,779
	Collections & Research	2,170,503
	Public Engagement	1,709,021
	Operations	707,263
	Depreciation	65,000
		12,428,565
Net Deficit from base operational activities		**(921,563)**
Self-generating revenue		1,793,144
Self-generating expenditure		(878,698)
Net operating deficit		**(7,116)**

1. Introduction

Canterbury Museum Trust Board maintains and develops Canterbury Museum in Ōtautahi Christchurch, Aotearoa New Zealand.

Since July 2023, we have operated the *Canterbury Museum Pop-Up* at 66 Gloucester Street. This will continue until the new Museum on Rolleston Avenue is reopened in mid 2029. The pop-up Museum is proving to be very successful, maintaining our presence in the central city and attracting very good visitor numbers.

Quake City, the Museum's special exhibition telling stories from the Waitaha Canterbury earthquakes, has continued to see record visitor numbers, exceeding pre-Covid levels. Ravenscar House Museum, which the Museum owns and operates is also benefitting from increased visitor numbers. The house museum, gifted by Jim and Susan Wakefield through their Ravenscar Trust, opened in November 2021. The building is an award-winning architectural gem and a home to Jim and Susan's extraordinary collection of New Zealand art and objects, and classical antiquities.

The objectives of Canterbury Museum as expressed in the Canterbury Museum Trust Board Act 1993 are:

- To collect, preserve, act as a regional repository for, research, display and otherwise make available to the people of the present and future, material and information relating to the natural and cultural heritage of New Zealanders
- To promote interest and education in the natural and cultural heritage of New Zealanders
- To place particular emphasis on those activities as they relate to the greater Canterbury region, the Antarctic and Subantarctic, and where appropriate, their relationships in a wider global context.

In 2022 the Canterbury Museum Trust Board approved a Strategic Plan to be implemented through successive annual plans up to 2027.

This Annual Plan presents the Board's operational and developmental priorities for the year 2026/27 within the setting of the Strategic Plan. In 2023, the Board also adopted Te Rautaki Kākano Rua, a bicultural strategy which will guide our development over the next 5 years.

The Board acknowledges the ongoing major financial support of Christchurch City Council, Hurunui District Council, Selwyn District Council, Waimakariri District Council, the New Zealand Government, Mason Foundation, R S Allan Memorial Fund, Adson Trust and Friends of the Canterbury Museum.

1.1 Executive Summary

The projected cost of the redeveloped Museum is now $261.9 million, due to the need for additional contingency to cover the cost of delays in bridging our funding shortfall of $91.9 million.

The longer it takes to secure additional capital, the more it will cost to complete the new Museum – about $7.2 million a year. We need your commitment to funding now to maintain the momentum of the build and to unlock further capital from central government and philanthropists.

In 2026/27 the overall intent is to focus on five major priorities

1. Bridging the funding shortfall.
2. Providing strategic direction, guidance and support to the Museum redevelopment project and implement the recommendations of the 2025 Governance Review. Deliver the following key milestones in the year:
    - Finish installing the base-isolation units
    - Construction of the new base-isolated storage basement and new 5-level above ground building. This is scheduled to be completed by early 2028.
    - Complete excavation of the Robert McDougall Gallery's old basement and commence construction of the new storage basement underneath.
    - Securing a contract to complete the fit-out of the buildings (subject to funding). This will complete the project's construction phase.
3. Planning, developing and building the New Visitor Experience (NVE) for the new Museum in consultation with our communities and stakeholders. Staff are progressing 60 plus exhibitions, visitor spaces and digital initiatives. 39 exhibitions are in various stages of design and pre-production. A further three will be commenced in the 2026/27 year.
4. Making the Museum accessible to the public. The Rolleston Avenue building may be closed, but the work of the Museum continues with staff making the collection of 2.3 million objects accessible to the public by:
    - Operating three public attractions – the *Canterbury Museum Pop-Up*, *Quake City* and Ravenscar House Museum.
    - Staging temporary exhibitions, public programmes and events (including in outreach locations within the four contributing council areas such as public libraries and community facilities).
    - Museum educators will continue to deliver programmes in schools throughout the funding areas.
    - Caring for the collection, making it available to a wide range of groups from researchers to the families of donors, alongside the work of running a business: security, building maintenance, finance, etc.
5. Maintaining momentum of the Inventory Project, working through the entire collection – about 2.3 million objects – to ensure that every object has a record in the Vernon database, with an up-to-date location and a photograph where appropriate. This is an essential contribution to the New Visitor Experience work over the next four years.

Principal activities to be carried out by the Museum during 2026/27 appear in the Performance Objectives (Section 3) and are summarised below.

Museum Redevelopment Construction Project

- Deliver construction milestones for the redevelopment to agreed targets.
- Plan and manage development of the New Visitor Experience.
- Develop and implement the fundraising strategy.

Community Engagement

- Achieve visitor numbers of 180,000 across all sites and maintain a highly-rated visitor experience.
- Ensure visitors remain in a safe environment with no notifiable events.
- Develop, deliver and evaluate 3 special exhibitions, education programmes to 13,000 individuals and public programmes to 7,500 people.

Access to Collections & Research

- Continue the inventory project which is recording and verifying every object in the Museum collection.
- Continue to make collections more accessible by adding records and images to Collections Online.
- Research and produce papers for the *Records of the Canterbury Museum* and other publications.

Sustainable, Healthy and Well Resourced

- Maintain healthy, safe, secure facilities for our visitors and staff.
- Review our Bicultural Strategy, People & Capability Strategy and IT Strategy.

1.2 Vision and Values Statement

He kōpapa taonga, he pātaka korero, hei kai mā Waitaha, hei kai mā te ao

A storehouse of treasures, a repository of knowledge for Canterbury and for the world

Te Whakatakanga Our Mission

Celebrating Waitaha Canterbury and discovering the world through innovative, accessible and sustainable collection care, public programmes and research.

Ā Mātou Mahi What we do

Canterbury Museum acquires and cares for world-wide collections of human and natural history, with a focus on the Ngāi Tahu rohe, Waitaha Canterbury and the Antarctic.

Access to these collections drives research, inspires learning and ignites imagination through stories that surprise and delight our visitors.

Ō Mātou Tikanga The Values We Live By

We ENGAGE positively with our visitors.

We work COLLABORATIVELY with each other and with or communities.

We are ACCOUNTABLE for what we do.

We always act with INTEGRITY.

1.3 The Museum Organisation

Canterbury Museum is governed by the Canterbury Museum Trust Board. The appointment of trustees and the Board's responsibilities are set out in the Canterbury Museum Trust Board Act 1993.

The Museum has recently reviewed it organisational structure given the needs of developing the visitor experience for the new Museum over the next four years. It is anticipated that at the beginning of the 2026/27 financial year there will be 74 full-time equivalent (FTE) establishment and fixed term staff (which is a reduction on the 84 last year):

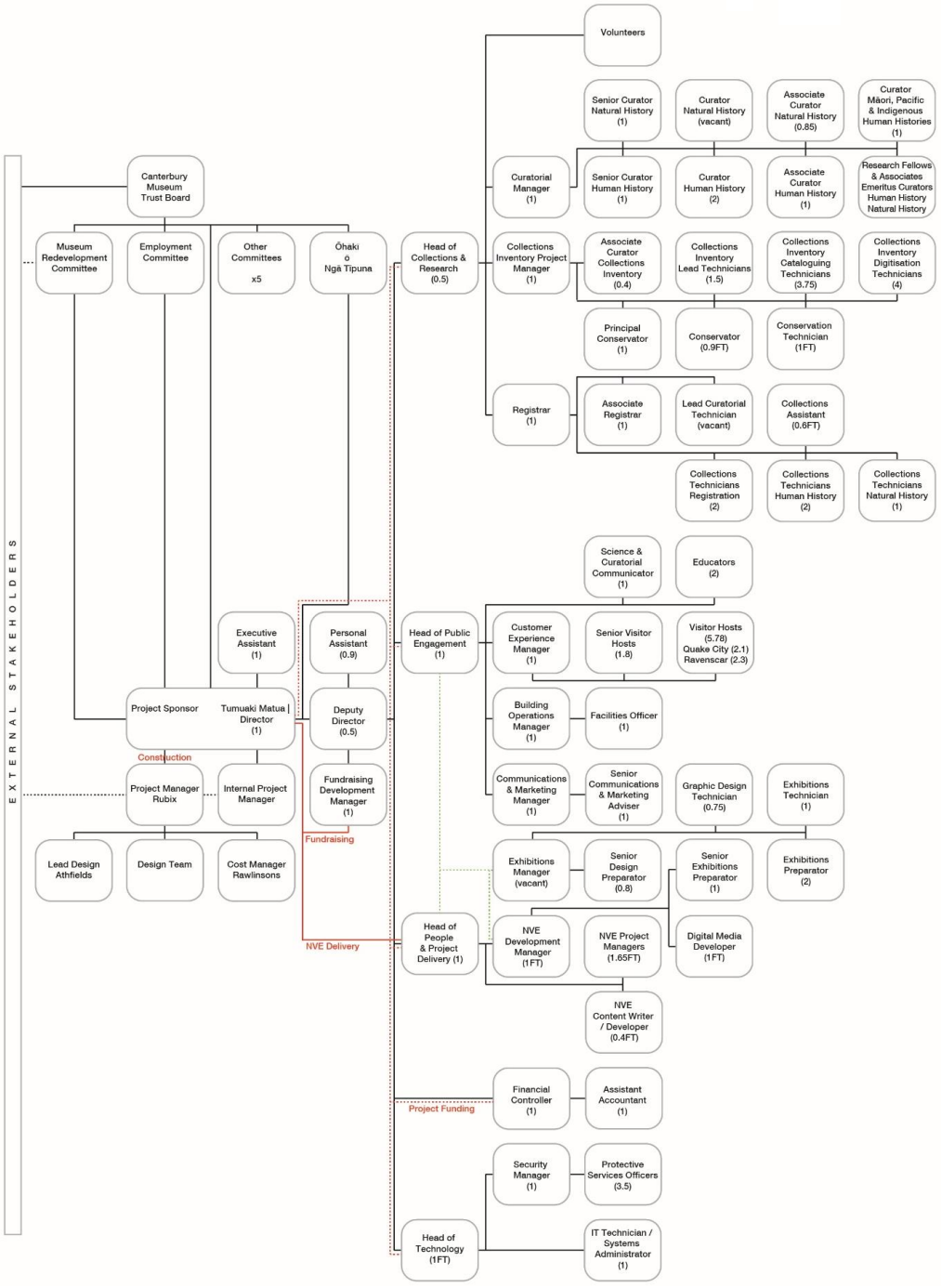
Directorate	2.00
Collections and Research	33.90
Public Engagement	25.53
New Visitor Experience	6.05
Technology	6.50

Due to the rostering in front-of-house positions the 74 FTE are represented by approximately 80 staff.

The large majority of Public Engagement Staff are responsible for keeping the three city venues – the Pop-up Museum, *Quake City*, and Ravenscar House Museum open to the public.

The Collections and Research team are heavily seconded to work on the development of the 6500m^2 of New Visitor Experience required for opening of the new Museum.

1.4 Organisational Chart



2. Requirements of the Canterbury Museum Trust Board Act 1993

Section 15 of the Canterbury Museum Trust Board Act 1993 requires that:

(1) The Board shall prepare and adopt, for each financial year ending with 30 June, an annual plan which outlines:

(a) In particular terms for the financial year in which the plan is adopted and in general terms for each of the following two financial years:

(i) The intended significant policies and objectives of the Board

These are outlined in Sections 1 and 5. A detailed Operating (Policy and Procedures) Manual is available for inspection at the office of the Director.

(ii) The nature and scope of significant activities to be undertaken

These are outlined in Section 3.

(iii) Performance objectives together with performance targets and other measures by which performance may be judged in relation to the objectives

These are set out in Section 3.

(b) In particular terms for the financial year in which the report is adopted, and in general terms for each of the following two financial years, in total and for each significant activity of the Board:

(i) The indicative costs, including an allowance for depreciation of plant

These are set out in Section 4.

(ii) The sources of funds and the amount of any proposed levies

These are set out in Section 4.

(2) The plan shall include an explanation of any significant changes between policies, objectives and activities, and performance targets specified in the plan as being those for the financial year in which the plan is adopted and those specified in the plan for the immediately preceding financial year as being those for the financial year in which the plan is adopted.

There are no significant changes between the objectives, activities and performance targets specified in the plan as between those in this 2026/27 financial year and those for the immediately preceding 2025/26 financial year.

The Museum will continue to fulfil the current year (2025/26) objectives.

(3) The draft annual plan shall be referred to contributing authorities for a period of six weeks concluding no later than 31 May in each year or such earlier date as agreed by mutual consultation with contributing authorities.

This draft annual plan will be referred to the contributing Local Authorities for a period of six weeks from Friday 13 March 2026 concluding on Friday 24 April 2026.

(4) The Board shall consider all submissions received in respect of the draft annual plan and amend it as considered appropriate prior to adoption by the Board no later than two weeks following the period referred to in subsection (3) of section 15.

(5) A copy of the annual plan, when adopted, shall forthwith be sent to each contributing local authority.

Section 16 of the Canterbury Museum Trust Board Act 1993 requires that:

(1) The levies proposed in the draft annual plan shall be deemed to have been approved by all contributing authorities and binding on them once the annual plan is adopted unless either the Christchurch City Council or 2 or more of the remaining contributing

authorities give notice in writing objecting to the levies proposed therein during the period referred to in section 15(3).

(2) Within 14 days of the receipt of such notice, the Board shall convene a meeting of all contributing authorities to be held not later than 1 month following that date referred to in Section 15(3) of this Act.

(3) At that meeting each contributing authority may be represented by 1 delegate. The delegates attending the meeting shall hear such submissions as the Board may make in support of its budget and levy. The Christchurch City Council or not less than 3 other contributing authorities may resolve that the total levy be reduced to an amount being not less than the total levy made in respect of the previous year.



Araiteuru will be the Māori heart of the new Museum. Image: Athfield Architects

3. 2026/27 performance objectives

Our KPI's for 2026/27 prioritise mahi towards the Redevelopment Project, New Visitor Experience (NVE) and Inventory Project, while maintaining the needs of our community.

The following performance objectives describe the principal activities to be carried out by the Museum during the 2026/27 year.

In addition, there will be many other activities furthering the overall objectives of the Museum contained in the 2026/27 Performance Plans of individual staff members.

	Objectives	Targets
1	**Redevelopment Project**	
1.1	Construction project delivered to budget and on time. With variations to the construction plan well managed and approved as per the delegations policy.	Achieve - Quarterly reporting to the Board
1.2	Development of new visitor experience exhibition spaces through a delivery pipeline, at planned rates that support the overall exhibition programme.	65% at the design or processing stages
1.3	Fundraising for the Redevelopment Project construction.	$22m
1.4	Deliver a public fundraising campaign that advances the redevelopment by raising funds, expanding the donor base, and increasing public visibility.	$1m
2	**Community Engagement**	
2.1	Visitors to Museum's public attractions	180,000
2.2	Donations made by visitors	$70,000
2.3	Visitors rating their Museum experience as satisfied or very satisfied	≥ 95%
2.4	Number of special exhibitions developed, delivered and evaluated	3
2.5	Number of visitors reached by the touring exhibits to the four local council areas	150,000
2.6	Number of students from our local funding council areas receiving a Museum education programme.	13,000
2.7	Number of individuals engaging in a Museum-delivered public programme	7,500
2.8	Number of media hits in mainstream media	700
2.9	Number of unique visits to Museum websites by our digital visitors	200,000
2.10	Number of social media engagements	150,000

3	**Access to Collections & Research**	
3.1	Process 100% of newly offered objects received between 1 April 2026 and 31 March 2027 in the 2026/27 financial year, with a focus on acquiring objects relating to the NVE	100% (Max.700 acquired)
3.2	Inventory collection objects, creating new records when needed and verifying new and existing database records	40,000
3.3	Process 100% of all approved loan requests (total number of objects loaned)	100%
3.4	Provide access to collections or collections expertise in response to approved requests (total number to be reported)	100%
3.5	Make collections more accessible by adding records and images to Collections Online	35,000
3.6	Meet the conservation needs of the collection through object assessment and treatment, supporting the new visitor experience, redevelopment, and collections access.	2,000
3.7	External written/phone/email enquiries will be responded to within 5 working days (total number to be reported)	100%
3.8	Publish one volume of *Records of the Canterbury Museum*	1
3.9	Engage in and disseminate research through peer-reviewed and public channels	7
3.10	Actively participate in professional associations/external bodies	20
4	**Sustainable, Healthy and Well Resourced**	
4.1	Implement, monitor, and continuously improve health and safety controls across all Museum premises to prevent Notifiable Events arising from controllable workplace risks.	Zero Notifiable Events arising from controllable risks within the Museum's management or control
4.2	Bicultural Strategy 2026-2027 is reviewed, approved and implemented with a particular focus on NVE	Achieve
4.3	People & Capability Strategy 2026-2027 is developed, approved and implemented	Achieve
4.4	Seek an employee engagement mean score within the two top bands of best practice, as indicated by the annual Gallup Q12 survey	Achieve
4.5	Maintain an accurate, up-to-date risk register to ensure risks are assessed and mitigated.	Achieve - Quarterly Reporting to the Board
4.6	Maximise return on investment funds within the Museum's Investment Policy	>3.25%
4.7	Achieve financial operating outcome within budget	Achieve
4.8	Achieve a timely audit process with the only qualifications being the Board's decision to not capitalise collection objects, and the unauditablity of the Pop-up museum door count.	Achieve
4.9	Achieve Building Warrants of Fitness for Museum sites	All sites comply
4.10	IT Strategy 2026-2027 is developed and approved and implemented	Achieve

4. Budget

4.1 Introduction

The level of operational levy increase requested from contributing local authorities is 4.2%.

The funded depreciation has been removed from the operating budget for the next 2 years and included as part of the capital budget funded by the contributing local authorities.

The base operating deficit for the 2026/27 financial year is ($921,563) with a net operating deficit, including self-generated income, of ($7,116).

In 2020 Christchurch City Council advised that they were trying to achieve substantial savings across the board, largely as a result of the Covid-19 pandemic, and requested a 0% levy increase. The resulting levy increase for 2021/22 and 2022/23 was 0.29% (effective 0% for CCC) and 0.65% (effective 0% for CCC) respectively. In 2023/24 the Board approved a budget increase of 22% for consultation. After meeting with the Councils Consultative Committee, it was agreed that depreciation for the next five years will be capitalised and added to the redevelopment project funding in each contributing council's long-term plan. Payment of this portion of the 'operating levy' as capital means Councils can borrow and thus lessen their load on rates. This resulted in a 4.5% increase in operating levies for 2023/24.

Whilst it would be preferable for the base operating result to be break-even, the Museum has agreed that we will aim for a break-even scenario after the self-generated revenue/expenditure.

The 2024/25 Annual Plan has been used as the basis for the LTP projections for the Councils. Whilst we had forecast levy increases of 5% increases for the next four years, with small surpluses and deficits, the CCC has recommended levy increases that achieve break-even. These increases are 5.4%, 3.1%, 3.7% and 7.8% (which are an average of 5.0%).

The following assumptions have been made in the draft 2026/27 operations budget.

- An increase from the 2024/25 year of $380,000 in *Quake City* admissions.
- An operating expense inflationary adjustment of 2.5% has been applied.
- Increases in remuneration spend to support the delivery of the New Visitor Experience and the required investment in IT upgrades as we move towards the new Museum.
- A 2.5% cost-of-living adjustment.
- Continued deferral of Ravenscar House building depreciation.
- A request for funding of $65,000 towards non-redevelopment capital expenditure, which is the equivalent of a 0.5% levy increase.
- An operating levy increase of 4.2%.

Overhead and administration expenses are allocated to each division of Collections and Research, Public Engagement and Operations based on staff numbers.

Collection acquisitions which are funded by way of bequests and the interest income on these bequests are shown separately in the operational budget (Section 4.2).

Budgeted capital grants are recognised as the redevelopment expenditure is incurred (Section 4.3).

A detailed breakdown of revenue, expense and depreciation items is provided in the notes to the operational and capital budgets (Section 4.4).

4.2 Operational budget

CANTERBURY MUSEUM TRUST BOARD
Operational budget

	Note	Actual 2024/25	Forecast 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Base Operating Activities						
Operating levy increase		*5.40%*	*3.10%*	*4.2%*	*4.9%*	*6.3%*
Operating levy		10,711,146	11,043,189	11,507,003	12,070,846	12,831,309
Base Operating Expenditure						
Employee remuneration		6,429,406	7,250,365	7,776,779	8,082,582	8,430,472
Collections Research division	3	1,876,713	2,211,086	2,170,503	2,209,682	2,425,880
Public Engagement division	4	1,329,930	1,727,070	1,709,021	1,770,825	1,912,418
Operations division	5	705,756	693,980	707,263	722,611	713,569
Depreciation	6	-	-	65,000	225,000	335,000
		10,341,805	11,882,501	12,428,565	13,010,699	13,817,340
Base Operating Surplus/(Deficit)		**369,341**	**(839,313)**	**(921,563)**	**(939,853)**	**(986,031)**
Self-Generated Revenue						
Commercial activities	1	1,745,210	1,652,341	1,689,628	1,733,010	1,780,668
Donations and grants	2	362,607	109,406	103,516	104,163	124,827
		2,107,817	1,761,747	1,793,144	1,837,173	1,905,496
Self-Generated Expenditure						
Employee remuneration		410,885	321,532	273,538	281,060	288,789
Collections & Research	3	14,677	24,406	23,516	24,163	24,827
Public Engagement	4	227,094	202985	202,192	207,752	213,466
Operations	5	384,844	383,895	379,452	389,887	400,609
		1,037,501	932,818	878,698	902,862	927,691
Net Self-Generated Surplus		**1,070,317**	**828,929**	**914,446**	**934,311**	**977,805**
Net Operating Surplus/(Deficit)		**1,439,657**	**(10,383)**	**(7,116)**	**(5,542)**	**(8,226)**
Non Operating income/(expenditure)						
Investment income on Project funds	1	2,909,033	700,000	1,000,000	420,000	380,000
plus capital grants	7	39,067,051	31,889,525	45,747,258	66,172,816	41,324,949
plus bequest income		20,000	300,000	300,000	320,000	340,000
plus interest on trust and bequest funds		821,399	500,000	800,000	800,000	800,000
less relocation expenses		(268,625)	-	-	-	-
less capital levy funded depreciation	6	(1,938,510)	(1,574,100)	(1,509,100)	(1,355,600)	(1,158,400)
less bequest funded acquisitions		-	(500,000)	(500,000)	(500,000)	(500,000)
Net Annual Report Surplus	8	42,050,004	31,305,042	45,831,042	65,851,674	41,178,323

4.3 Capital Budget

	Note	Actual 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital expenditure		399,308	700,000	700,000	800,000	900,000
Asset replacement/gallery redevelopment reserve		(399,308)	(700,000)	(700,000)	(800,000)	(900,000)
Fixed asset expenditure	**9**	-	-	-	-	-
Museum Redevelopment works	**7**	33,148,023	31,889,525	45,747,258	66,172,816	41,324,949
Net capital budget		33,148,023	31,889,525	45,747,258	66,172,816	41,324,949

4.4 Notes to the operational and capital budgets

1	**Commercial activities *(exchange transactions)***					
	Lease income	99,094	95,026	95,026	97,639	100,324
	Image Service income	11,473	5,000	7,500	7,706	7,918
	Exhibitions income	24,980	-	-	-	-
	Other trading income	1,609,662	1,552,315	1,587,103	1,627,665	1,672,426
	Realised gain/(loss) on sale of investments	977,304	-	-	-	-
	Interest on operating funds	1,656,860	500,000	800,000	320,000	270,000
	Dividends on operating funds	274,870	200,000	200,000	100,000	110,000
		4,654,243	2,352,341	2,689,628	2,153,010	2,160,668
2	**Donations and grants *(non-exchange transactions)***					
	Donations admission	73,864	70,000	70,000	70,000	90,000
	Donations and bequests	7,752	-	-	-	-
	Grants	280,992	39,406	33,516	34,163	34,827
		362,607	109,406	103,516	104,163	124,827
3	**Collections & Research**					
	Collections Inventory & Conservation	601,788	668,810	654,676	665,647	634,387
	Collections Registration	441,753	509,724	508,811	519,874	813,518
	Curatorial	847,849	1,056,958	1,030,532	1,048,324	1,002,804
		1,891,390	2,235,492	2,194,019	2,233,845	2,450,708
4	**Public Engagement**					
	Communications	293,232	331,956	335,080	343,123	344,298
	Customer Experience & Education	694,057	913,491	894,463	909,580	867,762
	Exhibitions	569,735	684,608	681,670	725,874	913,825
		1,557,025	1,930,055	1,911,213	1,978,577	2,125,884
5	**Operations**					
	IT	123,351	136,675	137,504	140,700	140,438
	Building Operations	623,313	626,916	637,039	653,386	663,093
	Security	343,936	314,284	312,171	318,412	310,647
		1,090,599	1,077,875	1,086,715	1,112,498	1,114,178

		Actual 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
6	**Depreciation**					
	Buildings	976,155	777,200	777,200	777,200	777,200
	Building systems / plant	122,236	327,000	327,000	330,000	332,000
	Security	101,485	100,000	100,000	105,000	73,000
	Exhibition galleries	14,565	13,000	13,000	17,000	19,000
	Front of house fixed facilities	2,096	4,200	4,200	3,700	1,500
	Collection stores	211,093	115,000	115,000	117,000	115,000
	Back of house fixed facilities	138,199	7,700	7,700	7,700	7,700
	Furniture fittings and equipment	221,219	115,000	115,000	123,000	85,000
	Information technology and audio visual	151,462	115,000	115,000	100,000	83,000
	Museum Redevelopment Project	-	-	-	-	-
		1,938,510	1,574,100	1,574,100	1,580,600	1,493,400
7	**Capital grants**					
	Capital Grants are only recognised when the redevelopment expenditure has been spent.					
8	**Income**					
	Levies	10,711,146	11,043,189	11,507,003	12,070,846	12,831,309
	Grants	280,992	39,406	33,516	34,163	34,827
	Capital Grants	39,067,051	31,889,525	45,747,258	66,172,816	41,324,949
	Bequest income	20,000	300,000	300,000	320,000	340,000
	Donations admission	73,864	70,000	70,000	70,000	90,000
	Donations	7,752	-	-	-	-
	Trading activities	1,745,210	1,652,341	1,689,628	1,733,010	1,780,668
	Interest	1,656,860	500,000	800,000	320,000	270,000
	Interest on trust and bequest fund	821,399	500,000	800,000	800,000	800,000
	Dividends	274,870	200,000	200,000	100,000	110,000
	Realised gain/(loss) on sale of investments	977,304	-	-	-	-
	Total income	55,636,446	46,194,461	61,147,405	81,620,835	57,581,754
	Expenses					
	ACC levies	15,389	43,389	50,149	51,528	52,945
	Audit fees	63,816	65,411	67,047	68,890	70,785
	Building services	359,428	333,035	336,342	345,591	355,095
	Board expenses	49,475	51,682	18,874	19,393	19,927
	Books and journals	22,987	25,134	20,762	21,333	21,920
	Cleaning	295,009	304,294	297,031	305,200	313,593
	Collection acquisitions	161,478	825,014	825,739	826,722	1,127,732
	Depreciation	1,938,510	1,574,100	1,574,100	1,580,600	1,493,400
	Equipment	11,886	18,767	19,236	19,765	20,308
	Exhibition expenses	223,250	211,385	216,694	252,654	459,602
	Heat, light and power	203,227	230,150	236,014	242,505	249,173
	Human resources support	54,307	35,000	35,875	36,862	37,875
	Insurance	743,744	810,778	831,048	841,048	861,048
	IT expenses	73,967	85,762	87,781	90,195	92,676
	Lease	1,099,265	1,097,994	1,123,445	1,155,362	1,188,191
	Legal fees	-	5,000	5,125	5,266	5,411
	Management expenses	75,217	84,377	87,150	89,546	92,009
	Marketing and public relations	287,992	289,223	296,615	304,772	313,154
	New visitor experience	-	360,722	256,250	263,297	-
	Operational expenses	539,301	608,530	621,062	618,141	635,140
	Postage and freight	8,373	11,204	12,484	12,827	13,180
	Rates	30,837	35,800	36,720	37,729	38,767
	Recruitment	5,145	25,000	25,625	26,330	27,054
	Remuneration	6,728,177	7,411,278	7,880,649	8,189,309	8,540,134
	Repairs and maintenance	114,008	96,205	98,748	101,464	104,254

Staff expenses	96,725	117,229	119,518	122,805	126,182
Staff training	80,174	90,000	92,250	94,787	97,394
Stationery	15,233	21,955	22,504	23,123	23,759
Strategic development	268,625	-	-	-	-
Telephone and tolls	20,893	21,000	21,525	22,117	22,725
Total expenses	13,586,441	14,889,419	15,316,363	15,769,161	16,403,431
Net surplus	42,050,004	31,305,042	45,831,042	65,851,674	41,178,323

9 **Fixed asset expenditure**
The fixed asset expenditure is equal to the depreciation expense which is now funded by a capital levy until the opening of the redeveloped Museum.

5. Summary of significant accounting policies

A) REPORTING ENTITY
The Canterbury Museum Trust Board (the "Museum") is a non-profit-making permanent institution, founded by the people of Canterbury for the service and development of their community with a particular responsibility for the natural and cultural heritage of the wider Canterbury region. The Museum is created under the Canterbury Museum Trust Board Act 1993 and is a charitable organisation registered under the Charities Act 2005. It is located at Rolleston Avenue, Christchurch, New Zealand.

These financial statements are for the reporting entity, Canterbury Museum Trust Board, and are prepared pursuant to Section 28 of the Canterbury Museum Trust Board Act 1993.

B) BASIS OF PREPARATION & MEASUREMENT BASE
The Museum followed the accounting principles recognised as appropriate for the measurement and reporting of revenue and expenses and financial position on a historical cost basis, as modified by the fair value measurement of certain items of property, plant and equipment and financial assets.

These financial statements have been prepared in accordance with generally accepted accounting practice in New Zealand ("NZ GAAP"). They comply with Public Benefit Entity International Public Sector Accounting Standards ("PBE IPSAS") and other applicable Financial Reporting Standards as appropriate that have been authorised for use by the External Reporting Board for Public Sector entities, with the exception of PBE IPSAS 17 'Property, Plant and Equipment' as stated in Note 1(d)(viii). For the purposes of complying with NZ GAAP, the Museum is a public benefit not-for-profit entity and is eligible to apply Tier 2 Public Sector PBE IPSAS on the basis that it is a large not-for-profit organisation. The financial statements have been prepared in accordance with Tier 2 PBE standards and the Museum has taken advantage of all applicable Reduced Disclosure Regime (RDR) concessions. The financial statements have been prepared on the basis that the Museum is a going concern.

The information is presented in New Zealand dollars, which is the Museum's functional and presentation currency.

Changes in accounting policy
The accounting policies adopted in these financial statements are consistent with those of the previous reporting period.

C) JUDGEMENT AND ESTIMATION UNCERTAINTY
The preparation of financial statements of necessity involves judgement and estimation. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable. Actual results may differ from these estimates. The key sources of estimation that have had the most significant effect on the amounts recognised in the financial statements are presented in the revaluation of land and buildings in Note 6 and those in Note 18.

D) SPECIFIC ACCOUNTING POLICIES
The following specific accounting policies which materially affect the measurement of revenue and expenses and financial position have been applied consistently to both reporting periods:

i) ***Revenue***
Revenue is recognised to the extent that it is probable that the economic benefit will flow to the Museum and revenue can be reliably measured. Revenue is measured when earned at the fair value of consideration received or receivable.

Exchange transactions are transactions in which one entity receives assets or services or has liabilities extinguished and directly gives approximately equal value (primarily in the form of cash, goods, services or use of assets) to another entity in exchange.
Non-exchange transactions are transactions that are not exchange transactions. In a non-exchange transaction, an entity either received value from another entity without directly giving approximately equal value in exchange or gives value to another entity without directly receiving approximately equal value in exchange.

The following specific recognition criteria must be met before revenue is recognised.

Revenue from non-exchange transactions
Local authority operating levies
Local authority operating levies are recognised as revenues when levied.

Grants and donations
Grants and donations, including Government grants, are recognised as revenue when received. When there are conditions attached which require repayment of the grants and donations if they are not met, revenues are recognised when the conditions for their use are met. Where there are unfulfilled conditions attached to the revenue, the amount relating to the unfulfilled condition is recognised as a liability and released to revenue as the conditions are fulfilled.

Bequests
Bequests are recognised in the statement of comprehensive revenue and expenses upon receipt. Where contributions recognised as revenue during the reporting period were obtained on the restriction that they be expended in a particular manner or used over a particular period, and those restrictions were undischarged as at the reporting date, the amounts pertaining to those undischarged restrictions are transferred to trust and bequests reserve in equity and the nature of such restrictions are disclosed in the notes to the financial statements.

Capital donation
Capital donations are recognised as non-operating revenue when received. Where donations recognised as revenue during the reporting period were obtained on the restriction that they be expended in a particular manner or used over a particular period, and those restrictions were undischarged as at the reporting date, the amounts pertaining to those undischarged restrictions are transferred to a reserve in equity and the nature of such restrictions are disclosed in the notes to the financial statements.

Revenue from exchange transactions
Discovery income, image service income and other revenues
Discovery income, image service income and other operating revenues are recognised when services have been performed or goods provided.

Lease income
Revenue is recognised on a straight-line basis over the rental period. The Museum Store and Café lease agreements are reviewed and renewed annually.

Interest income
Interest is recognised in the Statement of Comprehensive Revenue and Expenses as it accrues using the effective interest rate method.

Dividend income
Dividends from equity instruments are recognised when the shareholder's rights to receive payment have been established.

ii) ***Budget figures.*** The budget figures are from the Canterbury Museum Trust Board Annual Plan that was approved by the Board on 13 May 2024. Budget figures have been prepared in accordance with PBE IPSAS, using accounting policies that are consistent with those adopted by the Board in preparing these financial statements.

iii) ***Offsetting of income and expenses.*** Income and expenses are not offset unless required or permitted by an accounting standard. Items of income and expenses are offset when offsetting reflects the substance of the transaction or other event. In addition, gains or losses arising from a group of similar transactions are reported on a net basis, unless items of gains or losses are material, in which case they are reported separately.

iv) ***Income tax.*** The Museum has charitable status and accordingly no taxation expense or liability is recognised in the financial statements.

v) ***Financial instruments.*** The Museum's financial assets comprise trade and other receivables, cash and cash equivalents, term deposits, equity instruments and fixed interest investments. The Museum's financial liabilities include trade and other creditors and employment entitlements.

On initial recognition, a financial asset is classified as measured at: amortised cost – fixed interest investments; FVOCRE (Fair value through other comprehensive revenue and expenses) - equity investment ; or FVTSD (Fair value through surplus or deficit).
Financial assets are not reclassified subsequent to their initial recognition unless the Museum changes its management model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the management model.
A fixed interest asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTSD:
- it is held within a management model whose objective is to hold assets to collect contractual cash flows; and

- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Museum may irrevocably elect to present subsequent changes in the investment's fair value in OCRE. This election is made on an investment-by-investment basis.

All financial assets not classified as measured at amortised cost or FVOCRE as described above are measured at FVTSD. On initial recognition, the Museum may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCRE as at FVTSD if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial assets - Management model assessment

The Museum makes an assessment of the objective of the management model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. These include whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realising cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Museum's management;
- the risks that affect the performance of the management model (and the financial assets held within that management model) and how those risks are managed;
- how managers of the business are compensated - e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected; and
- the frequency, volume and timing of sales of financial assets in prior periods, the reasons for such sales and expectations about future sales activity.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, consistent with the Museum's continuing recognition of the assets.

Financial assets that are held for trading or are managed and whose performance is evaluated on a fair value basis are measured at FVTSD.

Subsequent to initial recognition, the Museum's financial instruments are measured as described below.

The classification of financial instruments under PBE IPSAS 41 are as follows:

	PBE IPSAS 41 category
Cash and cash equivalents	Amortised cost
Trade and other receivables	Amortised cost
Bank term deposits	Amortised cost
Fixed interest investments	Amortised cost
Equity investments	FVOCRE

Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash in banks and short-term deposits with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Debtors

Debtors and other receivables are measured at their cost less any impairment losses.

An allowance for impairment is established where there is objective evidence the Museum will not be able to collect all amounts due according to the original terms of the receivable. Bad debts are written off during the period in which they are identified. Receivables with a short duration are not discounted.

Bank term deposits

Bank term deposits are initially measured at the amount invested. Interest is subsequently accrued and added to the investment balance. A loss allowance for expected credit losses is recognised if the estimated loss allowance is not trivial.

Fixed interest investments

Assets in this category are measured at amortised cost.

Equity instruments

Equity instruments are designated at initial recognition at fair value through other comprehensive revenue and expense. They are initially measured at fair value plus transaction costs. They are subsequently measured at their fair value, with gains and losses recognised in other

comprehensive revenue and expense. When sold, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is transferred within equity to accumulated surplus/(deficit).

Other financial liabilities
This category includes all financial liabilities other than those at fair value through comprehensive income. Liabilities in this category are measured at amortised cost. They represent:
- liabilities for goods and services provided to the Museum prior to the end of the reporting period that are unpaid and arise when the Museum becomes obliged to make future payments. These amounts are unsecured.

Other financial liabilities include:
- creditors
- employee entitlements (refer to item ix below)
- grants received in advance (refer to item i above)
- retirement gratuity (refer to item ix below)

vi) ***Property, plant and equipment.*** All property, plant and equipment are stated at cost less accumulated depreciation and impairment, except for land and buildings (see further under Revaluation). Cost includes expenditure that is directly attributable to the acquisition of the item. Repairs and maintenance are charged against income as incurred. Depreciation is calculated on a straight-line basis so as to write off the net cost amount of each asset over its expected useful life to its estimated residual value. Land is not depreciated.

The Board reviews depreciation rates and adjusts them to more appropriately reflect the consumption of economic benefits where necessary. The depreciation rates applied are as follows:

	Rate (Straight Line)
Buildings	2%
Buildings fit-out	10% - 33%
Furniture, fittings and equipment	10% - 33%

When an item of property, plant and equipment is disposed of, any gain or loss is recognised in the income statement and is calculated as the difference between the net disposal proceeds and the carrying value of the item.

Revaluation
Land and buildings are revalued on a cyclical basis at least every five years by an independent valuer. Any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount. If the asset's carrying amount is increased as a result of a revaluation, the increase is credited directly to equity under the heading "Asset Revaluation Reserve". Any decrease in fair value of a revalued asset is first offset against the revaluation reserve, to the extent that a revaluation gain was previously recognised for the same asset. Where the decrease exceeds the balance of the revaluation reserve, the remaining deficit is recognised in the Statement of Profit and Loss as an expense. Revalued assets are depreciated over the remaining useful life. On the subsequent sale or retirement of a revalued property, the asset's carrying amount is removed from the books, recognise any gain or loss on disposal in profit or loss and the remaining balance in the revaluation reserve related to that asset is transferred directly to retained earnings.

Work in progress
Work in progress costs are capital costs of a partially finished asset which are not yet able to be recognised as property, plant and equipment. The work in progress is not depreciated. At the completion of the construction, these costs will be transferred to property, plant and equipment and will then be depreciated.

Intangible assets
Computer software are finite life intangibles and are recorded at cost less accumulated amortisation and impairment. Amortisation is charged on a straight-line basis over their estimated useful lives of 3 years and reported within the Statement of Comprehensive Revenue and Expenses. The estimated useful life and amortisation method is reviewed at the end of each annual reporting period.

Heritage assets
Heritage assets include collection items or artefacts of cultural or historical significance. The cost of acquisition of heritage assets is charged to the Statement of Comprehensive Revenue and Expenses. During the reporting period, the acquisition cost of collection items amounted to $102,791 (2024: $3,803,116).

It is the policy of the Museum to expense collection acquisitions and not attribute a monetary value to items gifted to the collection. The classification of the collections as a heritage asset is based on the premise that the collections are

held in trust in perpetuity for the benefit of the public.

PBE IPSAS 17 requires that where an asset, eg collection item or artefact of cultural or historical significance, is acquired at no cost, or for a nominal cost, the asset is capitalised at its fair value as at the date of acquisition. PBE IPSAS 17 has not been followed because the Board considers that the fair values of the collection items cannot be measured reliably. Usually, gifts to the collection are unique items that have iconic status or are historic and irreplaceable or sacred to particular communities, with no market, so no financial value can be ascribed.

The Museum holds in excess of two million individual collection items. To comply with the requirements of PBE IPSAS 17 the value of these items would need to be assessed on an annual basis to identify possible impairment, which is required to be undertaken on an asset by asset basis.

Impairment of property, plant and equipment and intangible assets
The Museum does not hold any cash-generating assets. Assets are considered cash-generating where their primary objective is to generate a commercial return.

Non-cash generating assets
Value in use is determined using an approach based on either a depreciated replacement cost approach, restoration cost approach, or service units approach. The most appropriate approach used to measure value in use depends on the nature of impairment and availability of information.
If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit.

The reversal of an impairment loss is recognised in the surplus or deficit.

vii) ***Employee entitlements*****.** Provision is made for benefits accruing to employees in respect of salaries and wages, annual leave, alternate leave, and long service leave when it is probable that settlement will be required and they are capable of being measured reliably.

Provisions made in respect of employee benefits expected to be settled within 12 months, are measured at their nominal values using the remuneration rate expected to apply at the time of settlement.

Provisions made in respect of employee benefits which are not expected to be settled within 12 months are measured as the present value of the estimated future cash outflows to be made by the Museum in respect of services provided by employees up to the reporting date.

viii) ***Goods and Services Tax (GST)*****.** The financial statements have been prepared using GST exclusive figures with the exception of receivables and payables which have been shown inclusive of GST in the Statement of Financial Position.

ix) ***Inventories.*** Inventories are measured at the lower of cost and net realisable value.

x) ***Leases.*** Payments on operating lease agreements, where the lessor retains substantially the risk and rewards of ownership of an asset, are recognised as an expense on a straight-line basis over the lease term.

xi) **Going concern**. The financial statements have been prepared on a going concern basis. Management have assessed the ability of the Museum to continue as a going concern and considered all available information about the future.

The Canterbury Museum Trust Board Act 1993 provides that the each year's proposed Operating Levy cannot be reduced to an amount less than the total levy made in respect of the previous year.

For the Redevelopment, the Board has resolved that they will not enter into construction contracts without the necessary funds being committed or in-hand. The Museum continues to care for the collection and operate other exhibition spaces during the Redevelopment

6. Seven-year forecasts

6.1 Introduction

The seven-year operational funding forecast, Section 6.2, shows the increase in operating funds of 4.90% and 6.30% until the opening of the redeveloped museum.

The funding of depreciation for the five years from 2023/24 totalling $7.55m has been added to the Local Government capital levy contribution to the Museum Redevelopment.

The Redevelopment depreciation has been itemised separately in Section 6.2 so that its impact can be clearly differentiated. The seven-year capital forecast, Section 6.3, details costs and sources of funding for the Redevelopment as well as ongoing asset maintenance.

The following assumptions have been made regarding the new Redevelopment:

- Aim for a single site solution,
- All buildings to be strengthened to 100% or better of code,
- To conserve the 19th Century Heritage Buildings and restore heritage features,
- Design within City Plan envelope and tie development into wider urban development context
- Aim for a 50-year solution to Museum's needs incorporating as much flexibility as possible
- Undertake redevelopment and planning in as open and transparent a manner as possible,
- The Museum Redevelopment budget has increased from $247 million to $262 million
- The increase is due to the Quantitative Risk Assessment (QRA) contingency calculation to align with CCC methodology of $9.8m and the cost of funding delay to 1 July 2026 of $5.1m.
- Central Government has committed $25m from the Greater Christchurch Regeneration Portfolio and $10m from Ministry Culture and Heritage towards the seismic strengthening and base-isolated basement of the main premises.
- The Local Government has committed $69.8m to date
- The construction phase (pre services/fitout) of the redevelopment (Stages 1 -- 4) is budgeted at $169m. The Museum has $170m as in-hand or committed funding
- The services fitout (Stage 5) is budgeted at $67m. Funding has been proposed as Central Govt $31.7m, Local Govt $31.7m and Museum fundraising of $3.6m.
- Our suggested additional Local Govt funding over 4 years (from 2026/27) of 4%, 17%, 40% & 39% based upon projected cashflow requirements.
- The Museum would then be solely responsible for the remaining $23.4m for Exhibitions and return to Rolleston Avenue
- Total new funding of Central Govt $32m, Local Govt $32m and Museum $27m
- The funded depreciation methodology on the Redevelopment has been set out in an Asset Replacement Principles document that has been distributed to the contributing Councils. Under the agreement, the buildings are not depreciated for the first 10 years, so no impact until 2039.
- Earliest opening of the new redeveloped Museum in 2029.

Details of the capital levy funding are provided in Section 6.3 and 6.4.

In Section 6.4 is a schedule showing the calculation of the operations levy in the Annual Plan. The calculations are also shown for the capital levy relating to the Redevelopment, including the payments that have been made and held in trust. For the purpose of apportioning levies the population figures are those provided by Statistics New Zealand as at 30 June 2022.

6.2 Seven-year forecast – operations

	Actual 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Budget 2030/31	Budget 2031/32	Budget 2032/33
Local Authority levy	10,711,146	11,043,189	11,507,003	12,070,846	12,831,309	15,910,823	18,456,555	19,102,534	19,771,123
Commercial activities	1,745,210	1,652,341	1,689,628	1,733,010	1,780,668	2,829,637	2,804,817	2,885,331	2,968,161
Donations and grants	362,607	109,406	103,516	104,163	124,827	195,510	196,275	217,064	237,876
Total revenue	12,818,963	12,804,936	13,300,147	13,908,019	14,736,805	18,935,970	21,457,648	22,204,930	22,977,160
Operating expenses	(11,379,306)	(12,815,319)	(13,242,263)	(13,688,561)	(14,410,031)	(16,050,760)	(15,612,140)	(16,182,582)	(16,800,646)
Depreciation (existing assets)	-	-	(65,000)	(225,000)	(335,000)	(642,273)	(1,284,546)	(1,384,546)	(1,534,546)
Depreciation (Project assets funded)	-	-	-	-	-	(2,325,000)	(4,650,000)	(4,650,000)	(4,650,000)
Total expenditure	(11,379,306)	(12,815,319)	(13,307,263)	(13,913,561)	(14,745,031)	(19,018,033)	(21,546,686)	(22,217,128)	(22,985,192)
Net funded operating surplus/(deficit)	1,439,657	(10,383)	(7,116)	(5,542)	(8,226)	(82,063)	(89,038)	(12,198)	(8,032)
Extraordinary items									
Investment income on Redevelopment funds	2,909,033	700,000	1,000,000	420,000	380,000	380,000	380,000	380,000	380,000
plus bequest income	20,000	300,000	300,000	320,000	340,000	360,000	380,000	400,000	420,000
plus interest on trust and bequest funds	821,399	500,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
less bequest funded acquisitions	-	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
	3,750,432	1,000,000	1,600,000	1,040,000	1,020,000	1,040,000	1,060,000	1,080,000	1,100,000
Net operating surplus	5,190,089	989,617	1,592,884	1,034,458	1,011,774	957,937	970,962	1,067,802	1,091,968
CLA levy % increase (excl Redevelopment depn)	5.40%	3.10%	4.20%	4.90%	6.30%	5.88%	1.39%	3.50%	3.50%
CLA levy % increase (funded Redevelopment depn)	-	-	-	0.00%	0.00%	18.12%	14.61%	0.00%	0.00%
Local Authority levy % increase	5.40%	3.10%	4.20%	4.90%	6.30%	24.00%	16.00%	3.50%	3.50%

6.3 Seven-year forecast – capital

	Actual 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Budget 2030/31	Budget 2031/32	Budget 2032/33
Income - Redevelopment									
Capital levy - local government	13,812,978	11,133,715	10,182,898	5,405,210	12,835,793	12,329,471	-	-	-
Capital fundraising by the Museum	24,580	15,000,000	6,266,667	7,866,667	6,266,667	-	-	-	-
Capital grants - central government	16,616,000	20,866,667	3,484,527	8,738,543	15,169,126	12,329,471	-	-	-
Extension towards McDougall Gallery (Districts)	1,244,297	1,244,297	-	-	-	-	-	-	-
Robert McDougall Gallery - CCC	7,369,196	3,955,267	-	-	-	-	-	-	-
	39,067,051	52,199,945	19,934,092	22,010,420	34,271,586	24,658,942	-	-	-
Income – other									
Funded depreciation	-	-	65,000	225,000	335,000	2,967,273	5,934,546	6,034,546	6,184,546
Total income	**39,067,051**	**52,199,945**	**19,999,092**	**22,235,420**	**34,606,586**	**27,626,215**	**5,934,546**	**6,034,546**	**6,184,546**
Expenditure – Redevelopment									
Redevelopment works	33,148,023	31,889,525	45,747,258	66,172,816	41,324,949	26,599,684	-	-	-
	33,148,023	31,889,525	45,747,258	66,172,816	41,324,949	26,599,684	-	-	-
Expenditure – other									
Capital expenditure	399,308	700,000	700,000	800,000	900,000	1,000,000	1,000,000	900,000	800,000
Asset replacement / gallery redevelopment reserve	(399,308)	(700,000)	(635,000)	(575,000)	(565,000)	1,967,273	4,934,546	5,134,546	5,384,546
	-	-	65,000	225,000	335,000	2,967,273	5,934,546	6,034,546	6,184,546
Total expenditure	**33,148,023**	**31,889,525**	**45,812,258**	**66,397,816**	**41,659,949**	**29,566,957**	**5,934,546**	**6,034,546**	**6,184,546**
Surplus/(deficit)	**5,919,028**	**20,310,420**	**(25,813,166)**	**(44,162,396)**	**(7,053,363)**	**(1,940,742)**	**-**	**-**	**-**

6.4 Operations and capital levies

Operations levy for 2026/27 by population and distance factor

Local Authority	Population *		Differ-ential	Product	% of Total products	TOTAL	*Installment amount*
	% of total	No.					
Christchurch City	0.71	419,200	1.00	70.94	84.80	9,758,030	3,252,677
Hurunui District	0.02	14,350	0.30	0.73	0.87	100,211	33,404
Selwyn District	0.15	87,600	0.45	6.67	7.97	917,609	305,870
Waimakariri District	0.12	69,800	0.45	5.32	6.35	731,154	243,718
	1.00	590,950	2.20	83.65	100.00	11,507,003	3,835,668

* The population numbers used are the estimated resident populations as at 30 June 2025, as provided by Statistics New Zealand.

Capital levy payments by population and distance factor

Local Authority	Population *		Differ-ential	Product	% of Total products	Levy paid and held in trust	Remaining capital levy	Funded Depn	Additional levy	*TOTAL*	*Outstanding capital levy*	
	% of total	No									*2026/27*	*2027/28 to 2029/30*
Christchurch City	0.71	389,300	1.00	70.76	84.69	7,509,336	45,209,214	6,399,545	26,866,628	85,984,723	10,013,521	25,884,075
Hurunui District	0.02	13,700	0.30	0.75	0.89	-	556,571	67,563	283,642	907,776	10,326	273,316
Selwyn District	0.14	79,300	0.45	6.49	7.76	643,777	4,188,644	586,611	2,462,717	7,881,749	90,030	2,372,687
Waimakariri District	0.12	67,900	0.45	5.55	6.65	-	4,137,722	502,281	2,108,682	6,748,685	77,152	2,031,530
	1.00	550,200	2.20	83.54	100.00	8,153,113	54,092,152	7,556,000	31,721,668	101,522,933	10,191,029	30,561,607

* The population numbers used are the estimated resident populations as at 30 June 2022, as provided by Statistics New Zealand.

13. Council-controlled Organisations - Draft Statements of Intent

Reference Te Tohutoro:	26/23098
Responsible Officer(s) Te Pou Matua:	Linda Gibb, Performance Advisor, Finance
Accountable ELT Member Pouwhakarae:	Bede Carran, General Manager Finance, Risk & Performance / Chief Financial Officer

1. Purpose and Origin of the Report Te Pūtake Pūrongo

1.1 The purpose of this report is to present the following:

- draft Statements of Intent (SOIs) for 2026/27 for the following Council-controlled organisations (CCOs) – Local Government Funding Agency (LGFA), Riccarton Bush Trust, Rod Donald Banks Peninsula Trust and Central Plains Water Trust; and
- draft SOI for 2026/27, Annual Report 2024/25 and Half Year Report to 31 December 2025 for Civic Building Ltd (CBL).

1.2 This report has been written to enable the Council to consider the abovenamed CCOs' draft SOIs and provide comments (if required) to the governing bodies of the organisation by the statutory due date of 1 May 2026 (refer Clause 2, Part 1 of Schedule 8 of the Local Government Act 2002).

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives Local Government Funding Agency's draft Statement of Intent for 2026/27;
2. Receives Riccarton Bush Trust's draft Statement of Intent for 2026/27;
3. Receives Rod Donald Banks Peninsula Trust draft Statement of Intent for 2026/27;
4. Receives Central Plains Water Trust's draft Statement of Intent for 2026/27;
5. Receives Civic Building Ltd's draft Statement of Intent for 2026/27;
6. Agrees to provide the following comments on the draft Statements of Intent for 2026/27 to be referred to the Council-controlled organisations' boards:
    a) Local Government Funding Agency – for it to elaborate on its current emissions profile, targets it has for emissions reductions, what is currently been done to reduce emissions and what is planned to further reduce emissions in the future;
    b) Riccarton Bush Trust and Rod Donald Banks Peninsula Trust - that when undertaking new projects or acquiring new assets, ways to reduce the carbon footprint of those projects or asset acquisitions is considered; and
    c) Civic Building Ltd - consider including a commitment to work with Ngāi Tahu Property Ltd to support capital and operational programmes that reduce the overall carbon footprint of Te Hononga.
7. Receives Civic Building Ltd's Annual Report for 2024/25 and Half Year Report for the six months ending 31 December 2025; and

8. 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 This report presents draft Statements of Intent (SOIs) for 2026/27 for the following Council controlled organisations: Local Government Funding Agency (LGFA), Riccarton Bush Trust, Rod Donald Banks Peninsula Trust, Central Plains Water Trust, and Civic Building Ltd (CBL). In addition, the report includes CBL's Annual Report for 2024/25 and its Half Year Report to 31 December 2025. The report has been prepared to enable the Council to meet its statutory obligations to review and comment on draft SOIs by 1 May 2026.

3.2 Staff have reviewed the draft SOIs and consider them to be consistent with statutory requirements under the Local Government Act 2002 and with the relevant expectations set out in the Council's Enduring Statement of Expectations. The draft SOIs continue the direction of the respective organisations. No material issues have been identified that would prevent the SOIs from proceeding.

3.3 Accordingly, staff recommend that any comments Council wishes to provide are targeted to the relevant organisations. The report also advises receipt of CBL's Annual and Half Year reports, which staff note do not raise any concerns.

3.4 The decision sought in this report is assessed as low significance under the Christchurch City Council's Significance and Engagement Policy.

4. Background/Context Te Horopaki

4.1 The purpose of an SOI is stated in section 64(2) of the LGA as being to:

a) State publicly the activities and intentions of the CCO for the year, and the objectives to which those activities will contribute; and

b) Provide an opportunity for shareholders to influence the direction of the organisation; and

c) Provide a basis for the accountability of the directors for performance.

4.2 The LGA provides that the shareholder of a CCO may comment on the draft SOIs [of its directly and indirectly owned CCOs] to the CCO board by 1 May and the CCO board must consider the comments and finalise the SOI by 30 June.

4.3 In December 2023 the Council issued an Enduring Statement of Expectations to its fully-owned CCOs. The expectations particularly relevant to SOIs are as follows:

- demonstrating linkages between the CCO's and the Council's Community Outcomes and Strategic Framework that underpins the draft Long Term Plan 2024-34;
- targeting carbon neutrality by 2030;
- making health and safety a top priority;
- setting meaningful, reliable and concise performance targets; and
- engagement with mana whenua in areas of mutual interest.

Local Government Funding Agency (Attachment A)

4.4 The LGFA is owned by the New Zealand Government (11.1%) and 30 councils (88.9%). Christchurch City Council, and eight other councils all have equal shareholdings of 8.3% each and the remaining 14.2% is split between 22 other local authorities.

4.5 LGFA's main purpose is unchanged - to provide convenient, reliable, and cost-effective financing to the local government sector. This includes lending to new Water CCOs, provided they are guaranteed by their shareholding Council(s).

4.6 In this year's SOI the LGFA is signalling it will include in its Scope of Activities its support for the development of a business case for a Ratepayer Assistance Scheme that will assist ratepayers with the ability to defer rates, enter property improvement loans and spread the payment of development contributions (or levies) over a long time horizon. This would require the government to pass enabling legislation and LGFA Shareholders formally supporting LGFA engagement. Any shareholder vote is unlikely until at least the November 2026 Annual General Meeting.

4.7 The LGFA's financial forecasts compared with those projected in last year's SOI are shown in the tables below.

Net profit	**2026/27 $m**	**2027/28 $m**	**2028/29 $m**
Current draft SOI	27.2	24.5	24.6
Last year's final SOI	16.3	19.1	-
Change	+10.9	+5.4	-

Lending	**2026/27 $m**	**2027/28 $m**	**2028/29 $m**
Current draft SOI	25,134	26,463	26,748
Last year's final SOI	26,498	26,861	-
Change	-1,364	-398	-

4.8 The significant increase in profitability in 2026/27 and 2027/28 over last year's final SOI is driven by LGFA's increased use of off-shore markets (Australia and Europe) – funding in these markets is currently cheaper than the domestic Bond market (despite having higher issuance costs) and provides LGFA with prudent diversification.

4.9 One new non-financial performance target has been added – to develop an LGFA Carbon Management Policy.

4.10 Council staff consider that LGFA could usefully elaborate on its current emissions profile, targets its has for emissions reductions, what is currently been done to reduce emissions and what is planned to further reduce emissions in the future. It is proposed that the Council make this comment to the LGFA's Shareholders Council.

Riccarton Bush Trust (Attachment B)

4.11 The Riccarton Bush Trust was incorporated under an Act of Parliament in 1914. The Trust administers 7.8 hectares of native bush and the historic Riccarton House. The Trust supplements the Council's funding with its own revenue generating initiatives such as rent and commissions from the on-site café (The Quarters) and Saturday market. The Trust actively seeks grant funding to support the historic nature of Riccarton House.

4.12 The following table sets out the Trust's forecast revenue and expenses over the SOI period compared with last year's final SOI:

Operating deficit	**2026/27 $000**	**2027/28 $000**	**2028/29 $000**
Current draft SOI	(326)	(327)	(289)
Last year's final SOI	(273)	(274)	-

Change	-53	-53	-

4.13 Forecast revenue excludes potential grants and donations from third parties as there is no certainty as to whether they will occur or to what value.

4.14 The forecast deficits in each year reflect non-cash depreciation charges of $365,000 in each year, an increase of $63,000 per year. This increase reflects asset valuation uplift in the financial year ending 30 June 2025.

4.15 The reduction in deficit between 2027/28 and 2028/29 of $38,000 reflects additional revenue of $50,000 from the Council, half of which is capital for the replacement of a diesel truck with an electric one and the other half is for the periodic tree survey programmed for that year. The latter is offset by a consequential increase in forecast expense (tree survey: $14,500).

4.16 The Trust's operating and capital grant forecasts are consistent with the Council's funding commitments to the Trust in the draft Annual Plan 2026/27, as follows:

Council grants	**2026/27 $000**	**2027/28 $000**	**2028/29 $000**
Opex grant (draft SOI)	529	530	555
Capex grant (draft SOI)	29	27	51

4.17 The only change in the non-financial performance targets recognises the completion of Stage 1 of the Bush Enhancement Project which happened in late 2025. A new target provides for the commencement of Stage 2 of the Bush Enhancement Project which focuses on education, environment and conservation.

4.18 With respect to greenhouse gas emission reductions, Council staff propose to advise the Trust that when undertaking new projects or acquiring new assets (as projected in the draft SOI) it looks at ways to reduce the carbon footprint of those projects or acquisitions.

Rod Donald Banks Peninsula Trust – (Attachment C)

4.19 The Rod Donald Banks Peninsula Trust supports sustainable management, conservation and recreation on Banks Peninsula.

4.20 The following table sets out the Trust's SOI financial projections:

Surplus/(deficit)	**2026/27 $000**	**2027/28 $000**	**2028/29 $000**
Current draft SOI	868	(585)	(260)
Last year's final SOI	857	(377)	-
Change	+11	-208	-

4.21 The increase in the forecast surplus in 2026/27 is $11,000 which is a change of 1%, which is within normal operational variations.

4.22 The increase in the forecast deficit in 2027/28 of $208,000 reflects projects that were deferred from earlier years (note that project expenditure was lower in 2023/24 by $93,000 and in 2024/25 by $115,000; in total $208,000).

4.23 For last year's SOI, the Trust refined its performance targets to rationalise the number of targets, to provide greater specificity in them and to include commitments for reducing greenhouse gas emissions.

4.24 This year, the Trust's non-financial performance targets are consistent with the prior year's SOI but with one new target added – the creation of new public access from Robinson's Bay to Takapūneke. This target provides for community engagement and landowner agreement before development is expected to be completed in 2028/29.

4.25 With respect to greenhouse gas emission reductions, Council staff propose to advise the Trust that when undertaking new projects (as projected in the draft SOI) it looks at ways to reduce the carbon footprint of those projects or acquisitions.

Central Plains Water Trust – (Attachment D)

4.26 The Central Plains Water Trust was settled jointly by Christchurch City Council and Selwyn District Council. To manage the governance requirements of the Trust, the councils set up the Central Plains Water Joint Settlor Committee (the Committee). The Committee does not have decision rights; it makes recommendations to both councils for joint decisions.

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

4.28 The Trust agrees a funding provision with the company (as funder). It has not included this in the Draft SOI, or future year forecasts as it negotiates this fee annually.

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

Civic Building Ltd – Draft SOI 2026/27, Annual Report 2024/25 and Half Year Report to 31 December 2025 (Attachments E, F and G)

4.30 Civic Building Ltd (CBL) is the Council's representative in a 50/50 joint venture with Ngai Tahu for the development and maintenance of the Te Hononga Civic Building. CBL's income is generated mostly from the Council's finance lease payments for its occupancy of Civic Building, less the costs of servicing its Council loan advanced for it to acquire its 50% interest in the Te Hononga Civic Building joint venture.

4.31 CBL's reports were received as follows:

- Draft SOI 2026/27 was received on 20 February 2026 well before the statutory date of 1 March as required by Clause 1(2), Part 1 of Schedule 8 of the LGA.
- Annual Report 2024/25 was due by 30 September but was received late (on 11 December 2025) due to a delay in the audit of CBL's joint venture partner's financial statements for 2024/25 which took priority; and
- Half Year Report for the six months ending 31 December 2025 was received on 20 February 2026 as required by Section 66 of the LGA.

4.32 Note there has been no change to cost and revenue flows between CBL and the Council as a result of the strengthening project for the Civic Building that is underway.

Draft Statement of Intent 2026/27

4.33 CBL's financial projections in its draft SOI for 2026/27 compared with last year's final SOI are set out in the table below:

Net profit before tax	**2026/27 $000**	**2027/28 $000**	**2028/29 $000**
Current draft SOI	372	118	52
Last year's final SOI	569	350	-
Change	-197	-232	-

4.34 The reduction in NPBT in 2026/27 and 2027/28 reflects changes in interest rate expectations which impacts the financial lease (revenue to CBL), the Council loan (expense to CBL) and cash and investments that build up annually ahead of a repayment of debt (revenue to CBL).

4.35 NPBT is lower by $66,000 (56%) in 2028/29 compared with the prior year. This is largely a result of a debt repayment of $4 million and a repayment of redeemable preference shares of $1 million in 2028/29. As cash continues to accumulate prior to the repayments being made, interest received increases which is forecast as being higher in 2028/29 than the prior year by $87,000. Interest paid on the Council's loan will decrease by an estimated $83,000 reflecting a partial period of lower debt during 2028/29.

4.36 The Final SOI will incorporate the financial impacts of the seismic strengthening currently occurring when there is expected to be greater confidence over the estimated cost of the works.

4.37 The non-financial performance targets have changed since last year's SOI as follows:

- Inclusion of a new target to "deliver seismic strengthening works that safeguard the building's safety and ongoing functionality" – performance measured by the building being restored to full functional use with all required spaces and services available for normal business operations upon completion of the seismic strengthening works.
- Deletion of the following two targets from last year's SOI:
    - Environmental target "to achieve a high standard in terms of environmental and energy sustainability" measured by any plant or system that helps reduce energy consumption is maintained and kept to a high standard of operation – all plant related to this target remains operational 90% of the time unless there is a specific issue requiring further attention (lighting controls / rainwater tanks / solar panels).
    - Social target "to maintain Te Hononga to meet or exceed NZS 4121-2001 Design for access and mobility – buildings and associated facilities and Christchurch City Council's Equity and Access for People with Disabilities Policy" to be measured by maintaining the implementation of all pertinent recommendations from the accessibility audit conducted in 2021/22.

4.38 The removal of these targets is due to their achievement being outside CBL's sole control – it is a collaboration with the Council as tenant of the building to achieve these outcomes.

4.39 Staff recommend that the Council encourages the CBL board to consider including a commitment to work with Ngāi Tahu Property Ltd to support capital and operational programmes that reduce the overall carbon footprint of Te Hononga.

Financial performance – Annual Report 2024/25

4.40 CBL's financial performance for the year ending 30 June 2025 is shown in the table below:

Full year 2024/25 Financial Results	Actual 2024/25 $000	SOI target 2024/25 $000	Variance $000	Prior year 2023/24 $000	Variance $000
Net profit before tax	1,126	410	+716	200	+926
Total assets	49,471	45,271	+4,200	48,789	+682

4.41 Against the SOI target, NPAT increased by $716,000 largely due to a gain on revaluation of property of $650,000 and higher interest from the accumulation of cash pending debt repayment in 2028/29 offset by reduced interest on a declining finance lease balance, net +$53,000.

4.42 Against the prior year, NPAT increased by $926,000 which largely reflects the gain on revaluation of investment property of $650,000 and lower interest expense on the Council's loan of $284,000 reflecting the reducing loan principal.

4.43 Total assets increased by $4.2 million against the SOI target, and by $0.7 million since the 2023/24 year. This reflects an increase in cash held on deposit (accumulated for future debt reductions) and the upward revaluation of the building.

4.44 Non-financial performance targets are all achieved for the year.

Half Year 2025/26 Report

4.45 CBL's half year financial performance is shown in the table below:

Half year financial results to 31 December 2025	Actual 2025/26 $000	SOI target 2025/26 $000	Variance $000	Half year 2024/25 $000	Variance $000
Net profit before tax	241	274	-33	357	-116

4.46 Against the SOI target, NPAT reduced by $33,000 (12%) and reflects relatively minor variations on revenue and costs including increased audit fees and audit fees and reduced finance lease income due to lower interest rates.

4.47 Against last year, the surplus is $116,000 lower due to lower interest income from declining interest rates.

4.48 Non-financial performance targets have been achieved for the year to date.

5. Considerations Ngā Whai Whakaaro

Options Considered Ngā Kōwhiringa Whaiwhakaaro

5.1 The Council can opt to:

- provide feedback on the CCOs draft SOIs, or
- not provide feedback on the CCOs draft SOIs.

5.2 Staff recommend the following comments on the draft Statements of Intent for 2026/27 be referred to the Council-controlled organisations' boards:

a) Local Government Funding Agency – for it to elaborate on its current emissions profile, targets it has for emissions reductions, what is currently been done to reduce emissions and what is planned to further reduce emissions in the future;

b) Riccarton Bush Trust and Rod Donald Banks Peninsula Trust - that when undertaking new projects or acquiring new assets, ways to reduce the carbon footprint of those projects or asset acquisitions is considered; and

c) Civic Building Ltd - consider including a commitment to work with Ngāi Tahu Property Ltd to support capital and operational programmes that reduce the overall carbon footprint of Te Hononga.

6. Financial Implications Ngā Hīraunga Rauemi

6.1 There are no financial implications arising from the draft SOIs or CBL's financial reports.

7. Considerations Ngā Whai Whakaaro

Risks and Mitigations Ngā Mōrearea me ngā Whakamātautau

7.1 Governance and accountability risks are minimised when the SOI provides clarity of objectives and deliverables, and meaningful and measurable targets.

Legal Considerations Ngā Hīraunga ā-Ture

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

7.2.1 The Council, as shareholder of the CCOs, can provide comments on the draft SOI's under Part 1 of Schedule 8 of the LGA.

7.3 Other Legal Implications:

7.3.1 The Companies Act 1993 also informs the SOIs. Section 131(1) of the Companies Act 1993 provides for directors' duties and that directors must act in the best interests of the company, and they will be mindful of this when considering the Council's comments.

7.3.2 Further detail on the legal requirements for SOIs is included in the Background section above.

Strategy and Policy Considerations Te Whai Kaupapa here

7.4 The required decisions:

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

7.4.2 Are assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy. The level of significance was determined by the extent to which the decisions are likely to impact the community.

7.4.3 Are consistent with Council's Plans and Policies.

7.5 This report takes into account the funding flows for CNZHL's activities in the Council's Long Term Plan (2024 - 2034).

Impact on Mana Whenua Ngā Whai Take Mana Whenua

7.6 The CCOs have set out in their draft SOIs their commitment to honouring Te Tiriti o Waitangi and their continued commitment to fostering strong relationships with Mana Whenua.

7.7 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.

7.8 The decision does not impact on Council's agreed partnership priorities with Ngā Papatipu Rūnanga.

7.9 The decisions sought do not create or otherwise alter the CCOs operational deliverables.

Climate Change Impact Considerations Ngā Whai Whakaaro mā te Āhuarangi

7.10 The proposals in this report are unlikely to contribute significantly to adaptation to the impacts of climate change or emissions reductions. This is because they do not give rise to any new operational activities.

8. Next Steps Ngā Mahinga ā-muri

8.1 Pursuant to clause 1(2), schedule 8 of part 1 of the LGA, the CCO boards will consider feedback from the Council shareholder prior to finalising their SOIs by 30 June 2026.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A	Local Government Funding Agency - Draft Statement of Intent 2026/27	26/741299	446
B	Riccarton Bush Trust - Draft Statement of Intent 2026/27	26/427994	459
C	Rod Donald Banks Peninsula Trust - Draft Statement of Intent 2026/27	26/741482	475
D	Central Plains Water Trust - Draft Statement of Intent 2027/28	26/781911	493
E	Civic Building Ltd - Draft Statement of Intent 2026/27	26/741608	505
F	Civic Building Ltd - Annual Report 2024/25	26/434937	521
G	Civic Building Ltd - Half Year Report for the six months ending 31 December 2025	26/479928	553

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

Document Name – Location / File Link
Not applicable

Signatories Ngā Kaiwaitohu

Authors	Linda Gibb - Performance Monitoring Advisor CCO Bruce Moher - Head of Finance
Approved By	Bede Carran - General Manager Finance, Risk & Performance / Chief Financial Officer

Christchurch City Council



2026 – 2029

Statement of Intent (Draft)

LGFA New Zealand Local Government Funding Agency
Te Pūtea Kāwanatanga ā-rohe

1. Introduction

This Statement of Intent (SOI) sets out the nature and scope of the activities, objectives, and performance targets for the New Zealand Local Government Funding Agency Limited (LGFA) for the three-year period 1 July 2026 to 30 June 2029.

LGFA is enabled under the Local Government Borrowing Act 2011 and is a council-controlled organisation (CCO) for the purposes of the Local Government Act 2002.

The SOI is prepared in accordance with section 64(1) of the Local Government Act 2002.

2. Nature and scope of activities

LGFA raises debt funding for the purpose of providing debt financing to New Zealand local authorities and CCOs (members).

In August 2024, LGFA confirmed that it will provide financing to support water CCOs established under Local Water Done Well.

LGFA may raise debt funding either domestically and/or offshore in either NZ dollars or foreign currency.

LGFA only lends to members that have completed required relevant legal and operational arrangements and comply with the LGFA's lending policies.

In addition, LGFA may undertake any other activities considered by the LGFA Board to be reasonably related, incidentally to, or in connection with, that business.

The LGFA Board has agreed subject to receiving shareholder approval to support the development tfo the Ratepayer Assistance Scheme (RAS).

3. Our purpose Ta tatou kaupapa

Benefiting local communities through delivering efficient financing for local government.

Ka whiwhi painga ngā hapori mā te whakarato pūtea tōtika ki ngā kaunihera.



Cover: The Amberley Beach Proactive Relocation Project. **Hurunui District Council**

Above: Papa Rererangi i Puketapu Solar Farm, the first project financed under our GS Renewable Energy category. **New Plymouth District Council**

4. Our values Ō mātau uara

We act with integrity

E pono ana mātau

We are honest, transparent and are committed to doing what is best for our customers and our company.

We are customer focused

E arotahi ana mātau ki te kiritaki

Our customers are our borrowers, investors, and all other organisations that we deal with. We listen to them and act in their best interests to deliver results that make a positive difference.

We strive for excellence

E whakapau kaha mātau kia hiranga te mahi

We strive to excel by delivering financial products and services that are highly valued at least cost while seeking continuous improvement in everything we do.

We provide leadership

He kaiārahi mātau

We are here for our stakeholders in being strategically minded, providing resilience and executing our strategy. We embrace a high-performance culture and can be relied upon to deliver results.

We are innovative

He auaha mātau

To meet our ever-changing customer requirements, we will encourage innovation and provide a diverse range of financial products and services.

5. Foundation objectives

The Shareholders' Agreement is a foundation document and states that, in accordance with the Local Government Act, in carrying on its business the objectives of the Company will be to:

(a) achieve the objectives of the Shareholders (both commercial and non-commercial) as specified in the Statement of Intent. The Shareholders agree that the Company shall carry on its business with a view to making a profit sufficient to pay a dividend in accordance with the Dividend Policy, but that the primary objective of the Shareholders with respect to the Company is that it optimises the terms and conditions of the debt funding it provides to Participating Local Authorities;

(b) be a good employer;

(c) exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which it operates and by endeavouring to accommodate or encourage these when able to do so; and

(d) conduct its affairs in accordance with sound business practice.

This Statement of Intent sets out the company's strategic priorities, together with associated objectives and performance targets, which align with the foundation objectives and have been agreed with shareholders.

6. Strategic priorities

The following five strategic priorities encompass the foundation objectives and guide the LGFA Board and management in determining our strategy, objectives, and associated performance targets.

Governance, capability, and business practice

LGFA is committed to best-practice corporate governance underpinned by sound business practice to ensure its long-term sustainability and success.

Optimising financing services for local government

LGFA's primary objective is to optimise the terms and conditions of the debt funding it provides to its members. Amongst other things, LGFA will achieve this by delivering operational best practice and efficiency across our lending products and services.

Environmental and social responsibility

LGFA recognises the risks inherent in climate change for councils and supports New Zealand's shift to a low-carbon economy. LGFA will exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which it operates and by endeavouring to accommodate or encourage these when able to do so.

Effective management of loans

LGFA will ensure its loan book remains at a high standard by ensuring it understands each member's financial position and managing assets within an appropriate risk management framework to ensure shareholder value is not compromised.

Industry leadership and engagement

LGFA will take a proactive role to enhance the financial strength and depth of the local government debt market and will work with key central government and local government stakeholders on sector issues.



Upgrading of the seawall at The Strand. **Tauranga City Council**

7. Objectives and performance targets

This section sets out LGFA's objectives and performance targets for SOI 2026-2029.

The financial performance targets are focused on the 2026-2027 year and, as applicable, are based on the financial forecasts outlined in section 8.

Governance, capability, and business practice

Objectives	How we measure our performance
Demonstrate best-practice corporate governance.	The Annual Report outlines our compliance with the eight core principles underpinning the NZX Corporate Governance Best Practice Code.
Set and model high standards of ethical behaviour.	LGFA has adopted a formal Code of Ethics, incorporating its Conflicts of Interest and Code of Conduct policies, which sets out the standards and values that directors and employees are expected to follow.
Achieve the shareholder-agreed objectives and performance targets specified in this Statement of Intent.	LGFA reports performance against objectives quarterly to shareholders and in our Annual Report, Half Year Report and Climate-Related Disclosures.
Ensure products and services offered to participating borrowers are delivered in a cost-effective manner.	LGFA prepares annual operating budgets and monitors progress against these monthly. Financial performance is reported quarterly to shareholders and in our Annual and Half Year Reports.
Be a good employer by providing safe working conditions, training and development and equal opportunities for staff.	The Annual Report reports on our health and safety and wellbeing practices and policies, compliance with the Health and Safety at Work Act, diversity and inclusion and capability and development.

Performance targets	2026-2027 target
Comply with the Shareholder Foundation Polices and the Board-approved Treasury Policy at all times.	No breaches.
Maintain LGFA's credit rating equal to the New Zealand Government sovereign rating where both entities are rated by the same Rating Agency.	LGFA credit ratings equivalent to NZ Sovereign.
LGFA's total operating income, excluding unrealised gains / (losses) on financial instruments, for the period to 30 June 2027.	>$48.8 million.
LGFA's total operating expenses (excluding Approved Issuer Levy) for the period to 30 June 2027.	<13.3 million.

Optimising financing services for local government

Objectives	How we measure our performance
Provide interest cost savings relative to alternative sources of financing.	Measure LGFA issuance spreads against other high-grade issuers in the New Zealand domestic capital markets.
Offer flexible short and long-term lending products that meet the borrowing requirements for borrowers.	Measure LGFA's share of overall council borrowing. Survey participating borrowers on an annual basis.
Deliver operational best practice and efficiency for lending services.	Monitor settlements errors for new trades and cashflows. Survey participating borrowers on an annual basis.
Ensure certainty of access to debt markets, subject always to operating in accordance with sound business practice.	Maintain a vibrant primary and secondary market in LGFA bonds. Monitor participation by investors at our tenders through bid-coverage ratios and successful issuance yield ranges. Have the ability to issue debt securities in NZD and foreign currency.

Performance targets	2026-2027 target
Share of aggregate long-term debt funding to the Local Government sector. The market share excludes entities who are ineligible for borrowing from LGFA e.g. water entities not financially supported by their parent councils.	> 80%
Conduct an annual survey of Participating Borrowers who borrow from LGFA as to the value added by LGFA to the borrowing activities.	> 85% satisfaction score.
Successfully refinance existing loans to councils and LGFA bond maturities as they fall due.	100%
Meet all lending requests from Participating Borrowers, where those requests meet LGFA operational and covenant requirements.	100%

Environmental and social responsibility

Objectives	How we measure our performance
Assist the local government sector in achieving their sustainability and climate change objectives.	LGFA is committed to assist borrowers financing of projects that promote environmental and social wellbeing in New Zealand, and to encourage a reduction in greenhouse gas emissions and increase climate-resilience amongst borrowers. We do this through the development of lending products such as Green, Social & Sustainability (GSS) loans and Climate Action Loans (CALs). This objective will be measured by the number of new GSS loans and the number of new members eligible for CALs.
Improve sustainability outcomes within LGFA.	LGFA is committed to reducing our carbon emissions, increasing our resilience to climate change, and managing our climate-related risks and opportunities. To do this effectively, climate change considerations will be embedded into our governance, strategy and risk management functions.

Performance targets	2026-2027 target
Health and Safety.	No notifiable incidents.
Maintain Toitū Carbon Zero certification.	Carbon-zero certification maintained.
Develop a LGFA carbon management policy.	LGFA carbon management policy completed.
Increase our GS lending book and Climate Action Loans.	Two new GS loans undertaken and two new borrowers enter into CALs.
Develop a sustainable financing option for the water sector.	The new sustainable financing product is utilised by water entities.
Enhance our insight into climate-related risks through council lending.	Climate change is incorporated into LGFA's credit risk assessments.

Effective management of loans

Objectives	How we measure our performance
Proactively monitor and review each Participating Borrower's financial position, including its financial headroom under LGFA policies. Analyse finances at the Council group level where appropriate and report to shareholders.	LGFA reviews all participating councils and CCOs financial statements on an annual basis and the agendas and management reports on an ongoing basis for all councils on the LGFA borrower watch-list. Member councils are required to complete annual compliance certificates by the end of November each year.
Endeavour to meet each participating borrower annually, including meeting with elected officials as required, or if requested.	Number of members visited in a year.
Ensure a smooth transition of water-related loans if the Local Water Done Well Reforms progresses over forecast period.	LGFA will be able to ensure the successful transition of existing council water-related loans to Water CCOs (if requested by a council).

Performance targets	2026-2027 target
Review each Participating Borrower's financial position.	100%
Arrange to meet each Participating Borrower over a 15-month period, including meeting with elected officials as required, or if requested.	100%

Industry leadership and engagement

Objectives	How we measure our performance
Take a proactive role to enhance the financial strength and depth of the local government debt market and work with key central government and local government stakeholders on sector and individual council issues.	Report on actions undertaken and progress made on sector issues. Identifying any legislative or Central Government policy changes that may impact LGFA and undertake formal or informal submissions. Assist the local government sector with understanding any legislative or Central Government policy changes that may impact LGFA. Provide the opportunity for a Council or CCO staff member to enhance their governance understanding and skills through the LGFA Future Director Programme.
Support the local government sector with the transition to the Local Water Done Well Reforms by assisting with the development options for the Water Services Delivery Plans and communicating our requirements (lending, financial covenants, reporting), as well as loan pricing guidance, implementation considerations and views on best practice.	Report on our sector-wide engagement and initiatives with assisting members' transition to the Local Water Done Well Reforms.

Performance targets	2026-2027 target
Provide quarterly updates to shareholders and borrowers on sector developments that are impacting LGFA.	Four quarterly updates to councils and CCOs.
Meet annually with Infrastructure Commission, Local Government New Zealand, Taituara, Water New Zealand, Infrastructure New Zealand, Crown Infrastructure Partners, Department of Internal Affairs, Treasury and Minister's office to discuss sector issues from an LGFA perspective.	Nine meetings across stakeholders.
Support councils with Local Water Done Well by providing timely and responsible advice for on-boarding water CCOs.	On-boarding process is underway for all water CCOs who have requested it.
Provide a governance opportunity for a council or CCO staff member under the LGFA Future Director Programme.	One Future Director appointed for an 18 month term.



The Amberley Beach Proactive Relocation Project. **Hurunui District Council**

8. Financial forecasts

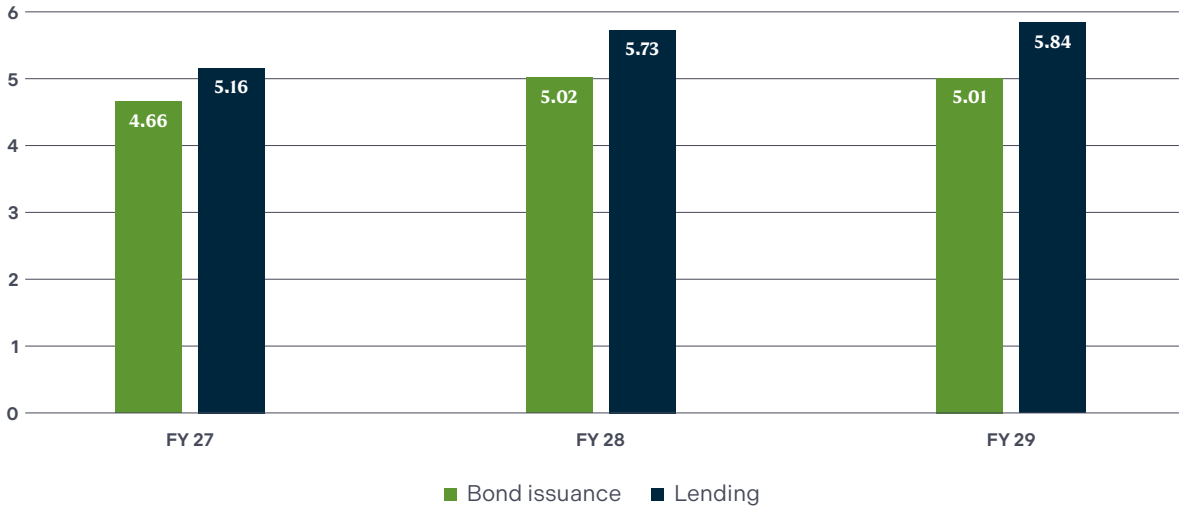
LGFA's financial forecasts for the three years to 30 June 2029:

Summary comprehensive income $m	Jun 27	Jun 28	Jun 29
Net interest income	**46.9**	**45.9**	**47.9**
Other operating income	1.9	1.9	1.9
Total income	**48.8**	**47.8**	**49.8**
Operating expenses[1]	21.6	23.3	25.2
Net profit	**27.2**	**24.5**	**24.6**
Financial position $m	**Jun 27**	**Jun 28**	**Jun 29**
Liquid assets portfolio	5,042	5,279	6,791
Loans	25,134	26,463	26,748
Other assets	-	-	-
Total assets	**30,176**	**31,742**	**33,539**
NZD bonds on issue (ex Treasury stock)	17,000	17,726	18,434
FCY bonds on issue	10,242	10,779	11,952
Bills & ECP on issue	1,844	1,844	1,844
Borrower notes	879	1,030	1,139
Other liabilities	-	-	-
Total liabilities	**29,965**	**31,378**	**33,368**
Capital	25	25	25
Retained earnings	166	189	212
Dividend	(2)	(2)	(2)
Shareholder equity	**189**	**212**	**235**
Ratios	**Jun 27**	**Jun 28**	**Jun 29**
Liquid assets/funding liabilities	17.9%	17.9%	21.5%
Liquid assets / total assets	16.7%	16.6%	20.2%
Net interest margin	0.19%	0.17%	0.18%
Cost to income ratio	44.3%	48.7%	50.6%
Return on average assets	0.09%	0.08%	0.07%
Shareholder equity/total assets	0.6%	0.7%	0.7%
Shareholder equity + BN/total assets	3.5%	3.9%	4.1%
Asset growth	9.4%	5.2%	5.7%
Loan growth	5.9%	5.3%	1.1%
Return on equity	16.6%	13.0%	11.6%
Capital ratio	17.7%	19.6%	20.5%

1. Operating Expenses include Approved Issuer Levy (AIL)

The following graph shows the volumes for the assumed bond issuance programme and lending to councils over the forecast period.

Forecast gross issuance and lending volumes over 3-year period ($billion)



Note: The forecasts include consideration that LGFA will provide financing to support water CCOs established under Local Water Done Well. However, there is a level of uncertainty regarding the financial forecasts for both council borrowing and LGFA bond issuance due to the uncertainty relating to the timing of the establishment of water CCOs and the impact on councils.

Our council lending and LGFA bond issuance forecasts include LGFA lending to the proposed water CCOs if they meet our qualifying criteria for membership. We have assumed we will not be lending to financially independent water CCOs such as Watercare as they are unlikely to meet the qualifying criteria. As at the date of release, there have been no Water Services Delivery Plans approved and no final decisions made regarding the transfer mechanism for assets, liabilities and revenue from each council to the proposed water organisations.

Ratepayer Assistance Scheme

LGFA is supporting the development of the Ratepayer Assistance Scheme (RAS) that will assist ratepayers with the ability to defer rates, enter property improvement loans and spread the payment of development contributions (or levies) over a long time horizon. LGFA has committed to financially contribute to the RAS business case in the 2024-25 FY. If the business case is supportive and the RAS proceeds then (subject to shareholder approval), LGFA will consider taking a shareholding, providing a debt facility, providing support services, investing in preference shares (akin to the LGFA Borrower Notes) and managing the RAS debt issuance programme. The LGFA participation in RAS has not been factored into the above financial forecasts.

9. Dividend policy

LGFA primary objective is to maximise benefits to participating borrowers rather than shareholders. Consequently, it is intended to pay a limited dividend to shareholders.

The Board's policy is to pay a dividend that provides an annual rate of return to shareholders equal to LGFA fixed rate bond cost of funds plus 2.00% over the medium term.

At all times payment of any dividend will be discretionary and subject to the Board's legal obligations and views on appropriate capital structure.

10. Governance

Board

The Board is responsible for the strategic direction and control of LGFA's activities. The Board guides and monitors the business and affairs of LGFA, in accordance with the Companies Act 1993, the Local Government Act 2002, the Local Government Borrowing Act 2011, the Company's Constitution, the Shareholders' Agreement for LGFA and this SOI.

The Board comprises seven directors with six being independent directors and one being a non-independent director.

The Board's approach to governance is to adopt best practice with respect to:

- The operation of the Board.
- The performance of the Board.
- Managing the relationship with the Company's Chief Executive.
- Being accountable to all Shareholders.

All directors are required to comply with a formal Charter.

The Board will meet on a regular basis and no fewer than six times each year.

Shareholders' Council

The Shareholders' Council is made up of between five and ten appointees of the Shareholders (including an appointee from the Crown). The role of the Shareholders' Council is to:

- Review the performance of LGFA and the Board, and report to Shareholders on that performance on a periodic basis.
- Make recommendations to Shareholders as to the appointment, removal, replacement, and remuneration of directors.
- Make recommendations to Shareholders as to any changes to policies, or the SOI, requiring their approval.
- Ensure all Shareholders are fully informed on LGFA matters and to coordinate Shareholders on governance decisions.

11. Information to be provided to Shareholders

The Board aims to ensure that Shareholders are informed of all major developments affecting LGFA's state of affairs, while at the same time recognising both LGFA's obligations under NZX Listing Rules and that commercial sensitivity may preclude certain information from being made public.

Annual Report

The LGFA's balance date is 30 June.

By 30 September each year, the Company will produce an Annual Report complying with Sections 67, 68 and 69 of the Local Government Act 2002, the Companies Act 1993 and Financial Reporting Act 2013. The Annual Report will contain the information necessary to enable an informed assessment of the operations of the company, and will include the following information:

- Directors' Report.
- Financial Statements incorporating a Statement of Financial Performance, Statement of Movements in Equity, Statement of Financial Position, Statement of Cashflows, Statement of Accounting Policies and Notes to the Accounts.
- Comparison of the LGFA's performance regarding the objectives and performance targets set out in the SOI, with an explanation of any material variances.
- Auditor's Report on the financial statements and the performance targets.
- Any other information that the directors consider appropriate.

Climate-Related Disclosures

By 30 September each year, the Company will produce Climate-Related Disclosures in accordance with the Aotearoa New Zealand Climate Standards issued by the External Reporting Board.

The Climate Standards require the Company to disclose climate-related information across the following four thematic areas:

- Governance
- Strategy
- Risk management
- Metrics and targets.

Half Yearly Report

By 28 February each year, the Company will produce a Half Yearly Report complying with Section 66 of the Local Government Act 2002. The Half Yearly Report will include the following information:

- Directors' commentary on operations for the relevant six-month period.
- Unaudited half-yearly Financial Statements incorporating a Statement of Financial Performance, Statement of Movements in Equity, Statement of Financial Position and Statement of Cashflows.

Quarterly Report

By 31 January, 30 April, 31 July, and 31 October each year, the Company will produce a Quarterly Report. The Quarterly Report will include the following information:

- Commentary on operations for the relevant quarter, including a summary of borrowing margins charged to Participating Borrowers (in credit rating bands).
- Comparison of LGFA's performance regarding the objectives and performance targets set out in the SOI, with an explanation of any material variances.
- Analysis of the weighted average maturity of LGFA bonds outstanding.
- In the December Quarterly Report only, commentary on the Net Debt/Total Revenue percentage for each Participating Local Authority that has borrowed from LGFA (as at the end of the preceding financial year).
- To the extent known by LGFA, details of all events of review in respect of any Participating Borrower that occurred during the relevant quarter (including steps taken, or proposed to be taken, by LGFA in relation thereto).
- Details of any lending to CCOs during the quarter and the amount of CCO loans outstanding.
- Commentary on sustainability initiatives.

Statement of Intent

By 1 March in each year the Company will deliver to the Shareholders its draft SOI for the following year in the form required by Clause 9(1) of Schedule 8 and Section 64(1) of the Local Government Act 2002.

Having considered any comments from the Shareholders received by 30 April, the Board will deliver the completed SOI to the Shareholders on or before 30 June each year.

Shareholder Meetings

The Board will hold an Annual General Meeting between 30 September and 30 November each year to present the Annual Report to all Shareholders.

The Company will hold a meeting with the Shareholders' Council approximately every six months – prior to the Annual General Meeting and after the Half Yearly Report has been submitted. Other meetings may be held by agreement between the Board and the Shareholders' Council.

12. Acquisition/divestment policy

LGFA will invest in securities in the ordinary course of business. It is expected that these securities will be debt securities. These investments will be governed by LGFA's lending and/or investment policies as approved by the Board and/or Shareholders.

Any subscription, purchase, or acquisition by LGFA of shares in a company or organisation will, if not within those investment policies, require Shareholder approval other than as concerns the formation of wholly-owned subsidiaries and the subscription of shares in such wholly-owned subsidiaries.

13. Activities for which compensation is sought from Shareholders

At the request of Shareholders, LGFA may (at its discretion) undertake activities that are not consistent with its normal commercial objectives. Specific financial arrangements will be entered into to meet the full cost of providing such activities.

Currently there are no activities for which compensation will be sought from Shareholders.

14. Commercial value of Shareholder's investment

LGFA will seek to maximise benefits to Participating Local Authorities as Borrowers rather than Shareholders.

Subject to the Board's views on the appropriate capital structure for LGFA, the Board's intention will be to pay a dividend that provides an annual rate of return to Principal Shareholders equal to LGFA fixed rate bond cost of funds plus 2.00% over the medium term.

As the Shareholders will have invested in the LGFA on the basis of this limited dividend, the Board considered that at establishment the commercial value of LGFA was equal to the face value of the Shareholders' paid up Principal Shares - $25 million.

In the absence of any subsequent share transfers to the observed share transfers on 30 November 2012, the Board considers the current commercial value of LGFA is at least equal to the face value of the Shareholders' paid up Principal Shares of $25 million. This equates to a value per share of $1.00.

15. Accounting policies

LGFA has adopted accounting policies that are in accordance with the New Zealand International Financial Reporting Standards and generally accepted accounting practice. A Statement of accounting policies is attached to this SOI.

[Not included in draft. To be included in final release version]

Statement of Intent

for the year ending 30 June 2027



RH&B

RICCARTON HOUSE & BUSH
PŪTARINGAMOTU

1. Introduction

This Statement of Intent (SOI) is prepared in accordance with S.64 (1) of the Local Government Act 2002.

The Riccarton Bush Trust is a Council Controlled Organisation for the purpose of the Local Government Act 2002.

The SOI specifies for the Riccarton Bush Trust, the objectives, the nature and scope of the activities to be undertaken and the performance targets and other measures by which the performance of the Riccarton Bush Trust may be judged in relation to its objectives, amongst other requirements.

The process of negotiation and determination of an acceptable SOI is a public expression of the accountability relationship between the Riccarton Bush Trust and the Christchurch City Council.

The SOI is reviewed annually with the Council and covers a three-year period.

The office of Riccarton Bush Trust is 16 Kahu Road, Christchurch.

Contact details for both the Chairman and the Manager are as follows:

	Chairman - Bob Shearing	**Manager - Shona Willis**	
Address	16 Kahu Road	16 Kahu Road	
Phone no.	021 320967	03 341-1018	027 5440462
Email	bob@bobshearing.co.nz	manager@riccartonhouse.co.nz	

2. Our Vision

The Pūtaringamotu Riccarton Bush, Riccarton House, Deans Cottage and the Grounds are collectively recognised as the premier natural and cultural heritage site in Christchurch/Ōtautahi and Canterbury/Waitaha

3. Value Statement

Heritage conservation of the Pūtaringamotu Riccarton Bush property is the primary consideration.

4. Management Goals

Goal 1	Protect and enhance the indigenous flora, fauna and ecology of Pūtaringamotu Riccarton Bush; including mahinga kai and taonga species.
Goal 2	Protect and conserve Riccarton House and Deans Cottage and their Grounds.
Goal 3	Encourage public interest, use and participation and promote the natural and cultural heritage values of the site.

5. Nature and Scope of Activities

The Riccarton Bush Trust administers a 7.8-hectare native bush remnant gifted by the Deans family to the people of Canterbury in 1914. The Trust also administers Riccarton House (built from 1856-1900) and its 5.41 hectares of grounds which includes Deans Cottage being the oldest house on the Canterbury Plains built in 1843. The House and grounds were purchased by the Trust from the Deans family in 1947. Incorporated under a 1914 Act of Parliament, the Riccarton Bush Trust is a Council Controlled Organisation (CCO) with operating funds provided by the Council in accordance with the Riccarton Bush Amendment Act 2012 and which are used to maintain and operate the Riccarton Bush, Riccarton House, Deans Cottage, and the grounds.

Part of Riccarton House is licensed to a commercial caterer and is used as a restaurant and event centre including wedding receptions and corporate functions. The Caterer also operates the weekly Christchurch Farmers" Market which is very popular.

Much of Riccarton House is refurnished in 1900s Victorian style and guided Heritage Tours are available twice daily and by request.

Deans Cottage is open daily to the public at no charge, displaying life at Riccarton in the 1840s.

Riccarton Bush, the sole remnant of Kahikatea alluvial floodplain forest on the Canterbury Plains, has a predator proof fence and is open daily to the public at no charge. The Trust charges for organised eco-tours involving Riccarton Bush.

6. Governance

The Riccarton Bush Trust Board currently comprises nine members. The Christchurch City Council appoints five members, and the other three members are appointed by the Deans family (x 2) and the Canterbury Branch of the Royal Society NZ (x 1). The Trust has also appointed a member for a two year period.

The functions of the Board are to:

a) Appoint a chief executive officer.
b) Reappoint or replace a chief executive officer.
c) Specify the functions of the chief executive officer.
d) Establish broad lines of policy consistent with the Riccarton Bush Act (and amendments) for the guidance of the Chief Executive Officer.
e) Ensure that the Board's assets are maintained in good order and condition.
f) Ensure that the Riccarton House and Bush are run effectively and efficiently.

The board has established three working parties to overview more closely the work of the Trust and report back to the Board with recommendations. These working parties are:

- Bush and Grounds
- House and Promotions
- Finance

7. Ratio of Shareholders' funds to total assets:

This ratio is not applicable as the total assets of the Riccarton Bush Trust are vested in the Trust and cannot be transferred. There is currently no debt.

The forecast capital structure for the next three years is:

	2026/27 $M	2027/28 $M	2028/29 $M
Equity	17,338	17,011	16,722
Debt	Nil	Nil	Nil

8. Supporting Council's Strategic Direction

Community Outcomes	Riccarton Bush Trust Activities
Collaborative Confident City	• Providing optimised access to an experience that supports wellbeing in multiple ways – enjoying physical activity, connecting with others, moments of wonder and enjoying the little things, mindfulness, and learning new things. • Improving accessibility for all people, including people with mobility restrictions and parents with very young children to the rich cultural, heritage and environmental experience that the Pūtaringamotu Riccarton Bush site can offer. • Supporting Riccarton Pest Free Project • Developing strong relationships with Education Providers throughout Christchurch.
Green Liveable City	• Promotion and protection of native and exotic species. • Restoration and protection of physical heritage. • Increasing accessibility to a natural floodplain forest area and its plants, bird and insect life, in a central location within the city. • Reducing emissions through more efficient processes and practices. • Providing a 'seed bank' that is a valuable seed source for many local regeneration projects and local conservation focussed organisations.
Cultural Powerhouse City	• Unlocking the cultural and heritage potential of our whenua, Pūtaringamotu / Riccarton Bush, and in doing so, improving wellbeing by enabling participation in a heritage, culture and environmental experience in the outdoors and

	building understanding and knowledge of Ngāi Tūāhuriri and their history in the area. • An enhanced awareness of the Ngāi Tūāhuriri and Deans family history, legacy and connection to the area through purposeful, meaningful and engaging storytelling. • Active participation in city wide events such as Kidsfest and Heritage Festival • The Trust continues to hold a vacancy on the Board for Ngāi Tūāhuriri representation.
Thriving Prosperous City	Attracting visitors from throughout New Zealand and further afield

9. Performance Targets

(a) Financial performance Targets

	2026/27 $ (000)	**2027/28 $ (000)**	**2028/29 $ (000)**
Revenue	250	255	259
Christchurch City Council Levy	529	530	555
Capital Grant - Christchurch City Council	29	27	51
Total Revenue	808	812	865
Operating Expenses	122	124	123
Overheads	647	650	666
Net Surplus/(deficit) before depreciation	39	38	76
Depreciation	365	365	365
Net Surplus/(deficit) after depreciation	(326)	(327)	(289)

Overheads:
These costs remain constant regardless of business volume. They include property costs insurance), administrative costs (salaries, fees, supplies), and some utilities/communication base costs.

Operating Expenses:
These costs fluctuate with business activity. They include maintenance/repairs, marketing/advertising, seasonal staffing costs, and consumable supplies. Utilities also have a variable component based on usage.

(b) Non- Financial Performance Targets

1. Monitor Health and Safety practices in accordance with adopted policy to meet the requirements of the Health and Safety at Work Act 2015	
Performance Measure	• Health and Safety meetings are held monthly. • Target results for all Trust activities, of: o Serious Harm incidents = 0 o Accident ≤ 1 o Near Misses ≤ 3
2. Monitoring and management of rodent activity in Riccarton Bush	
Performance Measure	6 monthly monitoring and effective management through baiting and trapping results in little or no increase in activity.
3. Bush Enhancements – Replace Board Walk and Improved Interpretation	
Performance Measure	• Stage 2 of the Enhancement Programme has commenced
4. Encourage public interest, use and participation and promote the natural and cultural heritage values of the site.	
Performance Measure	Inform the public and relevant interest groups about on-going activities of the Trust. Include in the 6-monthly and annual reporting to Council information on numbers of participants across the variety of Riccarton House and Bush offerings and provide comparisons over time as that information is compiled.
5. Commit to meeting the goal of becoming net carbon neutral by 2030	
Performance Measure	The targets for reducing carbon in the Trust's operations are being met.

10. Information to be provided to the Council

An Annual Report will be submitted to the Council. The Annual Report will include audited financial statements, including the report of the auditor, and such other details as are necessary to permit an informed assessment of the Trust's performance and financial position during the reporting period provided.

Half yearly reports will also be provided to the Council. These reports will contain unaudited information and comply with NZ IAS 34.

The Trust will include within its half year and year end reporting to Council details of the expenditure against the capital grant approved by Council.

The Annual report will outline the Trust's objectives and performance in terms of: Financial and non-financial targets.

The Statement of Intent will be submitted to the Council for consultation annually, as required by the Local Government Act 2002. The Trustees will include any other information they consider appropriate. Where appropriate, revised forecasts will be submitted to the Council.

The Trust will operate on a "no surprises" basis in respect of significant "Council interest" related matters, to the extent possible in the context of commercial sensitivity and confidentiality obligations.

The Trust will provide information requested by the Council in accordance with the requirement of the Local Government Act 2002 and the Riccarton Bush Amendment Act 2012.

11. Compensation sought from local authority

For the next three financial years the Trust is seeking funding from the Council in accordance with the Riccarton Bush Amendment Act 2012 to assist with the operation and management of the Riccarton Bush.

	2026/27	**2026/27**	**2027/28**
CCC Operational Levy	$528,586	$530,585	$554,772

Capital grants are also sought from the Council in the sums shown below:

	2026/27	**2027/28**	**2028/29**
CCC Capital grants	$28,920	$26,896	$51,000

For financial year 2026/27 Capital grants from the Council will assist with the funding of the following projects:

- New antiques and furnishings
- New Furniture and Fittings
- Kitchen & Restaurant (Plant & Equipment)
- New Computers and Technology

12. General Information

Distributions:
The Riccarton Bush Trust was registered as a charitable entity under the Charities Act 2005 on 26 May 2008 and as such, there will be no distributions.

Acquisition or Disposal of Shares or Assets:
The Riccarton Bush Trust has no intention to acquire shares or dispose of any of the core assets.

Commercial Value:
Given the charitable status of the Riccarton Bush Trust, the concept of the Trust having a commercial value is not applicable.

13. Prospective Financial Statements

Riccarton Bush Trust
Prospective statement of comprehensive revenue and expense

	Note	2027 Plan $	2028 Plan $	2029 Plan $
Revenue from operations	1	180,630	184,242	187,927
Capital grant - Christchurch City Council		28,920	26,896	51,000
Other revenue	1	598,222	601,145	626,276
		807,771	812,284	865,203
Employee benefits expense	2	384,487	390,350	398,157
Depreciation and impairment		365,000	365,000	365,000
Other expenses	2	384,661	383,581	391,053
		1,134,148	1,138,931	1,154,210
Net surplus/(deficit) for the year		**(326,377)**	**(326,648)**	**(289,007)**
Property, plant and equipment revaluation gain/(loss)		-	-	-
Total comprehensive revenue and expense		**(326,377)**	**(326,648)**	**(289,007)**

Riccarton Bush Trust
Prospective statement of changes in net assets/equity

	2027 Plan $	2028 Plan $	2029 Plan $
Balance at 1 July	17,664,177	17,337,800	17,011,153
Reserves			
Revaluation reserves			
Accumulated comprehensive revenue and expense			
Surplus (Deficit)	(326,377)	(326,648)	(289,007)
Balance at 30 June	**17,337,800**	**17,011,153**	**16,722,146**

Riccarton Bush Trust
Prospective statement of financial position

	Note	2027 Plan $	2028 Plan $	2029 Plan $
Current assets				
Cash and cash equivalents		360,553	369,393	391,772
Receivables from non-exchange transactions		9,063	9,245	9,429
Receivables from exchange transactions		56,462	57,591	58,743
Inventories		3,151	3,214	3,278
Non-current assets classified as held for sale				
Total current assets		429,229	439,442	463,223
Non-current assets				
Property, plant and equipment		16,997,320	16,659,216	16,345,216
Total non-current assets		16,997,320	16,659,216	16,345,216
Total assets		**17,426,549**	**17,098,658**	**16,808,439**
Current liabilities				
Payables under exchange transactions		49,770	50,766	51,781
Finance lease liability		2,786	2,786	2,786
Provisions		27,371	27,918	28,476
Taxes and transfers payable				
Total current liabilities		79,927	81,470	83,044
Non-current liabilities				
Finance lease liability		8,822	6,036	3,250
Total non-current liabilities		8,822	6,036	3,250
Total liabilities		**88,749**	**87,506**	**86,294**
Net assets		**17,337,800**	**17,011,152**	**16,722,145**
Equity				
Reserves		16,973,272	16,973,272	16,973,272
Accumulated comprehensive revenue and expense		364,528	37,881	(251,126)
Total equity		**17,337,800**	**17,011,153**	**16,722,146**

Riccarton Bush Trust
Prospective statement of cash flows

	2027 Plan $	2028 Plan $	2029 Plan $
Cash flows from operating activities			
Receipts from customers	181,624	185,256	188,961
Donations and sundry revenue	60,003	60,735	61,482
Contributions from Christchurch City Council	557,506	557,481	605,772
Interest revenue	9,455	9,645	9,837
Payments to employees and suppliers	(768,538)	(773,309)	(788,575)
Net cash inflow from operating activities	40,050	39,808	77,477
Cash flows from investing activities			
Purchase of fixed assets	(28,920)	(26,896)	(51,000)
Other Cash Items from Investing Activities			
Net cash outflow from investing activities	(28,920)	(26,896)	(51,000)
Cash flows from financing activities			
Repayment of loans	(4,047)	(4,072)	(4,098)
Net cash outflow from financing activities	(4,047)	(4,072)	(4,098)
Net inflow (outflow) of cash	7,083	8,840	22,380
Opening bank and short term investments	353,470	360,553	369,393
Represented by:			
Bank and short-term deposits	360,553	369,393	391,772

Riccarton Bush Trust
Notes to the prospective financial statements

Statement of significant accounting policies

a. Reporting entity

The Trust operates under the Riccarton Bush Act 1914 and is a Council Controlled Organisation under the Local Government Act 2002. The Trust manages property in Riccarton. The property consists of Riccarton House and grounds, Deans Cottage, a residential house and Riccarton Bush.

The major source of revenue is from an operating levy and grant received annually from the Council, and from other grants, donations and rents & commission from use of the properties.

The primary purpose of the Trust is to:

- protect and enhance the indigenous flora, fauna and ecology of Riccarton Bush;
- conserve Deans Cottage, Riccarton House and their grounds with Riccarton Bush and the Deans family history.
- and encourage public use and participation of the reserve and to inform visitors about the natural, Maori and colonial heritage of Christchurch.

On this basis, the Trust is considered a public benefit entity for purposes of financial reporting.

The prospective financial statements of the Trust are for years ending 30 June 2027 to 30 June 2029. The prospective financial statements were approved for issue by the Board of Trustees on 24 June 2025.

b. Basis of preparation

It is a requirement of the Local Government Act 2002 for council-controlled organisations that are not trading to present prospective financial statements for the financial year to which the statement of intent relates.

The prospective financial statements have been prepared in accordance with the requirements of the Local Government Act 2002, which includes the requirement to comply with New Zealand generally accepted accounting practice. These statements comply with the Tier 2 Public Benefit Entity Standards (PBE Standards).

The prospective financial statements have been prepared on the basis of best estimate assumptions of future events which the Trust expects to take place. The Trust has considered factors that may lead to a material difference between information in the prospective financial statements and actual results.

The financial information is prospective. Actual results are likely to vary from the information presented and variations may be material.

The prospective financial statements are presented in New Zealand dollars and all values are rounded to the nearest dollar.

c. Revenue

Grants/Levies
Grants received from the Council are the primary source of funding to the Trust and are restricted for the purpose of the Trust meeting its objectives as specified in the Riccarton Bush Act. The Trust also receives Government assistance for specific purposes, and these grants usually contain restrictions on their use.

Council, government and non-government grants are recognised as revenue when they become receivable unless there is an obligation to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as grant received in advance and recognised as revenue when conditions of the grant are satisfied.

Other Revenue
Revenue is measured at the fair value of consideration received.

Interest revenue is recognised using the effective interest method.

Revenue may be derived from either exchange or non-exchange transactions.

d. Property, plant and equipment

Land, site improvements and buildings are shown at fair value, based on periodic valuations by an external independent valuer less subsequent depreciation and impairment.

All other property, plant and equipment are shown at cost, less accumulated depreciation and impairment losses.

Additions
The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to the Trust and the cost of the item can be measured reliably.

In most instances, an item of property, plant and equipment is recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value when control over the asset is obtained.

Work in progress
The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to the Trust and the cost of the item can be measured reliably.

Work in progress is recognised at cost less impairment and is not depreciated.

Disposals
Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the surplus or deficit. When revalued assets are sold, the amounts included in other reserves in respect of those assets are transferred to retained earnings.

Subsequent costs
Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with

the item will flow to the Trust and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the surplus or deficit during the financial period in which they are incurred.

Depreciation
Land and antique furniture are not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost or revalued amounts, net of their residual values, over their estimated useful lives.

The useful lives of major classes of assets are as follows:

• Buildings	5-100 yrs
• Furniture and fittings	10 yrs
• Plant and equipment	3-30 yrs
• Land improvements	5-100 yrs

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Revaluations
Land and buildings are revalued with sufficient regularity to ensure that their carrying amount does not differ materially from fair value. All other asset classes are carried at depreciated historical cost less accumulated impairment.

The carrying values of revalued assets are assessed annually to ensure that they do not differ materially from the assets' fair values. If there is a material difference, then the off-cycle asset classes are revalued.

Revaluations of property, plant, and equipment are accounted for on a class-of-asset basis.

The net revaluation results are credited or debited to other comprehensive revenue and are accumulated to an asset revaluation reserve in equity for that class of asset. Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive revenue but is recognised in the surplus or deficit. Any subsequent increase on revaluation that reverses a previous decrease in value recognised in the surplus or deficit will be recognised first in the surplus or deficit up to the amount previously expensed, and then recognised in other comprehensive revenue.

e. Trade and other receivables

Trade and other receivables are stated at their expected realised value after writing off any known bad debts and making an expected credit loss allowance which may prove irrecoverable in subsequent accounting periods.

f. Inventories

Inventories are stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

The cost of other inventories is based on the first-in first-out principle and includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition.

g. Leases

Finance leases

A finance lease is a lease that transfers to the lessee substantially all the risks and rewards incidental to the ownership of an asset, whether title is eventually transferred.

At the commencement of the lease term, finance leases are recognised as assets and liabilities in the statement of financial position at the lower of the fair value of the leased item or the present value of the minimum lease payments.

The finance charge is charged to the surplus or deficit over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability.

The amount recognised as an asset is depreciated over its useful life. If there is no certainty as to whether the Trust will obtain ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term and its useful life.

h. Cash and cash equivalents

Cash and cash equivalents comprise cash balances, call deposits and other short-term deposits with original maturities of 3 months or less.

i. Impairment

Assets are reviewed for impairment whenever events or changes in circumstance indicate that the carrying amount may not be recoverable. Land and buildings are also reviewed for impairment at least every three years as part of the revaluation process.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Non-cash generating assets

Non-cash generating assets are those assets that are not held with the primary objective of generating a commercial return.

For non-cash generating assets, value in use is determined on a depreciated replacement cost basis.

Cash generating assets

Cash generating assets are those assets that are held with the primary objective of generating a commercial return. These assets are adjusted based on age profile calculations of expected credit losses.

j. **Creditors and other payables**

Short-term creditors and other payables are recorded at their face value which represents amortised cost.

k. Provisions

A provision is recognised in the balance sheet when the Trust has a present legal or constructive obligation because of a past event, and it is probable that an outflow of economic benefits, the amount of which can be reliably estimated, will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the obligation.

l. Employee entitlements

Provision is made in respect of the Trust's liability for the short-term employee entitlements.

Liabilities for annual leave and time off in lieu are accrued at the full amount owing at the pay period ending immediately prior to the balance sheet date.

Provisions made in respect of employee benefits which are not expected to be settled within 12 months are measured as the present value of the estimated future cash outflows to be made by the Trust in respect of services provided up to balance date.

m. Income tax

Charities Services (formerly Charities Commission) Department has confirmed that the Riccarton Bush Trust has charitable status for tax purposes therefore the Trust is not liable for income tax.

n. Goods and Services Tax

The financial statements are prepared exclusive of GST except for receivables and payables that are shown inclusive of GST. Where GST is not recoverable as an input tax it is recognised as part of the related asset or expense.

Rod Donald Banks Peninsula Trust

Te Pātaka o Rākaihautū

Statement of Intent

For the year

1 July 2026 - 30 June 2027

FY 2027

Rod Donald Banks Peninsula Trust Contact Details

Registered office	Christchurch City Council, 53 Hereford Street, Christchurch
Postal Address:	P.O. Box 5, Little River, Banks Peninsula 7546
Email:	manager@roddonaldtrust.co.nz
Phone	027 294 5219
Physical Address:	c/o Sidekick, 34 Allen Street, Christchurch Central City, Christchurch 8013

Current Trustees as of 28 February 2026

Jennifer Chowaniec – Chair
Francesca Brown – Deputy Chair
Tyrone Fields
Duncan Bright
Anna Cameron
Kamala Hayman
Alice Shanks (pending Christchurch City Council confirmation)
Jospeh Zonneveld (pending Christchurch City Council confirmation)

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1 Introduction

Rod Donald Banks Peninsula Trust Te Pātaka o Rākaihautū (RDBPT, the Trust) is a Council Controlled Organisation (CCO) as defined in the Local Government Act 2002 (LGA) and is a Trust for charitable purposes. It is governed by Trustees, the majority of whom are appointed by Christchurch City Council (CCC, the Council).

RDBPT was named to honour the memory of former MP Rod Donald and his commitment to Banks Peninsula. The Trust's hallmark has been entrepreneurship and practical achievement, important values to Rod Donald.

The negotiation and determination of a Statement of Intent (SOI) is a public and legally required record of the accountability relationship between the Trust and the Council.

This SOI is prepared in accordance with Section 64(1) of the LGA. It sets out the objectives, governance, nature and scope of activities, and targets and performance measures.

The SOI is reviewed annually by the Council and covers a three-year period.

2 Objectives

RDBPT exists for the benefit of the present and future inhabitants of Banks Peninsula and for visitors to Banks Peninsula. The Trust Deed includes a wide set of objectives for sustainable management, the protection, preservation and enhancement of the environment, recreation, culture and heritage. The objectives are listed in full in Appendix A.

The primary objectives are to:

a) Create and sustain enduring walking and cycling public access on Banks Peninsula for the benefit of current and future citizens and visitors;

b) Ensure that projects and activities protect and enhance local species and biodiversity;

c) Apply a collaborative partnership approach to achieve Trust objectives and avoid duplication of activity;

d) Engage with Te Hapū o Ngāti Wheke (Rāpaki), Te Rūnanga o Koukourarata, Wairewa Rūnanga, Te Taumutu Rūnanga and Ōnuku Rūnanga to seek their views on the value of Banks Peninsula's Mana Whenua, Mana Moana and Mana Tangata; and

e) Align projects with existing or future projects or initiatives of the Council wherever practicable.

3 Governance statement

RDBPT is governed by up to nine trustees, with up to seven appointed by the Council. They govern RDBPT in accordance with their legal obligations, the objectives of the Trust and the terms of the trust deed.

3.1 Guiding Values

The decisions of the trustees reflect the following values:

- Kaitiakitanga/stewardship;
- Mahi tahi/partnership; and
- Rangatiratanga/leadership.

3.2 Responsibility to the Christchurch City Council

The Trustees will ensure that the Council is informed of all major changes affecting the Trust. Information will be communicated to the Council by the RDBPT through annual and half year reports.

The Trust will operate on a no surprises basis for issues of relevance to the Council. Early notice will be given of issues requiring its agreement.

4 Nature and Scope of Activities

Activities are undertaken within the region as defined in the Trust Deed which is the district area administered by the Banks Peninsula District Council prior to amalgamation with the Christchurch City Council (the Banks Peninsula area). A map is included as Appendix B.

RDBPT has identified securing enduring public access as its most important legacy for Banks Peninsula. Public access includes establishing new routes, huts and shelters. The Trust's independence and its capital base give it the ability to work flexibly and to secure opportunities as they become available.

Public access is often achieved in conjunction with protecting native biodiversity, providing public information and engaging with partners.

RDBPT's tō tāto tirohanga/vision is: to create a thriving and enduring ecosystem of trails and regenerating landscapes on Te Pātaka o Rākaihautū – Banks Peninsula.

RDBPT has crystallised its broad objectives into three strategic pou:

- Wāhi Uru/Access - Creating an enduring network of walking and biking trails to foster deeper connections between people and place and that enable low carbon recreation;
- Rerenga Rauropi/Biodiversity - Supporting protection and regeneration of Te Pātaka o Rākaihautū by encouraging native biodiversity on a landscape scale; and
- Mātauranga/Knowledge - Creating stewards of Te Pātaka o Rākaihautū through knowledge of its flora and fauna, geology and history.

A summary of the projects and social enterprises through which the Trust intends to deliver on its three strategic pou is provided in Appendix C.

4.1 Reducing carbon emissions

The Trust acknowledges and supports the Council's targets to reduce greenhouse gas emissions in the district. The Trust has assessed its carbon footprint using Cogo (a tool that is part of Terra Nova not for profit programme for resilience and emissions reduction) and has created an action plan to reduce its carbon footprint (greenhouse gas emissions) by 3% by 2030 (from 2024/25 baseline levels).

The 2024/25 baseline levels for Scope 1 were an estimate of 1.46 tonnes.

Key actions relate to Scope 1 emissions and include: implementing a wetland restoration project at Ataahua Wildlife Management Reserve; encouraging car-pooling and online meetings; carrying out native planting and regeneration from gorse to natives on Rod Donald Hut land; funding weed and pest control; buying local and plant-based food; and reducing food waste.

We are developing and promoting tracks that can be used without the need for private vehicles, such as the ability to use public transport to Diamond Harbour and then walk or bike a range of tracks from there. Another example is the ability to bike to Little River and then undertake other walking and biking trails from there. We help fund pest and weed control which makes native forests healthier and able to absorb more carbon. We encourage people to recreate on Banks Peninsula rather than travelling a long way from where they live. We support initiatives that enable landowners to regenerate their land into native vegetation.

4.2 Health and Safety

The Trust maintains and regularly reviews its Health and Safety Plan and this topic is a standing item on every Trust Board meeting agenda. The Plan includes a provision to inform the Council of any events notified to Worksafe. Health and safety incidents are reported to the Board and the Employment, Audit and Risk Portfolio Group as soon as practical.

4.3 Accountability

The Trust welcomes the opportunity to present annually to the Council and/or Te Pātaka o Rākaihautū Banks Peninsula Community Board.

The Trust meets its statutory deadlines and will make efforts to report earlier where possible. The Trust publishes its Statement of Intent and Annual Report on its website.

4.4 Remuneration

All contractors and employees engaged by the Trust are paid at rates above the living wage.

4.5 Engagement with mana whenua

The Trust seeks to apply the principles of Te Tiriti to its activities, continue to learn and embrace these principles further, and to develop its relationships with mana whenua. The Trust regularly invites mana whenua to provide direction for projects the Trust is working on. The Trust invites mana whenua to explore opportunities for collaborative projects that the Trust can support that help mana whenua achieve their aspirations.

4.6 Engagement with stakeholders

The Trust regularly engages with a range of stakeholders involved in public access, recreation, biodiversity and knowledge sharing. This occurs through a range of methods. The Trust has developed relationships with other CCO's as appropriate. The Trust will explore opportunities to use banks that rank highly in climate friendly profile tables.

The Trust will notify the Council of any property purchase or disposal. The Trust will seek approval from the Council if it intends to carry out activities outside of the nature and scope listed above. The Trust will inform the Council External Governance Manager of any submissions made. The Trust's risk policy includes informing the Council of any issues or risks that might impact the Council.

5 Performance targets and measures

5.1 Non-financial performance targets

The Trust's strategic priorities align with the following Christchurch City Council strategic priorities:

- Be an inclusive and equitable city
- Champion Ōtautahi-Christchurch
- Build trust and confidence in the Council
- Reduce emissions
- Manage funding wisely
- Actively balance the needs of today's residents with the needs of future generations

The Trust's strategic priorities are set out in the table below:

Wāhi uru Whakaarotau/Access *Priorities and targets*
Te Ara Pātaka is nationally recognised as a walking and biking route from Christchurch to Akaroa with a network of connecting side-routes, shelters and huts
Use the Rod Donald Hut as a gateway to increase the range of people accessing Banks Peninsula
Maintain and enhance the Little River Rail Trail as a nationally recognised Ngā Haerenga Heartland Ride and as a walking and running route
Supporting the Head to Head Walkway to become a continuous pathway around Whakaraupō/Lyttelton Harbour
Foster a network of biking trails which invites people of all ages and abilities to explore the Peninsula whilst benefiting and connecting its communities
Rerenga Rauropi Whakaarotau/Biodiversity *Priorities and targets*
Protect and restore biodiversity along Te Ara Pātaka, Little River Rail Trail, Head to Head Walkway and at Trust-supported huts and shelters
Support and initiate the protection of biodiversity values
Support and encourage the protection and regeneration of native vegetation to restore indigenous biodiversity and improve ecological resilience from the impacts of climate change
Support and provide for coordinated pest and weed control to protect native species and increase ecological integrity
Mātauranga Whakaarotau/Knowledge *Priorities and targets*
Deliver the Banks Peninsula Walking Festival in a way that encourages the exploration of the flora, fauna, geology and history
Increase access to quality information about trails, geology, history, culture and biodiversity
Enable new research and the sharing of existing research

The non-financial performance targets are as follows:

#	Non-financial performance targets	Strategic Pou delivery		
	Please note: Dates for achieving the Targets are the end of the financial year for every target.	Access	Biodiversity	Knowledge
1	***Create new public access route from Little River to Te Ara Pātaka via the western ridgeline.***			
	26/27: **Publicly open new track, promote, and maintain**. Make improvements if required			
	27/28: Ongoing promotion and maintenance. Make improvements if required.			
	28/29: Ongoing promotion and maintenance. Make improvements if required.			
2	***Create new public access route from Robinsons Bay to Takapūneke***			
	26/27: **Undertake access negotiations** and other community engagement to determine whether a route from Robinsons Bay to Takapūneke can be developed.			
	27/28: If landowners agree to route, finalise route and begin track formation.			
	28/29: Complete track formation, waymarking, survey, easements, signage.			
3	***Upgrade and maintain tracks that we are responsible for maintaining***			
	26/27: **Maintain tracks we are responsible for** so that they remain "Easy Tramping Track" Standard (SNZ HB 8630:2004). These tracks include Monument North, Monument South, private part of Faulkner, track to Rod Donald Hut, and High Bare (will be re-named). Re-route a small section of Monument North Track away from fence and spring if landowner agrees. Upgrade final small section of Faulkner track on private land if landowner agrees to easement and bike access.			
	27/28: Maintain tracks we are responsible for so they continue to be "Easy Tramping Track" Standard (SNZ HB 8630:2004).			
	28/29: Maintain tracks we are responsible for so they continue to be "Easy Tramping Track" Standard (SNZ HB 8630:2004).			
4	***Providing public with accurate information about walking and biking trails***			
	26/27: **Provide accurate walking and cycling** website **information**, printed walking products and social media communications, updating as required. Distribution of printed information to Banks Peninsula outlets upon request. Create a Little River/Wairewa walking brochure.			
	26/27: **Develop one new website** to replace our three current websites – Rod Donald Trust, Banks Peninsula Walks, and Little River Rail Trail.			
	27/28: Provide accurate walking and cycling website information, printed walking products and social media communications, updating as required. Distribution of printed information to Banks Peninsula outlets upon request			
	28/29: Provide accurate walking and cycling website information, printed walking products and social media communications, updating as required. Distribution of printed information to Banks Peninsula outlets upon request			
5	***Reduce priority pests and weeds in locations that are strategic for biodiversity and/or public access.***			
	26/27: Continue to r**educe priority pests,** (possums, hedgehogs, mustelids, rats, feral cats) **and weeds** (gorse, old man's beard, cherry plum, willow) **to agreed project pest control outcomes** (catch data and presence monitoring showing decrease) **and weed control outcomes** (decrease in old man's beard, gorse free boundaries, no gorse on rocky knolls, keeping gorse free areas free of gorse, decrease in cherry plum, no willows remain). **At Te Ahu Pātiki and Orton Bradley Parks.**			
	27/28: Further reductions of priority pests and weeds as above, at Te Ahu Pātiki and Orton Bradley Parks (the Orton Bradley part finishes November 2027).			
	28/29: Further reductions of priority pests and weeds as above, at Te Ahu Pātiki conservation park.			

6	***Improve biodiversity on the lake margins of Te Roto o Wairewa and Te Waihora near the Little River Rail Trail***			
	26/27: Control priority weeds that re-grow or establish themselves **on the Little River Rail Trail alongside Te Roto o Wairewa, between Catons Bay and Kinloch Road**, utilising volunteer labour.			
	26/27: **Begin an ecological restoration project at Ataahua Wildlife Management Reserve** by planting suitable plants based on agreed management plan.			
	27/28: Control priority weeds that re-grow or establish themselves on the Little River Rail Trail alongside Te Roto o Wairewa, between Catons Bay and Kinloch Road, utilising volunteer labour.			
	27/28: Continue ecological restoration project at Ataahua Wildlife Management Reserve.			
	28/29: Continue ecological restoration project at Ataahua Wildlife Management Reserve.			
7	***Deliver the annual Banks Peninsula Walking Festival. Participants learn about flora, fauna, geology and history on the walks.***			
	26/27: **Deliver an annual Walking Festival** with overall positive feedback (based on survey of participants) and annual improvements based on previous year's strategic review, that include targeting specific new or expanding current smaller audiences.			
	27/28: Deliver an annual Walking Festival with overall positive feedback (based on survey of participants) and annual improvements based on previous year's evaluation.			
	28/29: Deliver an annual Walking Festival with overall positive feedback (based on survey of participants) and annual improvements based on previous year's evaluation.			
7	***Support research***			
	26/27: **Support a research project** that will deliver value to the Peninsula in access, biodiversity or knowledge through a research contract. Share the results of the research from previous year's project.			
	27/28: Support a research project that will deliver value to the Peninsula in access, biodiversity or knowledge through a research contract. Share the results of the research from previous year's project.			
	28/29: Support a research project that will deliver value to the Peninsula in access, biodiversity or knowledge through a research contract. Share the results of the research from previous year's project.			
8	***Reduce carbon emissions***			
	26/27: **Reduce greenhouse gas emissions** by a further 1% on the 24/25 baseline level for scope 1 through the key actions listed in 4.1.			
	27/28: Reduce greenhouse gas emissions by a further 1% on the 24/25 baseline level for scope 1 through the key actions listed in 4.1.			
	28/29: Reduce greenhouse gas emissions by a further 1% on the 24/25 baseline level for scope 1 through the key actions listed in 4.1.			

5.2 Financial performance targets

Financial forecasts are provided for the next three years.

- Capital and operational funding injections from the Christchurch City Council were allocated in the Council's Long Term Plan beginning in FY24. Ongoing operational funding of $100,000 per annum will continue in FY27, FY28 and FY29, and then beyond. A capital grant from the Council of 1.35M is scheduled in the LTP for FY27.
- Strategic grants and project expenditure includes ongoing grant commitments and progressing the projects listed in Appendix C.

5.2.1 3 Year Financial Forecast FY2027-2029

Income		FY 2027	FY 2028	FY 2029
Council Funding		1,450,000	100,000	100,000
Banks Peninsula Walking Festival		12,000	12,600	13,230
Rod Donald Hut Fee Revenue		43,500	44,805	46,149
Te Ara Pātaka Lease Income		9,157	9,157	9,157
Walking Products		1,700	1,785	1,874
Donations		5,500	5,775	6,064
	Total Income	**1,521,857**	**174,122**	**176,474**
Other Income				
Interest Income		134,551	131,341	131,341
	Total Other Income	**134,551**	**131,341**	**131,341**
	Total Income	**1,656,408**	**305,463**	**307,815**
Expenses				
Overheads				
Trust Management				
Trust Management Salary & travel reimbursement		135,627	140,994	146,573
Trust Administrator Contract		36,500	37,960	39,478
	Total Trust Management	**172,127**	**178,954**	**186,051**
Other overheads				
Administration Costs				
Accounting fees including payroll		15,347	15,807	16,282
Audit fees		24,076	24,725	25,467
Bank Fees		80	82	85
General Legal fees		4,000	4,120	4,244
Givealittle Service Fees		150	155	159
Insurance - excluding Rod Donald Hut		2,800	2,884	2,971
Meeting expenses		5,665	5,835	6,010
Other Administrative Expenses - overheads		4,000	4,120	4,244
Office equipment and supplies		500	515	530
	Total Administration Costs	**56,618**	**58,243**	**59,992**
Depreciation & Amortisation		5,334	5,032	4,739
	Total other overheads	**61,952**	**63,275**	**64,731**
	Total Overheads	**234,079**	**242,229**	**250,782**
Operating Expenses				
Banks Peninsula Walking Festival		16,400	18,040	19,844
BPNFCC Group		250	258	265
Conferences and Training		3,500	3,605	3,713
Minor Administrative Projects		4,500	4,635	4,774
Minor Miscellaneous operating expenses		2,500	2,575	2,652
Mt Sinclair Day Shelter Maintenance Costs			2,000	2,000
Rod Donald Hut Operating and Maintenance Costs		28,560	29,131	29,714
Te Ara Pātaka Maintenance		20,000	20,400	20,808
Walking products - design and printing		2,500	2,575	2,652

Website Hosting and ongoing I.T support	10,000	10,300	10,609
Total Operating expenses	**88,210**	**93,519**	**97,031**
Total Overheads & Operating Expenditure	**322,289**	**335,748**	**347,813**
Strategic Grants			
Banks Peninsula Conservation Trust	43,709	45,020	0
Orton Bradley Park	15,000	0	0
Te Ahu Patiki Charitable Trust	65,000	65,000	65,000
Minor Grants & Contributions	5,000	5,000	5,000
Other Grants - currently unspecified	20,000	20,600	21,218
Total Strategic Grants	**148,709**	**135,620**	**91,218**
Project Expenditure			
Te Ara Pātaka Projects			
Additional or replacement signage	15,000		
Te Ara o Nga Tirohanga High Bare track ongoing improvements		5,000	
Takapuneke to Robinsons Bay feasbility negotiations easements & construction	80,000	300,000	30,000
Mt Sinclair Shelter - design, modify, engineer, install, helicopter	30,000		
Tūpari Reserve extension to Te Ara Pātaka	12,000		
Contribution to re-routing Mt Herbert Walkway	20,000		
Rod Donald Hut/Nature Trail			
Te Ara Māhuri Nature Trail Construction & Interpretation	6,000	0	0
Rod Donald Hut - scoping extra accommodation		5,000	
Biodiversity projects			
Te Waihora lake margin ecological restoration project/community engagement	5,000	10,000	
Ataahua Biodiversity project	30,000	30,000	15,000
Scoping lake margins ecological opportunities	20,000		
Te Waihora Lake margins biodiversity project - phase 2		20,000	20,000
Te Waihora Lake margins biodiversity project - phase 3			15,000
Little River Rail Trail			
Little River Rail Trail E-Bike Charging Project	2,000	2,000	2,000
Other			
Communication & Engagement Projects	9,000	9,000	9,000
Website upgrade	50,000	0	0
Partnering with Runanga on Projects	18,000	18,000	18,000
Research scholarship	20,000	20,000	20,000
Total Project Expenditure	**317,000**	**419,000**	**129,000**
Total Strategic Grants and Project Expenditure	**465,709**	**554,620**	**220,218**
Total Expenses	**787,998**	**890,368**	**568,031**
Surplus (Deficit)	**868,410**	**(584,906)**	**(260,217)**

Note that forecast figures for the Statement of Financial Position and the Statement of Cashflows, in compliance with the Local Government Act, will be included with our 'Final Statement of Intent' in June 2026.

6 Accounting Policies

The current accounting policies are consistent with NZ accounting standards and can be found in detail in the Trust's last annual report on its website.

The financial statements are prepared on the basis of historical cost, except for the revaluation of certain non-current assets.

6.1 Activities for which compensation is sought from any local authority

Currently there are no activities for which compensation will be sought from any local authority.

Appendix A Trust objectives

The RDBPT is a Trust for charitable purposes.

The RDBPT exists for the benefit of the present and future inhabitants of Banks Peninsula and for visitors to Banks Peninsula.

The RDBPT's activities focus on the area within the district which was administered by the Banks Peninsula District Council immediately prior to its amalgamation with the Christchurch City Council (the Banks Peninsula area). A map is included as Appendix B to this Statement of Intent.

The objectives of the RDBPT are:

(a) to promote sustainable management and conservation (consistent with the purposes and principles of the Resource Management Act 1991 and the Conservation Act 1987 and any replacement legislation) of the natural environment in the Bank Peninsula area;

(b) to establish, support or facilitate environmental based projects that are focussed on:

  (i) the maintenance and development of recreation facilities including parks, reserves, walkways and affordable camping grounds in the Bank Peninsula area;

  (ii) providing public access to recreation facilities including parks, reserves, walkways and affordable camping grounds in the Bank Peninsula area;

  (iii) the reinstatement and preservation of native vegetation in the Bank Peninsula area;

  (iv) the enhancement of the natural biodiversity of the Bank Peninsula area;

  (v) the restoration of the Bank Peninsula area waterways to their natural state; and

  (vi) the protection of native endangered species present in the Bank Peninsula area;

(c) to establish, support or facilitate projects that are focussed on the protection, preservation and enhancement of areas of historical or cultural significance, or the built heritage of the Bank Peninsula area;

(d) to undertake or facilitate in any other way research projects or scientific enquiries to carry out the Objects;

(e) to provide educational opportunities to further the public's understanding or enjoyment of the natural, historical and cultural qualities of the Bank Peninsula area;

(f) to commission or otherwise support research and monitor projects relating to the status and quality of the natural and physical environment throughout the Bank Peninsula area;

(g) to purchase or lease land to:

  (i) carry out any improvements on land for the sustainable management of the environment or more general environmental or conservational purposes of the Trust,

  (ii) provide facilities or opportunities for the educational purposes of the Trust;

(h) to source and allocate funds for projects which support, promote or otherwise contribute to the Objects;

(i) to seek the support and involvement of appropriate persons, organisations and agencies, (including the Christchurch City Council) and work alongside or collaboratively with such persons, organisations and agencies to carry out the Objects;

(j) to hold seminars, tutorials and lectures within the Bank Peninsula area and throughout Canterbury to demonstrate research relating to the objects, and to encourage the public to become involved with or to generally promote the aims and purposes of the Trust to the community;

(k) to carry out any other charitable purpose which is capable of being carried out in connection with the Objects or may directly, or indirectly, advance the Objects;

(l) to raise money and to seek, accept and receive gifts, donations, grants, endowments, legacies and bequests of money or in kind for the Objects; and

(m) to do all such other acts and things that are incidental or conducive to the attainment of the Objects.

In pursuance of the objectives of the RDBPT, the Trustees are required to have regard to:

(a) the views of Te Hapū o Ngāti Wheke (Rāpaki), Te Rūnanga o Koukourarata, Wairewa Rūnanga, Te Taumutu Rūnanga and Ōnuku Rūnanga in respect to the value of Banks Peninsula's Mana Whenua (Land), Mana Moana (Waterways) and Mana Tangata (People);

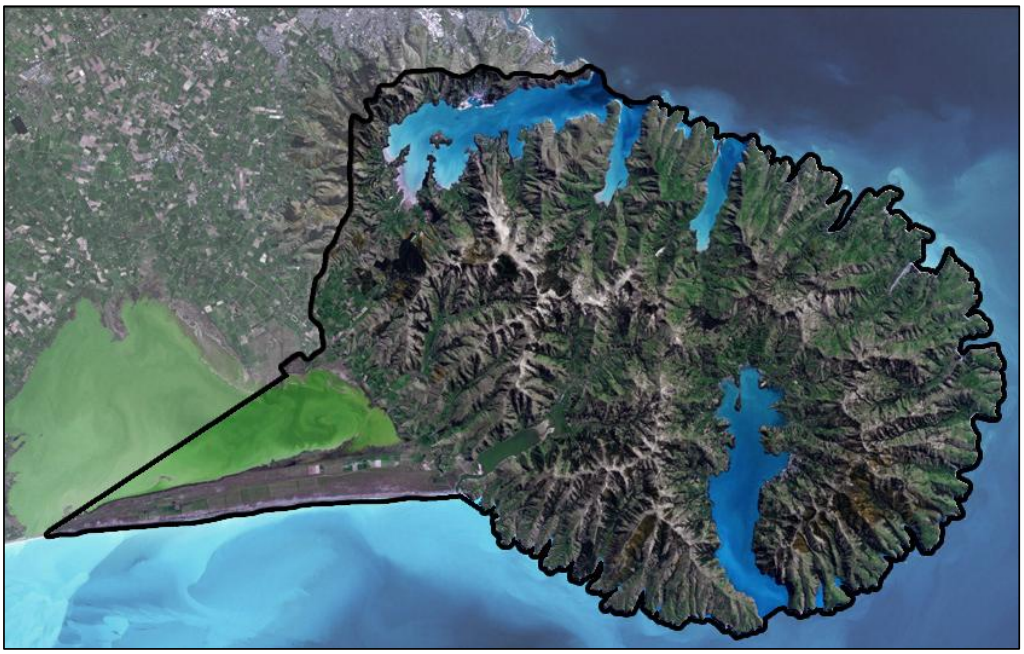
(b) the potential for alignment between the activities of the Trust and any existing or future projects or initiatives of the Christchurch City Council;

(c) whether other sources of funding or support are available, including assistance provided through industry or regional development policies and programmes of local authorities or central government;

(d) the objectives, roles and activities of any other organisation engaged in similar activities on Banks Peninsula.

Appendix B Trust's area of interest

The map below shows the area formerly administered by Banks Peninsula District Council. The Trust Deed directs that its funds are to be used to achieve objectives primarily within this area.



Appendix C Project detail

The following are projects which are either in progress and will continue into FY2027 and beyond, or new projects to be implemented in FY2027.

C.1 Te Ara Pātaka

This is a multi-day or day walk experience that connects Lyttelton and Akaroa craters via the summit ridgelines of Banks Peninsula, with a network of tracks linking to valleys below. The tramp was formally opened in 2016 and is popular, including with many families and youth groups. Overnight accommodation is provided at the Rod Donald Hut and the Sign of the Packhorse Hut.

Ongoing work includes maintenance and upgrading of tracks that are not the responsibility of the other four partners (CCC, DOC, Orton Bradley Park and Te Ahu Pātiki Charitable Trust), which are mostly on private land – Monument North, Monument South, the private land part of Faukner, track down to Rod Donald Hut, and the new High Bare track (will be re-named). The main Te Ara Pātaka track can now be walked all year round with no seasonal closures for lambing. A signage manual and signage plan has been developed to help the five partners ensure the walkway has consistent and effective signage and wayfinding marking. The partners will progressively update or add new signage as their budgets and capacity allow.

The Trust intends to extend Te Ara Pātaka to Takapūneke, to Saddle Hill and to Little River. The Trust has considered options provided by a feasibility study into potential route options from Hilltop to Akaroa and is considering options for implementation. The Trust has begun discussions with landowners to determine whether we can create a track from Robinsons Bay to Takapūneke. The Trust has negotiated access for a new route between Little River and Te Ara Pātaka via unformed legal road, Te Whenua Ora and private properties on the ridgeline between Little River and Prices and Kaituna Valleys. The Trust is now forming the track, adding wayfinding marking, surveying the route, finalising the easements and associated steps, and adding signage. The Trust has carried out some access negotiations for Hilltop to Saddle Hill and determined to put this on hold until some landowner circumstances change.

The Trust has developed a draft Memorandum of Understanding with the partners of Te Ara Pātaka outlining maintenance and management responsibilities. The other partners are the Department of Conservation, Christchurch City Council, Te Ahu Pātiki Charitable Trust and Orton Bradley Park.

The Trust is now underway to establish a new day shelter on Te Ara Pātaka near Mt Sinclair. This will provide shelter from harsh weather, drinking water and a toilet. It will provide an additional daywalk from Hilltop or Port Levy Saddle. The Trust will use private donations to build the shelter and its foundations, drinking water supply and toilet. Interpretation about the shelter, its environment and donors will be included inside the shelter.

The Trust is supporting Mikimiki Conservation Trust with their new public walkway at Tūpari Reserve by funding the signage for the track. This track opened in January 2026 and provides an alternative longer and more varied route to get to the Packhorse Hut.

The Trust is investigating the option of partnering with DOC, QEII, Herenga ā Nuku and landowners to support re-routing the Mt Herbert Walkway through a QEII Covenant so the track is more interesting, has better views, avoids the main farm area, open all year round and usable by cyclists.

C.2 Te Ahu Pātiki and Orton Bradley Park

RDBPT is providing annual funding support to Te Ahu Pātiki Charitable Trust from FY2025-2029 for track maintenance, signage, and weed and pest control. Te Ahu Pātiki will continue to work on securing further long-term income sources. RDBPT appoints two members to Te Ahu Pātiki Charitable Trust Board.

RDBPT is providing annual funding support to Orton Bradley Park from FY2025-2027 for track maintenance, signage, and weed and pest control.

C.3 Managing and maintaining existing assets

The Trust has built up a suite of assets that it intends to continue managing and maintaining. These include the Rod Donald Hut on Te Ara Pātaka, walking information products, and the Banks Peninsula Walking Festival. It is currently developing a shelter on Te Ara Pātaka near Mt Sinclair.

C.3.1 Rod Donald Hut

Rod Donald Hut is owned and managed by the Trust and provides one of the overnight stays on Te Ara Pātaka. Fees are charged through the Department of Conservation booking system. The Trust intends to continue running the hut as a social enterprise and to use it to build goodwill and to broaden the diversity of communities that recreate on Banks Peninsula. The hut is currently in good condition, so no major upgrades are planned in FY27 beyond general maintenance.

A 1km nature walk named Te Ara Māhuri has been developed near the hut, along with a field guide that includes experiential activities. It opened to the public on 22 February 2025 as part of the Banks Peninsula Walking Festival. The trail and field guide will continue to be improved, based on feedback from users.

C.3.2 Walking information products

The Trust has developed the Banks Peninsula Walks Directory, available both in print and online, and a suite of walking brochures. The Trust has also developed the Banks Peninsula Walks website. The Trust intends to continue these products as they benefit the Trust's audience and maintains profile. The Trust ran the Rod Donald Challenge – Get up to 20 in late 2025 and plans to run this again in late 2026 as an engaging way of encouraging the public to access walking and biking tracks.

Work over the three-year timeframe will include a new brochure for Wairewa and possibly a brochure for Allandale. Walking and biking trails that are in Whakaraupō/Lyttelton Harbour, including the Head to Head Walkway, have added to the Banks Peninsula Walks website and Directory and will be kept updated as required.

C.3.3 Banks Peninsula Walking Festival

The Banks Peninsula Walking Festival is a community collaboration led by the Trust and assisted by the Little River Wairewa Community Trust. It has been held annually since 2013 and has built up a strong reputation and following. It was previously held in November and is now held in February-March to incorporate better weather conditions. The goal is to provide at least 25 walks annually.

The Festival aims to recover its costs as much as possible through grants and ticket sales. Grant funding has been provided by the Christchurch City Council and Selwyn District Council. The main cost is the Festival Coordinator, a position contracted through the Trust. A recent strategic review identified areas for improvement, and new events will be incorporated each year to add diversity to the events and reach new audiences.

C.4 Supporting Head to Head Walkway in Whakaraupō Lyttelton Harbour

The Trust participates in the Head to Head Working Party, a sub-committee of the Banks Peninsula Community Board. The Trust's primary role is to assist the Council in finding access routes across private land to connect existing Head to Head walkway sections where there is currently no public access available, subject to the agreement of the Working Party. The Trust has recently incorporated the tracks and brochure into the Banks Peninsula Walks website so that information about the Head to Head Walkway is readily accessible to the public.

C.5 Supporting Banks Peninsula Ecological Vision

The Trust is a signatory to the Banks Peninsula Ecological Vision. Te Ahu Pātiki Conservation Park is part of one of the four areas of contiguous 1000ha protected land. The new route from Little River to Te Ara Pātaka is part of another of these large areas.

The Trust is providing annual grant funding for a five-year period until March 2029 to enable the Banks Peninsula Conservation Trust to use the grant for its work towards the vision.

C.5.1 Banks Peninsula Pest Free 2050

The Trust, along with Department of Conservation, Banks Peninsula Conservation Trust, Christchurch City Council and others have signed the Banks Peninsula Pest Free Memorandum of Understanding, incorporating the government's NZ Predator Free programme. The Trust has supported this initiative to date with grants for the now near-complete feral goat eradication programme, a grant enabling trialling of a new feral pig eradication methodology, grants to the Feral Pig Control Committee for eradication work and an interim Pest Free coordinator position managed by Banks Peninsula Conservation Trust. Further funding has not been allocated or forecast but the Trust will keep a watching brief on progress and will consider allocation of funding and funding mechanisms to support future innovative initiatives to control pests on Banks Peninsula.

C. 5.2 Biodiversity Projects

Along with funding pest and weed control at Te Ahu Pātiki and Orton Bradley Park, along with our funding of Banks Peninsula Conservation Trust and support of Pest Free Banks Peninsula, Te Kākahu Kahukura and the Banks Peninsula Native Forest and Climate Change Group, our Trust is developing a programme of on-ground biodiversity projects that it will lead. These will be focused on the wetland margins of Te Waihora and Te Roto o Wairewa, alongside or near the Little River Rail Trail. These are significant ecosystems that will not regenerate without human assistance. The first project to begin will be an ecological restoration project at Ataahua Wildlife Management Reserve.

C.6 Building knowledge of carbon sequestration income to support native biodiversity

The Trust has provided ongoing support to the Banks Peninsula Native Forest Climate Change Group, an informal group of approximately forty people, representing various organisations. The group develops knowledge about carbon sequestration using native biodiversity so that landowners are better enabled.

C.7 Developing new walking and biking opportunities around Little River

There are currently no public off-road walks departing directly from Little River except for the Little River Rail Trail. The Trust is supporting the Little River Wairewa Community Trust to create a new off-road route for walking and cycling between the township and nearby attractions. The Trust is also creating a new route from Little River to Te Ara Pātaka via Te Whenua Ora, unformed legal road and other private land.

C.7.1 Little River Rail Trail

The Little River Rail Trail is an important recreational access route from the City to Banks Peninsula, and links with other recreational opportunities being developed in the Little River area. The Little River Rail Trail links the City's Major Cycle Routes with Little River across land administered by the Christchurch City Council, the Selwyn District Council, the Department of Conservation, and Environment Canterbury. These agencies also maintain and upgrade the Rail Trail.

RDBPT promotes the Trail and organises partnership meetings. A joint MOU prepared by the Trust, detailing ongoing maintenance and management responsibilities has recently been signed by most parties. The Trust has created a two year action plan and a strategic plan to help build and maintain momentum so that the trail is enjoyable for users. The Trust is also exploring partnership opportunities to add new features along the trail for users to enjoy and learn from. The Trust is undertaking weed control on the Rail

Trail via a contractor on a Department of Conservation and Christchurch City Council section of the trail (between Catons Bay and Kinloch Road), in partnership with High Bare Peak Ltd and the Department of Conservation.

The Trust will be installing five electric bike chargers in Little River and ten in Lincoln, in partnership with Big Street Bikers utilising a grant from the Ministry of Business, Innovation and Employment (MBIE).

The Trust is developing a Little River Rail Trail Passport to engage children and their families in the trail and investigating a professionally organised trail running event. The Trust is also modernising the trail logo.

C.8 Building stronger relationships with Council and others

The Trust sees the need for an ongoing entity to create a thriving and enduring ecosystem of trails and regenerating landscapes on Te Pātaka o Rākaihautū Banks Peninsula. The Trust intends to seek additional capital funding beyond the FY2027 grant allocated in the Council's 2024-2024 LTP budget. The Trust would like to utilise this grant for two major projects – creating a track from Takapūneke to Hilltop; and improving biodiversity on the lake margins of Te Waihora and Te Roto o Wairewa alongside or near the Little River Rail Trail.

The Trust is working to build a stronger relationship with the Council through its projects and activities. These also help the Council achieve its Public Open Space and Biodiversity strategies and the Banks Peninsula Destination Management Plan.

The Trust has formalised its relationship with various government and non-governmental organisations though shared memorandum of understandings.

C.9 Website Upgrade

The Trust is developing one new website, which will replace our three current existing three sites - Rod Donald Banks Peninsula Trust, Banks Peninsula Walks, and Little River Rail Trail. Centralising material into one website will enhance user experience, better communicate the value the Trust provides, and be easier to update.

Central Plains Water Trust
Statement of Intent

For the year commencing
1 July 2026

CENTRAL PLAINS WATER TRUST STATEMENT OF INTENT FOR THE YEAR COMMENCING 1 JULY 2026

1. INTRODUCTION

Statutory requirement

- This Statement of Intent ("SoI") sets out for Central Plains Water Trust ("CPWT") the objectives, the nature and scope of the activities to be undertaken, and the key areas of focus of the Trust.
- The process of negotiation and determination of an acceptable SoI is an expression of the accountability relationship between CPWT and its settlors, the Christchurch City Council and Selwyn District Council under the Trust Deed.
- The SoI is reviewed annually with the Christchurch City Council and Selwyn District Council.

Contact addresses

- CPWT's registered office is at the offices of Selwyn District Council, 2 Norman Kirk Drive, Rolleston, 7614, New Zealand.

Structure

- CPWT is a trust established for charitable purposes by a deed of declaration of trust (the Trust Deed) dated 9 August 2012, as varied by the Deed of Variation dated 11 December 2023 and is a Council-Controlled Organisation (CCO) established by the Christchurch City Council and Selwyn District Council.

2. TRUST OBJECTIVES

The Trust Deed sets out the following charitable purposes ("the Objects"), namely:

To promote the development of agriculture in the Central Canterbury Plains area of New Zealand for the benefit of all of the inhabitants of the Canterbury Region by:

1. Encouraging supporting and facilitating:
    a) sustainable development of the water resources of the Region
    b) agricultural and horticultural diversity in the Central Canterbury Plains area
    c) an appropriate balance of the benefits of agricultural development with the enhancement of ecological, social and recreational values in the Central Plains area.
2. Providing and facilitating education to the inhabitants of the Region in relation to water issues and sustainable agricultural development.

In pursuance of the objectives, the Trustees will have regard to:

a) appropriate strategic development plans for the water resources of the Regions;

b) whether other sources of funding or support are available, including assistance provided through industry or regional development policies and programmes of local authorities or central government;

c) the objectives, roles and activities of any other organisations engaged in economic development activities in the Regions;

d) inter-generational issues to order to promote long term sustainability of the water resources of the Regions;

e) the vision and principles agreed by the Trust to apply to the Scheme, as set out in the agreement in relation to the Scheme between Te Rūnanga o Ngai Tahu, Te Taumutu Rūnanga Inc, Te Ngai Tuahuriri Inc, Wairewa Rūnanga Inc, Te Rūnanga o Arowhenua Trust, Central Plains Water Trust and Central Plains Water Limited dated 29 May 2012, and any other matters that they believe are relevant;

f) a key role of the Trust to monitor use rights and compliance; and

g) the need to identify specific targets aimed at providing stakeholders with clear progress against the Trust's objectives.

3. NATURE AND SCOPE OF ACTIVITIES

CPWT is unique in that it holds the resource consents of the Central Plains Water Scheme and licences their use to Central Plains Water Limited under a Memorandum of Agreement dated 4 May 2016. Under the Agreement, CPWT's obligations include:

- reporting annually to the people of Canterbury on the Scheme's environmental, social and economic results; and
- administering the Environmental Management Fund (EMF) in the manner set out in the resource consents.

The reasonable costs of administering CPWT are agreed annually with CPWL, and these are paid annually by CPWL to CPWT.

4. GOVERNANCE

Role and responsibilities of the Board

The Trustees are required to manage the affairs of CPWT in accordance with the objectives of CPWT and otherwise in accordance with the terms of the CPWT Trust Deed.

The Trustees must also ensure that CPWT effectively carries out its responsibilities under the MoA.

The Trustees see their prime responsibilities as:

- reporting to the public on the performance of the Scheme in relation to the trust's objects and community expectations over time;
- Encouraging supporting and facilitating an appropriate balance of the benefits of agricultural development with the enhancement of ecological, social and recreational values in the Central Plains area; and
- Providing and facilitating education to the inhabitants of the Region in relation to water issues and sustainable agricultural development.

The Trustees discharge this responsibility through effective leadership and through excellent public communication.

The board of trustees seeks to maintain best practise systems, procedures, policies and guidelines to ensure that:

- plans and budgets reflect short and long term horizons;
- the performance of the Trust is monitored against the Trust's SoI by the board of trustees;
- all relevant matters are brought to its attention through a system of prompt and comprehensive reporting in accordance with the MoA;
- its financial statements are prepared and published in accordance with generally accepted accounting practice that give a true and fair view of the financial position of CPWT as at each balance date and the results of its activities and cash flows for each year;
- the assets of CPWT (the resource consents) are safeguarded by ensuring that internal control procedures are in place in order to provide a reasonable assurance that CPWT will function in a professional and lawful manner and that it follows this SoI to guide its future work in pursuit of CPWT's objectives; and
- all trustees subscribe to the principles of good governance and usually the accepted codes of best practice on corporate governance.

The Trust Board's reporting responsibilities

CPWT is a trust for charitable purposes and as such its beneficiaries are the people of Canterbury generally, however the trustees will ensure that the Councils as settlors are informed of all major developments affecting CPWT's affairs as required by the Trust Deed Information will be communicated to the Councils through both the Annual Report and the Half-yearly Report. CPWT will operate on a "no surprises" basis with regard to all issues which the Trustees consider to be of relevance to settlors.

The Board composition

Currently the board of trustees comprises:

- Pat McEvedy (Chairperson)
- Elle Archer
- Robert Lawrence
- Murray Doak
- Richard McDowell

Process for appointment of Trustees

Trustees may be appointed in three ways:

- The Settlors jointly have the right to appoint Trustees for such term of office (not exceeding three years)
- The Trustees may themselves co-opt from time-to-time persons to serve as additional Trustees.
- Te Rūnanga o Ngai Tahu may appoint up to three trustees.

Board meetings

The board meets at least quarterly and at such other times as business shall require.

Board performance review

The board will conduct an internal annual performance review at its first meeting following the end of CPWT's financial year.

5. HEALTH AND SAFETY

CPWT has no employees and no physical operations, nor does it have any direct or indirect responsibilities for the operations of CPWL, nor any public liability for the Scheme operations.

6. FUNDING

CPWT has no commercial operations and operates exclusively through an annual funding regime in accordance with the MoA. The budget is set year to year in consultation with CPWL.

7. STRATEGIC DIRECTION

Reporting to the public on the performance of the Scheme

CPWT publishes an Annual Sustainability Report for the Scheme on its website.

Environmental leadership

CPWT's environmental leadership arises generally in the pursuance of its objectives, and through its role as the holder of the Scheme's resource consents, and its public reporting functions.

The trustees wish to ensure that the Trust's effort is prioritised in areas which are not presently being undertaken by others and is commensurate with the capacity that the Trust has from time to time.

In 2026/27, the Trust will engage in the following activities, although the extent to which the Trust can undertake these activities and achieve meaningful outcomes is limited by its capacity and resources:

1. Consideration of the benefits and risks to the environment, ecology, community, and recreational values of the region from CPWL's activities, including but not limited to water quality, with reference to the objectives of the Canterbury Water Management Strategy and the Selwyn-Waihora Zone Committee ZIPA. For this purpose, the Trustees will present the Annual Sustainability Report, scheduled for completion by the end of December, to the representatives of the Councils at the bi-annual meeting planned for March each year.

2. Consideration of the ways in which the CPW Scheme is encouraging, supporting and facilitating an appropriate balance of the benefits of economic development, with the enhancement of ecological, social, cultural and recreational values in the Central Plains area. These matters will also be reported in the Trust's Annual report to the Councils, to be presented to the representatives of the Councils at the bi-annual meeting planned for March.

3. Consideration of biodiversity enhancement opportunities across the region associated with sustainable development of the water resources of the Region, with particular reference to the CPW Scheme, the role of mahinga kai and the national direction to give effect to Te Mana o Te Wai.

4. That the Annual Sustainability Report's reporting framework is reviewed and any additional information that would assist the councils to be well-informed of the risks of contaminants reaching drinking water supplies is included.

5. Engagement is undertaken with the councils' environmental staff on the Annual Sustainability Report's findings, following which the Trust presents the Report to the councils in an open public meeting each year.

Community Engagement and Education

CPWT maintains a website for the purposes of public information and engagement concerning the operation of the Scheme.

The Community Liaison Group required by the resource consent conditions was established in December 2013 and is being supported as required.

Consideration of educational opportunities in order to enhance public knowledge of water issues and the benefits of the proper management of water for sustainable economic development.

Engagement with Selwyn District Council and Christchurch City Council

Representatives of the Trust Board will meet with representatives of the Councils biannually and on such additional occasions as may be agreed to discuss the Trust's monitoring of the performance of CPWL in operating the Scheme. This will include the Trustees' presentation of its Annual Sustainability Report. The Report is scheduled for completion by the end of December and the Trust representatives will present it to the representatives of the Councils at the bi-annual meeting planned for March.

The trustees will also discuss and agree with the Settlors on any key potential areas of additional focus for the Trust. The extent to which the Trust can undertake these activities and achieve meaningful outcomes is limited by its capacity and resources.

Key outputs

Reporting to the public on the performance of the Scheme	• Consider use of an independent consultant to obtain data from CPWL or undertake analysis to help prepare the Annual Sustainability Report • Continue to publish a 'plain English' Annual Sustainability Report on our website by March 31st.
Environmental leadership	• Encourage environmental and ecological values through the Environmental Management Fund
Community engagement and education	• Improve the website to make it more effective, accessible and current. • Company, Trust, Council and Ecosystem strategic alignment. • Align and assist with CPWL's education and outreach initiatives to provide an independent voice for the benefit of residents and stakeholders.
Engagement with Selwyn District Council and Christchurch City Council	• Six-monthly briefings by CPWT with additional briefings by exception. • Present Annual Sustainability Report to councils in a public meeting if requested.

Operational and Performance Targets

Community Liaison Group	• Hold meeting of the Community Liaison Group
Environmental Targets	• Oversee CPWL's operation of the scheme in respect to its use of the resource consents • Oversee and report on methods and progress towards achieving environmental outcomes
Relationship Targets	• Maintain and open an no surprise relationship with CPWL • Trust meetings with the Joint Settlor Committee and Councils as required. • Communicate on a no surprises basis to settlor councils

8. ANNUAL AND HALF YEAR REPORTING TO COUNCILS

Frequency of reporting:

A half yearly report and an audited annual report as at end of June.

Accounting policies:

Refer to Schedule 1 attached.

Reporting on agreed key areas of focus

CPWT will provide formal reports to the settlor Councils on its agreed key areas of focus through half-yearly and annual reports.

CPWT representatives will meet with representatives of the settlor Councils to discuss current activities, progress against the agreed key areas of focus and future opportunities and risks generally on a half-yearly basis.

9. ESTIMATE OF COMMERCIAL VALUE OF THE TRUST'S ASSETS

CPWT's only asset is the resource consents for the CPW Scheme, and otherwise has no non-current assets (for example, property, plant and equipment, etc.). Any current assets (for example, cash and accounts receivable) at any one time are held exclusively to fund the needs and commitments of the Trust. Accordingly, the estimated commercial value of the Trust is effectively nil.

SCHEDULE 1

STATEMENT OF ACCOUNTING POLICIES

Statement of reporting entity

Central Plains Water Trust was initially formed through a Declaration of Trust on 15 April 2003. This has been replaced by a Deed of Trust dated 9 October 2012, as varied by the Deed of Variation dated 11 December 2023.The Trust is a charitable trust and is a Council Organisation of both the Selwyn District Council and the Christchurch City Council under the Local Government Act 2002.

Basis of preparation

The financial statements of the Trust have been prepared in accordance with the requirements of the Local Government Act 2002 and Generally Accepted Accounting Practice in New Zealand (NZ GAAP). They comply with Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS).

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

The financial statements have been prepared on an historical cost basis.

The financial statements are presented in New Zealand dollars and the functional currency of the Trust is New Zealand dollars.

The Trust has designated itself as a public benefit entity for the purposes of PBE IPSAS.

Changes in accounting policies
There have been no changes in accounting policies during the year.

Standards and Interpretation issued and not yet adopted

There are no standards and interpretations issued and not yet adopted that are applicable to the Trust's operations.

Going concern

The financial statements of the Trust have been prepared under the going concern assumption.

The Trust is reliant on Central Plains Water Limited to fund both its operating expenses and its liabilities under the MoA.

Central Plains Water Limited was formed to investigate, construct and operate a water management scheme for the Central Canterbury Plains. It has completed the construction of, and has commissioned both Stages 1 and 2 of the Scheme and also the Sheffield Scheme. The Company is now operating the whole Scheme in the manner required by the resource consents granted by the consent authorities. The resource consents have been transferred to the Trust, which in turn has granted the Company an exclusive license to use the resource consents as set out in the MoA.

If CPWL was unable to continue in operational existence, the Trust would lose that source of funding. In such circumstances, other sources of funding would need to be obtained, so that the Trust could continue to carry out its functions effectively.

If the Trust was unable to obtain such additional funding, it may be unable to continue in operational existence. In this event, adjustments may have to be made to the financial statements to reflect the situation that assets

may need to be realised other than in the amount at which they are currently recorded in the statement of financial position. In addition, the Trust may have to provide for further liabilities that might arise.

Significant accounting policies

The following significant accounting policies have been adopted in the preparation and presentation of the financial report.

Revenue

Revenue is measured at the fair value of consideration received or receivable.
Revenue from a contract to provide services is recognised by reference to stage of completion of the contract at year-end balance date.
Interest income is recognised using the effective interest method.

Revenue in Advance

Revenue in Advance is recognised as revenue when expenditure is incurred. This practice is based on the Reimbursement Agreement with Central Plains Water Limited dated 6 May 2004.

Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less.

Trade and other receivables

Trade and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.
A provision for impairment of receivables is established when there is objective evidence that they will not be able to collect all amounts due according to the original terms of receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the effective interest method.

Financial assets

The Trust classifies its financial assets into the following categories: financial assets at fair value through surplus or deficit, held-to-maturity investments, loans and receivables and financial assets at fair value through other comprehensive income. The classification depends on the purpose for which the investments were acquired. The Trustees' or management determine the classification of investments at initial recognition and re-evaluate this designation at every reporting date.

Financial assets and liabilities are initially measured at fair value plus transaction costs unless they are carried at fair value through surplus or deficit in which case the transaction costs are recognised in the surplus or deficit.

Purchases and sales of investments are recognised on trade-date, the date on which the Trust commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Trust has transferred substantially all the risks and rewards of ownership.

The fair value of any financial instruments that are not traded in an active market is determined using valuation techniques. The Trust does not have any financial assets of this nature at this time.

The four categories of financial assets are:

Financial assets at fair value through surplus or deficit

This category has two sub-categories: Financial assets held for trading and those designated at fair value through surplus or deficit at inception. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term or if so designated by the Trustees'. Derivatives are also categorised as held for trading unless they are designated as hedges. Assets in this category are classified as current assets if they are either held for trading or are expected to be realised within 12 months of the balance date.

After initial recognition, they are measured at their fair values. Gains or losses on remeasurement are recognised in the surplus or deficit.

Currently, the Trust does not hold any financial assets in this category.

Loans and receivables

These are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market.

After initial recognition, they are measured at amortised cost using the effective interest method. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit. Loans and receivables are classified as 'trade and other receivables' in the statement of financial position.

Currently, the Trust has trade and other receivables in this category.

Held to maturity investments

Held to maturity investments are assets with fixed or determinable payments and fixed maturities that the Trust has the positive intention and ability to hold to maturity.

After initial recognition they are measured at amortised cost using the effective interest method. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit.

Currently, the Trust does not hold any financial assets in this category.

Financial assets at fair value through other comprehensive income

Financial assets at fair value through other comprehensive income are those that are designated as fair value through comprehensive income or are not classified in any of the other categories above.

This category encompasses:

- Investments that the Trust intends to hold long-term but which may be realised before maturity; and
- Shareholdings that the Trust holds for strategic purposes.

After initial recognition, these investments are measured at their fair value with valuations performed by an independent valuer with sufficient regularity to ensure no investments are included at a valuation that is materially different from fair value. The valuation changes are recognised and held in a revaluation reserve.

On de-recognition, the cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to the surplus or deficit.

Currently, the Trust does not hold any financial assets in this category.

Impairment of Financial Assets

At each balance date, the Trust assesses whether there is any objective evidence that a financial asset or group of financial assets is impaired. Any impairment losses are recognised in the surplus or deficit.

Income Tax

Up to 30 June 2008 the Trust was a Charitable Trust exempt from income tax under sections CW34 and CW35 of the Income Tax Act 2004. The Trust is not registered as a charitable entity under the Charities Act 2005 and its charitable tax exemption lapsed on 1 July 2008. The Trust is not currently seeking registration as it does not intend to make a financial profit from its activities.

As the Trust does not trade, and its costs are reimbursed under the Memorandum of Agreement with Central Plains Water Limited, the Trust does not have any tax expense, liabilities, or assets.

CBL Civic Building Limited

Memorandum

To: The Board of Directors

From: Miza Rafe, Accountant

Date: 25 February 2026

Subject: **Draft 2027-2029 statement of Intent for Civic Building Limited**

The Draft Statement of Intent (SOI) for 2027 has been prepared and is attached to this memo. The SOI covers the three financial years ending June 2027, 2028 and 2029 for consideration and approval by the Board.

The SOI has been prepared in accordance with section 64(1) of the Local Government Act 2002 and is required to be submitted to the Council by 1 March for comment. The Council is required to provide the Company with its comments by 1 May. The Company is then required to consider comments and then issue a final SOI to its shareholder by 30 June.

Critical assumptions and estimates have been made in the preparation of the SOI. These are detailed in the SOI and are reviewed on a regular basis as new information are noted.

The key financial and non-financial performance measures have been developed by Council staff with the support of the leadership team and have been reviewed and challenged.

Staff Recommendation

It is recommended that the Board of Directors approve the 2027-2029 Statement of Intent for Civic Building Limited.

Directors Approval

Victoria Henstock | Sam MacDonald | Jake McLellan

CBL Civic Building Limited

CIVIC BUILDING LIMITED

STATEMENT OF INTENT 2027 – 29

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1.0 INTRODUCTION

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

This SOI includes acknowledgement of the matters raised in the enduring Statement of Expectation issued to the Directors of Civic Building Limited (CBL) by the Christchurch City Council (Shareholder or Council) in December 2022 as they apply to the company.

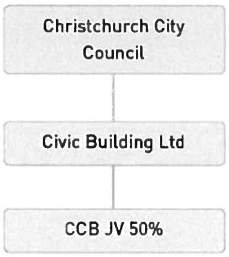
The SOI specifies for CBL and the Civic Building Unincorporated Joint Venture (CCB JV), the objectives, the nature and scope of the activities to be undertaken, and the performance targets and other measures by which the performance of the group may be judged in relation to its objectives, amongst other requirements. It covers the three financial years ending 30 June 2027, 2028 and 2029.

The process of negotiation and determination of an acceptable SOI is a public and legally required expression of the accountability relationship between CBL and its Shareholder.

CBL is 100% owned by the Council. Council provides management services to CBL through a management services arrangement.

The Civic Offices building is owned by an unincorporated joint venture jointly owned by CBL and Ngai Tahu Property Ltd and each party owns 50% of the unincorporated joint venture.

The group structure is:



The SOI is reviewed annually with Council and covers a three-year period. CBL is a Council Controlled Trading Organisation (CCTO) for the purposes of the Local Government Act 2002.

2.0 DIRECTORY

Address:	Civic Building Limited PO Box 73015 Christchurch 8154
Registered Office:	53 Hereford Street Christchurch 8011
Board:	Deputy Mayor Victoria Henstock replacing James Gough- resigned October 2025 Councilor Sam MacDonald Councilor Jake McLellan

3.0 VISION

The CBL objectives are:

- To continue to own 50% of the Civic Building in partnership with Ngai Tahu Property Ltd and lease the building to the Council.

4.0 NATURE AND SCOPE OF ACTIVITIES

CBL and the unincorporated joint venture with Ngai Tahu Property Ltd are CCTO's for the purposes of the Local Government Act 2002. CBL is registered under the Companies Act 1993.

The Civic Office is jointly owned by CBL and Ngai Tahu Property Ltd, through an unincorporated joint venture with each party owning 50%. CBL borrowed sufficient finance from the Council to enable it to carry out its obligations as joint venture partner with Ngai Tahu Property Ltd and to implement the proposal adopted by the Council for the design, construction and ownership of the Civic Building.

5.0 GOVERNANCE

The Board is responsible for the strategic direction and control of CBL's activities. The Board guides and monitors the business and affairs of CBL on behalf of the Shareholder, to whom it is accountable.

The joint venture is governed by a management committee comprised of representatives of CBL and Ngai Tahu. The management committee meets regularly and is responsible for the achievement of the goals of the joint venture.

The primary function of the Board is to ensure that CBL meets its objectives and requirements as listed in the SOI. Additionally, the Board has obligations under the Local Government Act 2002 to deliver an annual Statement of Intent and relevant half-yearly and annual reports to the Shareholder.

Appointments to the Board are confirmed by Council resolution.

6.0 PERFORMANCE TARGETS

6.1 Financial Performance Targets

Prospective Statement of Comprehensive Income

	2026/27 $000	2027/28 $000	2028/29 $000
Revenue			
Interest - Finance Lease	2,412	2,192	1,956
Interest - Other	84	73	160
Other income	1,421	1,439	1,456
	3,917	3,704	3,572
Expenses			
Finance costs	2,694	2,717	2,634
Other expenses	851	869	886
	3,545	3,586	3,520
(Loss)/profit before income tax	372	118	52
Income tax (income)	(569)	(795)	(837)
(Loss)/profit for period	941	913	889

CBL is forecasting operating surpluses for the periods covered by this Statement of Intent. Long term projections (incorporating rent reviews) are for CBL to generate positive cash flows and there is adequate funding in place to support CBL until this time. Income tax expense includes impact of tax depreciation on buildings and fittings, gain and loss on land revaluation and movement of deferred tax.

Ratio of Shareholder Funds to Total Assets

The forecast ratio of Shareholder funds to total assets for the next three years is:

2026/27	2027/28	2028/29
-17.5%	-15.6%	-17.7%

Capital Structure

The forecast capital structure for the next three years is:

	2026/27 $000	2027/28 $000	2028/29 $000
Uncalled Capital	10,000	10,000	10,001
RPS Shares	2,251	2,252	1,252
Borrowings from Council	50,324	50,324	46,072
Finance Lease asset	32,326	29,109	25,656
Total Assets	50,497	50,615	45,416

Civic Building Limited
Prospective Statement of Financial Position

	2026/27 $000	2027/28 $000	2028/29 $000
Current Assets			
Cash	2,649	5,339	3,063
Finance Lease Receivable (current)	3,217	3,453	3,706
	5,866	8,792	6,770
Non current assets			
Investment property	7,213	7,296	7,380
Building strengthening and refurbishment [1]	8,309	8,871	9,316
Finance Lease Receivable (non-current)	29,109	25,656	21,950
	44,631	41,823	38,646
Total Assets	50,497	50,615	45,416
Current liabilities			
Borrowings (current)	-	4,252	-
Current tax liabilities	915	1,024	1,127
Other payables	233	233	233
	1,148	5,509	1,360
Non current liabilities			
Borrowings (non-current)	50,324	46,072	46,072
Deferred Tax Liabilities	7,847	6,943	6,004
	58,171	53,015	52,076
Total Liabilities	59,319	58,524	53,436
Net Assets	(8,822)	(7,909)	(8,020)
Equity			
Capital and other equity instruments	2,252	2,252	1,252
Retained Earnings	(11,074)	(10,161)	(9,272)
Total equity	(8,822)	(7,909)	(8,020)

[1] The building strengthening and refurbishment excludes any provision for potential works on the Hereford Street façade, which are still ongoing. No allowance has been made for any façade related works at this stage.

Civic Building Limited
Prospective Statement of Changes in Equity

	2026/27 $000	2027/28 $000	2028/29 $000
Balance at 1 July	(9,763)	(8,822)	(7,909)
Profit/(loss) for the year	941	913	889
Other comprehensive income	-	-	-
Preference shares repayment	-	-	(1,000)
Balance at 30 June	**(8,822)**	**(7,909)**	**(8,020)**

Prospective Statement of Cash Flows

	2026/27	2027/28	2028/29
Cash flows from operating activities			
Operating revenue	5,922	5,922	5,922
Payments to suppliers	(25)	(26)	(27)
Net cash provided by operating activities	5,897	5,896	5,895
Cash flows from investing activities			
Interest received	84	73	160
Capital building strengthening and refurbishment	(4,000)	(562)	(445)
Net cash provided by investing activities	(3,916)	(489)	(285)
Cash flows from financing activities			
Loan repayment	-	-	(4,252)
Repayment of redeemable preference shares	-	-	(1,000)
Interest paid	(2,694)	(2,717)	(2,634)
Net cash provided by financing activities	(2,694)	(2,717)	(7,886)
Net increase (decrease) in cash and cash equivalents	(713)	2,690	(2,276)
Cash and cash equivalents at beginning of year	3,362	2,649	5,339
Cash and cash equivalents at end of year	2,649	5,339	3,063

6.2 Operational Performance Targets

In addition to the above financial performance measures, CBL will use the following measures to assess its operational performance in the 2027 financial year:

Objective and Strategy	Performance Measure
Deliver seismic strengthening works that safeguard the building's safety and ongoing functionality.	Restore the building to full functional use with all required spaces and services available for normal business operations upon completion of the seismic strengthening works.
Meet the financial targets contained within this SOI.	Review of corporate financials in comparison to budget.
Manage the investment in a commercially astute and prudent manner.	Review of asset performance following the investing of capex and opex.

7.0 DISTRIBUTIONS

During the year to 30 June 2027 CBL will make no distribution to the Shareholder.

8.0 INFORMATION TO BE REPORTED TO THE SHAREHOLDER

An annual report will be submitted to the Shareholder. The annual report will include audited financial statements and such other details as are necessary to permit an informed assessment of CBL's performance and financial position during the reporting period provided to the Shareholder.
Half-yearly reports will also be provided to the Shareholder. These reports will contain unaudited information and comply with NZ IAS 34.

The statement of intent will be submitted to the Shareholder for consultation annually, as required by the Local Government Act 2002. The Directors will include any other information they consider appropriate. Where appropriate, revised forecasts will be submitted to the Shareholder.

CBL will operate on a 'no surprises' basis in respect of significant Shareholder related matters, to the extent possible in the context of commercial sensitivity and confidentiality obligations.

CBL will provide information requested by the Shareholder in accordance with the requirements of the Local Government Act 2002.

9.0 ACQUISITION / DIVESTMENT POLICY

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

When the subscription, acquisition or divestment is considered by Directors to be significant to CBL's business operations, it will be subject to consultation with the Shareholder.
Major transactions as defined in the Companies Act 1993, s129(2), will be subject to Shareholder's approval by special resolution.

Where CBL decides to incorporate or subscribe for shares in subsidiaries to undertake its commercial activities, it will ensure effective management of that subsidiary. Control of any subsidiary is exercised by CBL's Directors.

10.0 COMPENSATION SOUGHT FROM LOCAL AUTHORITY

At the request of the Shareholder, CBL may undertake activities that are not consistent with normal commercial objectives. Specific financial arrangements will be entered into to meet the full commercial cost of providing such activities.

Currently, no such activities are undertaken.

11.0 ESTIMATE OF COMMERCIAL VALUE

The Shareholder has recorded the value of its investment in Civic Building Ltd in its accounts at 30 June 2025 as $88 million and this is considered an appropriate estimation of the commercial value of CBL.

12.0 ROLE IN THE COUNCIL GROUP AND REGIONAL ECONOMY

Commercial Relationships within the Council Group

CBL has a mandate from its Shareholder, the Council, to own the Civic Building and lease it to the Council. CBL will use the services of the Council to manage its affairs.

Appendix A Statement of Significant Accounting Policies

Reporting Entity

These are the significant accounting policies of Civic Building Limited (CBL).

CBL is registered under the Companies Act 1993 and is domiciled in New Zealand. The Company is a Council Controlled Trading Organisation as defined by section 6 of the Local Government Act 2002.

CBL was established on 12 October 2007 in order to carry out the development of the Civic Building for the Council. On 26 October 2007 CBL entered into an agreement to develop the Civic Building on the former NZ Post site with Ngai Tahu. The Council's 2009 Annual Plan approved the creation of an unincorporated joint venture structure to carry out the development. CBL has a 50% interest in the resulting joint operations.

Accordingly, CBL has designated itself as a profit orientated entity for the purposes of New Zealand Equivalent to International Financial Reporting Standards (NZ IFRS). CBL is not considered 'large' for the purposes determining the appropriate reporting tier and has consequently opted to report as a Tier 2 entity applying NZ IFRS with Reduced Disclosure Requirements.

The financial statements of CBL are prepared in accordance with the Financial Reporting Act 2013, the Companies Act 1993 and the Local Government Act 2002.

Basis of financial statement preparation

The financial statements are prepared in accordance with the New Zealand generally accepted accounting practice as appropriate for Tier 2 for-profit entities.

The financial statements are prepared on an historical cost basis except for the revaluation of investment properties.

The functional and presentation currency is New Zealand dollars. All values are rounded to the nearest thousand dollars ($000).

Judgement, estimates and assumptions

In preparing its financial statements, CBL is required to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and other factors that are believed to be reasonable under the circumstances. These estimates and assumptions form the basis for making judgements about the carrying values of assets and liabilities, where these are not readily apparent from other sources. Actual results may differ from these estimates.

Estimates and underlying assumptions are regularly reviewed. Any change to estimates is recognised in the year if the change affects only that year, or into future years if it also affects future years. In the process of applying CBL's accounting policies, management has to make the following judgements, estimates and assumptions that have the most significant impact on the amounts recognised in the financial statements. The determination of the fair value of investment property is regarded as a critical estimate and is valued at least on an annual basis. This requires the estimation of current market values by an independent registered valuer.

The accounting policies set out below are applied consistently to all periods in preparing financial statements.

a. Joint Operations
A joint operation is a joint arrangement whereby the parties have joint control of the arrangements and have rights to the assets, and obligations for the liabilities relating to the arrangement.

Where such an arrangement exists CBL will recognise its share of the assets, liabilities, revenue and expenses including its share of any held or incurred jointly.

b. Financial Assets
Term deposits with maturities greater than three months are measured at amortised cost and have been designated as loans and receivables.

c. Trade and other receivables
Trade and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

d. Cash and cash equivalents
Cash and cash equivalents comprise cash balances and call deposits, and other short-term highly liquid investments with maturities of three months or less. Bank overdrafts that are repayable on demand and form an integral part of CBL's cash management are included as a component of cash and cash equivalents for the purpose of the statement of cash flows, and in current liabilities on the statement of financial position.

e. Investment Property
The land leased to third parties under operating leases is classed as investment property.

Investment property is measured initially at cost, including transaction costs. After initial recognition, the investment property is measured at fair value as determined annually by an independent valuer.

Gains or losses arising from a change in fair value of the investment property are recognised in the statement of comprehensive income.

f. Share capital
(i) Ordinary share capital
Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, from the proceeds.

(ii) Preference share capital
Preference share capital is classified as equity if it is non-redeemable and any dividends are discretionary, or is redeemable but only at CBL's option. Dividends on preference share capital classified as equity are recognised as distributions within equity.

Preference share capital is classified as a liability if it provides for mandatory redemption by the issuer for a specific amount at a specific date (or gives the holder the right to require such redemption from the issuer), or if it gives the holder the right to put it back to the issuer for cash or another financial asset. Dividends thereon are recognised in the statement of comprehensive income as interest expense.

g. Interest-bearing borrowings
Interest-bearing borrowings are recognised initially at fair value less attributable transaction costs.

Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method.

h. Provisions
A provision is recognised in the statement of financial position when CBL has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of expenditures, the amount of which can be reliably estimated, will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

i. Leases
(i) Finance leases
Leases in which substantially all of the risks and rewards of ownership of an asset transfer to the lessee are classified as finance leases whether or not title is eventually transferred. At inception, finance leases are recognised in the statement of financial position at the present value of the minimum lease payments plus the present value of any unguaranteed residual value expected to accrue at the end of the lease term.

Amounts due from lessees under finance leases are recorded as receivables. Finance lease payments are allocated between interest revenue and reduction of the lease receivable over the term of the lease in order to reflect a constant rate of return on the net investment outstanding in respect of the lease.

(ii) Operating leases
An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset.

j. Revenue
Revenue is measured at the fair value of consideration received.

(i) Interest income
Interest income is recognised in the statement of comprehensive income as it accrues, using the effective interest method.

(ii) Finance lease income
Finance lease income is allocated over the lease term on a systematic and rational basis.

This income allocation is based on a pattern reflecting a constant periodic return on CBL's net investment in the finance lease.

(iii) Operating lease income
Operating lease income is recognised in the statement of comprehensive income on a straight-line basis over the term of the lease.

(iv) Insurance proceeds
Insurance proceeds are recognised in the statement of comprehensive income when the compensation becomes receivable.

k. Financing costs
Financing costs comprise interest payable on borrowings calculated using the effective interest rate method. All interest payable on borrowings is recognised as an expense in the statement of comprehensive incomes as it occurs.

l. Income tax
Income tax on the profit or loss for the year comprises current and deferred tax. Income tax is recognised in the statement of comprehensive income except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity.

Current tax is the expected tax payable on the taxable profit for the year, using tax rates enacted or substantively enacted at the balance date, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided using the statement of financial position liability method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Temporary differences arising from the initial recognition of assets or liabilities that affect neither accounting nor taxable profit are not provided for.

The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at the balance date.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

m. Trade and Other Payables

Trade and other payables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method. They represent liabilities for goods and services received by CBL during and up to the end of the financial year and which remain unpaid as at balance date.

n. Goods and Services Tax

The financial statements are prepared exclusive of GST with the exception of receivables and payables that are shown inclusive of GST. Where GST is not recoverable as an input tax it is recognised as part of the related asset or expense. The net amount of GST recoverable from, payable to, the Inland Revenue Department is included as part of receivables or payable in the statement of financial position.

CBL Civic Building Limited

ANNUAL REPORT

For the Year Ended

30 June 2025

Civic Building Limited
Annual Report Year Ended 30 June 2025

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Civic Building Limited
Annual Report Year Ended 30 June 2025

Directory and Statutory Disclosures

Registered Office	53 Hereford Street Christchurch
Directors	James Gough Sam MacDonald Jake McLellan
Bankers	Bank of New Zealand ANZ Bank New Zealand ASB Bank
Auditors	Audit New Zealand on behalf of the Auditor General Christchurch

NATURE OF BUSINESS

Civic Building Ltd (the Company) was established on 12 October 2007 in order to carry out the development of the civic building for the Christchurch City Council (Council). On 26 October 2007 the Company entered into an agreement to develop the civic building on the NZ Post site with Ngai Tahu. The 2009 Annual Plan approved the creation of an unincorporated joint venture structure to carry out the development. The Company has a 50% interest in the resulting joint venture.

The Company appoints three representatives to the unincorporated joint venture Board. The Company's representatives on the joint venture board are its directors.

The Company does not have any staff, rather it is managed by the Christchurch City Council.

Civic Building Limited
Annual Report Year Ended 30 June 2025

DIRECTORS
The persons holding office as Directors of the Company throughout the year and on 30 June 2025 were:

James Gough
Sam MacDonald
Jake McLellan

DIRECTOR'S INTERESTS
The following Directors as at 30 June 2025 have made general disclosures of interest with respect to any transaction that may be entered into with certain organisations on the basis of their being a Director, Partner, Trustee or Officer of those organisations during the year:

James Gough	Councillor	Christchurch City Council
	Director	Civic Building Limited
	Director & Shareholder	Gough Corporation Holdings Limited
	Director	Gough Corporation Limited
	Director & Shareholder	Gough Family Investments Limited
	Director & Shareholder	Gough Family Limited
	Director & Shareholder	Gough Investment Corporation Limited
	Director & Shareholder	Gough Property Corporation Limited
	Director	The Terrace Carpark Limited
	Director	The Terrace Christchurch Limited
	Director	The Terrace On Avon Limited
	Director	Transwaste Canterbury Limited
	Independent Director	Te Rūnanga o Waihao Holdings Ltd
Sam MacDonald	Councillor	Christchurch City Council
	Director	Christchurch City Holdings Limited
	Director	Civic Building Limited
	Trustee	Development West Coast
	Director / Shareholder	Eminence Property Holdings Limited
	Director / Shareholder	MacDonald Consultancy Limited
	Director	West Coast Alliance Holdings Limited
	Director	West Coast Development Holdings Limited
	Director	Te Rūnanga o Waihao Holdings Ltd
Jake McLellan-Dowling	Councillor	Christchurch City Council
	Director	Christchurch NZ Limited
	Director	Civic Building Limited
	Director	Christchurch NZ Holdings Limited
	Trustee	Otautahi Community Housing Trust

REMUNERATION OF DIRECTORS
No remuneration and other benefits were paid or due and payable to directors for services as a director during the year (2024: Nil)

USE OF COMPANY INFORMATION
During the year, the Board received no notices from members or directors of Company requesting to use Company information received in their capacity as Members or Directors which would not otherwise have been available to them.

Civic Building Limited
Annual Report Year Ended 30 June 2025

DONATIONS
There were no donations made by the Company during the year (2024: Nil).

DIVIDENDS
There have been no dividends declared for the year (2024: Nil).

EMPLOYEES' REMUNERATION
The Company has no employees.

AUDITORS
The Auditor-General is the auditor under Section 15 of the Public Audit Act 2001 and Section 70 of the Local Government Act 2002. Audit New Zealand has been appointed to provide these services on behalf of the Auditor-General.

For and on behalf of the Board

Director  ***Date*** 10 December 2025

Director  ***Date*** 10 December 2025

Civic Building Limited
Annual Report Year Ended 30 June 2025

Statement of Comprehensive Income
For the year ended 30 June 2025

	Note	2025 $000	2024 $000
Revenue	1(a)	5,081	4,351
Finance costs	1(b)	2,997	3,273
Other expenses	1(b)	958	878
		3,955	4,151
(Loss) / profit before income tax		1,126	200
Income tax expense/(income)	2	133	4,576
(Loss) / profit for the period		993	(4,376)
Other comprehensive income		96	(30)
Total comprehensive income		1,089	(4,406)

The accompanying accounting policies and notes form part of these financial statements.

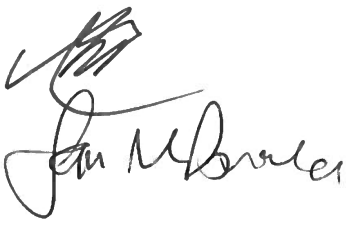
Civic Building Limited
Annual Report Year Ended 30 June 2025

Statement of Financial Position
For the year ended 30 June 2025

	Note	2025 $000	2024 *Restated $000
Current assets			
Cash and cash equivalents	12	4,395	1,550
Trade and other receivables*	4(a)	2,754	2,162
Other financial assets	4(b)	-	3,500
Total current assets		7,149	7,212
Non-current assets			
Investment property	6	7,050	6,400
Trade and other receivables*	4(a)	35,323	38,082
Total non-current assets		42,373	44,482
Total assets		49,522	51,695
Current liabilities			
Trade and other payables	7	233	253
Current tax liabilities	2(b)	597	375
Borrowings	8	-	2,716
Total current liabilities		830	3,344
Non-current liabilities			
Borrowings	8	50,324	47,608
Deferred tax liabilities	2(c)	9,406	9,870
Total non-current liabilities		59,730	57,478
Total liabilities		60,560	60,822
Net assets		(11,038)	(9,127)
Equity			
Capital and other equity instruments	9	2,252	5,252
Retained earnings		(13,972)	(14,965)
Reserves		682	586
Total equity		(11,038)	(9,127)

The accompanying accounting policies and notes form part of these financial statements.

For and on behalf of the Board

Director  ***Date*** 10 December 2025

Director ***Date*** 10 December 2025

Civic Building Limited
Annual Report Year Ended 30 June 2025

Statement of changes in equity
For the year ended 30 June 2025

	Share Capital	Retained Earnings	Other Reserves	Total
	$000	$000	$000	$000
Balance at 1 July 2023	**5,252**	**(10,589)**	**616**	**(4,721)**
Total comprehensive income for the period				
Profit/(Loss) for the for year	-	(4,376)	-	(4,376)
Capex Reserve	-		(30)	(30)
Preference shares repayment	-			-
Balance at 30 June 2024	**5,252**	**(14,965)**	**586**	**(9,127)**
Profit/(loss) for the year	-	993	-	993
Other comprehensive income	-		96	96
Preference shares repayment	(3,000)			(3,000)
Balance at 30 June 2025	**2,252**	**(13,972)**	**682**	**(11,038)**

The accompanying accounting policies and notes form part of these financial statements.

Civic Building Limited
Annual Report Year Ended 30 June 2025

Statement of Cash Flows
For ended 30 June 2025

	Note	2025 $000	2024 $000
Cash flows from operating activities			
Operating revenue		6,285	6,263
Subvention (payment)/received		(375)	(255)
Payments to suppliers		(884)	(905)
Gain/Losses		-	-
Net cash provided by operating activities	12	5,026	5,103
Cash flows from investing activities			
Interest received		315	114
Maturities of term deposits		3,500	500
New term deposits		-	(3,500)
Net cash provided by investing activities		3,815	(2,886)
Cash flows from financing activities			
Repayment of redeemable preference shares		(3,000)	-
Interest paid		(2,997)	(3,273)
Net cash provided by financing activities		(5,997)	(3,273)
Net increase (decrease) in cash and cash equivalents		2,844	(1,056)
Cash and cash equivalents at beginning of year		1,550	2,606
Cash and cash equivalents at end of year	12	4,395	1,550

The accompanying accounting policies and notes form part of these financial statements.

Civic Building Limited
Annual Report Year Ended 30 June 2025

Statement of Service Performance
Reporting against the Statement of Intent

	Target $000	Actual $000	Variance $000
Income			
Interest - Finance Lease	2,831	2,788	(43)
Interest - Other	219	315	96
Other income	1,320	1,328	8
Gain on revaluation of investment property	-	650	650
Total Income	4,370	5,081	711
Expenses			
Finance costs	3,158	2,997	161
Other expenses	802	958	(156)
Total Expenses	3,960	3,955	5
Net Surplus (deficit) before tax	410	1,127	717
Taxation (income)	(39)	133	172
Net Surplus (deficit) after tax	449	994	545
Capital Structure			
Uncalled capital	10,000	10,000	-
RPS Shares	4,968	2,252	2,716
Borrowings from Council	47,608	50,324	(2,716)
Finance Lease assets	38,079	38,078	1
Total Assets	48,496	49,522	1,026
Ratio of shareholder funds to total assets	-6.9%	-22.3%	

Key performance targets

To ensure that the Company meets the financial targets contained within the Statement of Intent.

Financial performance targets

Total actual income is higher than plan due to the higher interest income and gain on revaluation of investment property (land).

Expenses are in line with plan. Increases in other expense offsets by lower finance cost.

The borrowing amount remains the same as no repayment was made during this financial year. Regarding upper managements' agreement that CBL buys back its shares first rather than repaying loans to CCC due to capital restructuring.

$3 million redeemable preference shares were agreed to be redeemed on December 2024 CBL board meeting, which decreases RPS shares thus decrease equity. This also effect $2.7 million short term loan becomes long term loan in FY25.

Total assets are higher than plan due to larger than planned cash and cash equivalents resulting from the delay of debt payments.

Ratio of Shareholder funds to total assets decreased due to retained earnings drop in paying redeemable preference shares and subvention payment to CCC.

Civic Building Limited
Annual Report Year Ended 30 June 2025

Performance Measures

Operational Performance Targets

Objective and Strategy	Performance Measure	Result	Achieved or Not Achieved
Meet the financial targets contained within this SOI.	Review of corporate financials in comparison to budget.	Performance against budget is going well against the key elements that the department is involved in.	Achieved
Manage the investment in a commercially astute and prudent manner.	Review of asset performance following the investing of capex and opex.	Performance of assets is going well with the performance against operational budget.	Achieved

Environmental Performance Targets

Performance Target	Performance Measure	Result	Achieved or Not Achieved
Consistently maintaining and enhancing a high standard in terms of environmental and energy sustainability..	Any plant or system that helps reduce energy consumption is maintained and kept to a high standard of operation - All plant related to this target remains operational 90 % of the time unless there is a specific issue requiring further attention (lighting controls / rain water tanks / solar panels)	Achieved to date	Achieved

Social Performance Target

Performance Target	Performance Measure	Result	Achieved or Not Achieved
Maintain Te Hononga to meet or exceed New Zealand Standard NZS 4121:2001 Design for access and mobility – buildings and associated facilities and Christchurch City Council's Equity and Access for People with Disabilities Policy.	Provide twice the building code ventilation as per building design To maintain the implementation of all pertinent recommendations from the accessibility audit conducted in the fiscal year 2022.	Achieved to date.	Achieved

Civic Building Limited
Annual Report Year Ended 30 June 2025

Notes to the Financial Statements

1 Profit from operations

(a) Revenue

	2025 $000	2024 $000
Rental revenue:		
Operating lease rental revenue - investment property	493	485
Recovery of property expenses	835	817
	1,328	1,302
Interest revenue:		
Finance lease interest revenue	2,788	2,936
Bank deposits	315	114
	3,103	3,050
Other revenue:		
Gain on revaluation of investment property	650	-
Total revenue	5,081	4,351

(b) Expenses

	Note	2025 $000	2024 $000
Finance costs:			
Interest on loans		2,989	3,273
Other interest		8	-
		2,997	3,273
Direct operating expenses of investment properties:			
Audit fees	3	36	34
Management fees		23	23
Professional Fees		35	6
Property management costs		836	790
Repairs and maintenance		3	4
Other		25	22
		958	878
Total expenses		3,955	4,150

Civic Building Limited
Annual Report Year Ended 30 June 2025

Notes to the Financial Statements

2 Income Taxes

(a) Income tax recognised in profit or loss

	2025 $000	2024 $000
Tax expense/(income) comprises:		
Current tax expense/(income)	597	375
Deferred tax expense/(income)	(464)	4,190
Adjustments to current tax in prior years	-	11
Total tax expense/(income)	133	4,576

Reconciliation of prima facie income tax:

	2025 $000	2024 $000
Profit/(loss) from operations	1,126	200
Income tax expense calculated at 28% (2024: 28%)	315	56
Correction to prior year	-	11
Non assessable income	(131)	-
Deferred tax adjustment	51	4,509
	235	4,576

(b) Current tax assets and liabilities

	2025 $000	2024 $000
Current tax liabilities:		
Subvention receivable/(payable)	(597)	(375)
	(597)	(375)

(c) Deferred tax balances

Taxable and deductible temporary differences arise from the following:

	2025 $000	2024 $000
Deferred tax liabilities:		
Temporary differences	9,406	9,870
	9,406	9,870

Civic Building Limited
Annual Report Year Ended 30 June 2025

Notes to the Financial Statements

Taxable and deductible temporary differences arise from the following:

Year ended June 2025	Opening balance	Charged to income	Closing balance
	$000	$000	$000
Deferred tax liabilities:			
Investment Property	9,870	(464)	9,406
	9,870	(464)	9,406

Year ended 30 June 2024	Opening balance	Charged to income	Closing balance
	$000	$000	$000
Deferred tax liabilities:			
Investment Property	5,680	4,190	9,870
	5,680	4,190	9,870

3 Remuneration of auditors

	2025 $000	2024 $000
Auditor of the entity:		
Audit of the financial statements - current year	22	22
Audit of the financial statements - previous year	8	-
Audit of the financial statements - JV Auditor*	6	10
	36	32

*Auditor for CBL is Audit New Zealand, auditor for JV is EY.

Civic Building Limited
Annual Report Year Ended 30 June 2025

Notes to the Financial Statements

4 Current trade and other receivables & other financial assets

(a) Trade and other receivables

	Note	2025 $000	2024 *Restated $000
Finance lease receivable-Current	5	2,754	2,162
Finance lease receivable-Non Current	5	35,323	38,077
Sundry Receivable		-	6
		38,077	40,245

(b) Other financial assets

	Note	2025 $000	2024 $000
CCBJV Term deposits - BNZ			
CBL Term deposits - ANZ		-	1,000
CBL Term deposits - ASB		-	2,500
		-	3,500

The carrying value of debtors and other receivables approximately reflect their fair value. Receivables are at low risks as the majority of the balance is a finance lease backed by a blue-chip tenant in the form of CBL's parent. Credit risk for these assets has not increased significantly since their initial recognition.

The carrying value of receivables that would otherwise be past due or impaired whose terms have renegotiated amount been to $nil (2024: $nil).

Correction of finance lease receivable
During the year we have identified a prior period year error in relation to the current/non-current classification of the finance lease receivable. The current/non-current classification issues on the balance sheet arose because the finance lease balances calculated at the inception of the lease were not used in the preparation of the disclosure and that a secondary recalculation of the PV of minimum lease payments was prepared that incorrectly allocated the lease principal and interest over the term of the lease.

The error has been corrected by restating the prior year finance lease receivable current and non-current split as follows:

30 June 2024	As reported 2024 $000	Adjustment increase/(decrease) $000	*Restated $000
Trade and other receivables			
Current assets			
Finance lease receivable	4,765	(2,603)	2,162
Non-current assets			
Finance lease receivable	35,474	2,603	38,077

Civic Building Limited
Annual Report Year Ended 30 June 2025

Notes to the Financial Statements

5 Non-current trade and other receivables

Finance Lease Receivable

	Minimum future lease payments		Present value of minimum future lease payments	
	2025 $000	*2024 Restated $000	2025 $000	*2024 Restated $000
No later than one year	5,371	4,950	2,754	2,162
Later than one year and not later than five years	22,156	21,847	13,927	12,677
Later than five years	24,773	30,452	21,396	25,400
Minimum lease payments	52,300	57,249	38,077	40,239
Unguaranteed residual	-	-	-	-
Gross finance lease receivables	52,300	57,250	38,077	40,239
Less unearned finance income	(14,222)	(17,010)	-	-
Present value of minimum lease payments	38,078	40,239	38,077	40,239
Future rent lost			-	-
Revised carrying value			38,077	40,239
Included in the financial statements as:				
Current trade and other receivables			2,754	2,162
Non-current trade and other receivables			35,323	38,077
			38,077	40,239

The Company and Ngai Tahu Property (CCC-JV) lease the Civic Building at 53 Hereford Street to the Christchurch City Council. The lease commenced on 24 August 2010 and is for a period of 24 years, with three rights of renewal, giving a total lease life of 96 years.

Rental on the building (including land) was initially set at $8,233,776 per annum, with the following rental increases specified in the contract:

1. 3 per cent increase per annum which is payable on the third anniversary of commencement, compounded on an annual basis.
2. market rental increase on every sixth anniversary of commencement, set at the greater of five per cent or market rental.
3. further 3 per cent per annum payable on the sixth anniversary of the increase in point 1.

*During the year we have identified a prior period year error in relation to the current/non-current classification of the finance lease receivable as explained in Note 4, and the aging of finance lease receivables. In addition to the restatement explained in Note 4, in 2024 the minimum lease payments receivable in 2029/30 were incorrectly classified in the 'Later than one year and not later than five years' band but should have been included in the 'Later than five years' band. The total minimum lease payments disclosed in 2024 is unaffected by this change. The comparative disclosures have been restated by the following amounts to correct these errors:

30 June 2024	As reported 2024 $000	Adjustment Increase/(decrease) $000	*Restated $000
Minimum future lease payments			
Later than one year and not later than five years	27,527	(5,680)	21,847
Later than five years	24,773	5,680	30,452

Civic Building Limited
Annual Report Year Ended 30 June 2025

Notes to the Financial Statements

Present value of future lease payments			
No later than one year	4,765	(2,603)	2,162
Later than one year and not later than five years	21,484	(8,807)	12,677
Later than five years	13,990	11,410	25,400

6 Investment property

	2025 $000	2024 $000
Balance at beginning of financial year	6,400	6,400
Revaluation	650	-
Balance at end of financial year	7,050	6,400

On entering the lease with the Council for the Civic Building, the building has been reclassified as a finance lease receivable. The land portion remains classified as investment property.

Recognition and Measurement

Investment Property includes properties held to earn rental income and/or for capital appreciation that are not occupied by the combined group. These properties are measured at fair value on an annual basis. Gains or losses arising from a change in fair value are included in profit or loss in the period in which they arise.

Measurement of Fair Value

Due to historically low interest rates, alternative investment markets demonstrating more risk and volatility and low vacancy rates in some sectors (particularly industrial). Prime quality strongly leased property transactions continue to show some yields at historical lows.

Investment properties were fair valued at 30 June 2025 by independent registered external valuers, CBRE Limited.

The valuation of this property does not use fully observable data, it is classified as a level 3 fair value. There have been no transfers in or out of this level during the year.

The fair value of this property has been determined by capitalising the potential income that the property can generate. This is tested against a discounting of future cash flows arising from the property.

The valuer notes the Christchurch CBD office market is experiencing downward pressure on rents with incentives now increasingly prevalent as adjustments to the over-supply of office buildings halts the volume of office construction. While providing for the downward pressure on rents in the Christchurch CBD office market, the valuer references the superior nature of the Christchurch Civic Building to most other buildings in Christchurch, the strong lease terms and quality tenant are providing an offset to what is otherwise a weakened current rental market. The capitalisation rate remains 5.50% in June 2025, which is the same as June 2024.

Civic Building Limited
Annual Report Year Ended 30 June 2025

Notes to the Financial Statements

7 Current trade and other payables

	2025 $000	2024 $000
Trade payables	156	178
GST payable	77	75
	233	253

8 Non-current borrowings

	2025 $000	2024 $000
Unsecured:		
Current:		
Loans from parent entity - Current	-	2,716
Non-current:		
Loans from parent entity - Non-Current	50,324	47,608
	50,324	50,324

The Company has entered into a cash advance facility agreement with Council. Repayment started in December 2018 and based on 2025-27 SOI cashflow assumptions the loan is expected to be fully repaid by 2041. Interest is payable at a weighted average of 5.94% quarterly (2024: 6.52% quarterly).

The terms of the cash advance facility allow the Company to make prepayments of principal repayments. During the year the Company made no payment (2024: nil).

The fair value of the borrowings is $51,738,861 (2024: $47,433,824) based on cash flows discounted using the market rate of 5.50% (2024: 6.75%)

The fair value of the loan is considered to be categorised as Level 2 on the fair value hierarchy as it has been determined used a number of observable valuation inputs such as the market interest rate (2024: Level 2).

Civic Building Limited
Annual Report Year Ended 30 June 2025

Notes to the Financial Statements

9 Authorised Capital and other equity instruments

	2025 $000	2024 $000
2,252,000 fully paid redeemable preference shares (A) @ $1	2,252	5,252
	2,252	5,252
Fully paid redeemable preference shares (A)		
Opening balance of paid up redeemable preference shares	5,252	5,252
Less: redeemable preference shares	(3,000)	-
Closing balance of paid up redeemable preference shares	2,252	5,252

Redeemable preference shares do not carry entitlement to vote at general meetings of the Company and are not transferable. The shares are redeemable at the option of the Company in its sole discretion or upon the winding up of the Company or based on 2025-27 SOI cashflow assumptions the shares are expected to be fully redeemed by 2041. In all other respects redeemable preference shares rank pari passu with ordinary shares.

As at balance date, the Company had issued 10,000,000 ordinary shares with an issue price of $1 per share. Ordinary shares carry equal rights to dividends, voting, and distribution on winding-up.

	Number of Shares	Amount ($)
Issued share capital	10,000,000	10,000,000
Less: uncalled share capital	–	(9,999,900)
Called up and paid share capital	10,000,000	100

At balance date, $9,999,900 of the issued share capital remained uncalled.

During the year, the company repaid $3 million of redeemable preference shares (2024: $nil)

10 Commitments for expenditure

There were no commitments for development expenditure that were not otherwise accrued at 30 June 2025 (2024: $nil).

11 Contingent liabilities and contingent assets

There were no contingent assets or contingent liabilities as of 30 June 2025 (2024 $nil).

Civic Building Limited
Annual Report Year Ended 30 June 2025

Notes to the Financial Statements

12 Notes to the cash flow statement

	2025 $000	2024 $000
Cash and cash equivalents		
Cash and cash equivalents	4,395	1,550
	4,395	1,550
Reconciliation of profit for the period to net cash flows from operating activities		
Net profit (Loss) for the period	993	(4,376)
Changes in net assets and liabilities		
Increase / (decrease) in income tax payable	222	131
(Increase) / decrease in receivables	6	11
Increase / (decrease) in payables	(20)	4
Decrease in lease receivable	2,161	2,015
Interest received classed as investing	(315)	(114)
Interest paid classed as financing	2,997	3,273
Non cash items:		
Loss / gain on revaluation of investment property	(650)	-
Increase / decrease in deferred tax	(464)	4,190
Increase / decrease in sinking funds	96	(30)
Net changes in net assets and liabilities	4,033	9,480
Net cash from operating activities	5,026	5,104

Civic Building Limited
Annual Report Year Ended 30 June 2025

Notes to the Financial Statements

13 Related-party transactions

Council is the ultimate controlling party of the Company. The following transactions were carried out with related parties during the year:

	2025 $000	2024 $000
Receipts from related parties (From CCC)		
Finance Lease interest, principal and rent received from the Council	5,420	5,420
Subvention payments received/(paid) from Council group entities		(254)
Recovery of property expenses from the Council	842	799
Sinking fund from Council	66	60
Payments to related parties (To CCC)		
Interest paid to the Council	2,989	3,273
Fees paid to the Council	-	-
Management fees charged by Ngai Tahu Properties Ltd	108	108
Management fees charged by the Council	23	23
Rates paid to Council	286	281
Loans repaid to Council	-	-
Subvention payments paid to CCC group entities	-	
Loss offset received from CCC group entities		-
Sinking fund from Council	-	131
Te Runanga O Ngai Tahu	-	
Management fees charged to the Joint Venture by group entities	-	-
Other charges to the Joint Venture by group entities	-	-
	-	
Year end balances (GST exclusive)		
Loan advances from Council	50,324	50,324
Accrued interest payable to Council	98	98
Subvention payments payable to group companies	-	375
Accounts Payable to CCC	-	2
Redeemable preference shares	3,000	

The Company expects to receive tax loss from other members of the Council group of $1,473,274 (50%) (2024: $669,670) by way of a subvention payable of $412,517 (50%) (2024: $187,508) which has been accrued and a loss offset of $1,060,757 (50%) (2024: $482,163).

Key Management Personnel

All transactions occurred on normal trading terms and conditions.

Key management personnel include the Directors.

The Company paid no Directors fees in the 2025 financial year (2024: $nil).

The Company paid no joint venture board fees in 2025 (2024: $nil).

Civic Building Limited
Annual Report Year Ended 30 June 2025

Notes to the Financial Statements

14 Operating Lease Receivable

	Minimum Lease	
	2025 $000	2024 $000
Operating lease as lessor		
Within one year	509	469
Between 1 and 5 years	2,101	2,071
Over 5 years	2,349	2,887
	4,959	5,428

The terms of the lease are detailed in note 5.

Classification of financial instruments

15 Financial instruments

	2025 $000	2024 $000
Financial assets measured at amortised cost		
Current assets		
Cash and cash equivalents	4,395	1,550
Trade and other receivables	2,754	2,162
Other financial assets	-	3,500
	7,149	7,212
Non current assets		
Finance Lease non-current	35,323	38,077
	35,323	38,077
Total Financial Assets	42,472	45,290
Financial liabilities measured at amortised cost		
Current liabilities		
Trade and other payables	830	628
Borrowings	-	2,716
	830	3,344
Non current liabilities		
Borrowings	50,324	47,608
	50,324	47,608
Total Financial Liabilities	51,154	50,952

Civic Building Limited
Annual Report Year Ended 30 June 2025

Notes to the Financial Statements

as at June 2025	Carrying amount	Contractual cashflows	Less than 1 year	1 - 2 years	3 - 5 years	More than 5 years
	$000	$000	$000	$000	$000	$000
Financial assets:						
Cash and cash equivalents	4,395	4,395	4,395	-	-	-
Trade and other receivables	-	-	-	-	-	-
Other financial assets	-	-	-	-	-	-
Finance lease receivables	38,077	52,299	5,371	5,409	16,746	24,773
	42,472	56,694	9,766	5,409	16,746	24,773
Financial liabilities:						
Trade and other payables	233	233	233	-	-	-
Related party borrowings	50,324	78,466	2,965	5,682	10,978	58,842
	50,557	78,699	3,198	5,682	10,978	58,842

Finance lease receivables due in less than one year are included in the Trade and other receivables balance.

Financial instrument risk
The Company has a series of policies to manage the risks associated with financial instruments. The Company is risk averse and seeks to minimise exposure from its financing activities.

Credit risk management
The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to Standard and Poor's credit ratings (if available) or to historic information about counterparty default rates.

Financial instruments that potentially subject the Company to concentrations of credit risk consist principally of cash and accounts receivable. The Company places its cash with banking institutions that have a Standard and Poor's rating of AA-.

Liquidity risk management
Liquidity risk is the risk that the company will not be able to meet its financial obligations as they fall due.

The Company manages liquidity risk by continuously monitoring forecast and actual cash flows and maintaining adequate reserves with the maturity profile of financial assets being matched to the financial liabilities.

Market risk management
Market risk is the risk that changes in market prices, such as interest rates and foreign exchange rates and market prices, will affect the Company's profit or the value of its holdings in financial instruments.

Interest rates
Interest rate risk is the risk that the cash flows from a financial instrument will fluctuate because of changes in market interest rates. Borrowings and investments issued at variable interest rates expose the Company to interest rate risk.

The Company's borrowing liability with its parent is at a weighted fixed interest rate of 5.94% (2024: 6.52%). The Company is not sensitive to movements in interest rates in respect of its borrowing obligations. Interest rate movements would, however, affect the amount of interest income received by the Company on surplus cash. A 1% movement either way would have the effect of increasing/decreasing the Company's profit before tax by $45,498 (2024: $43,494) or $32,759 after tax (2024: $31,316).

Civic Building Limited
Annual Report Year Ended 30 June 2025

Notes to the Financial Statements

Foreign exchange
The Company has no exposure to foreign exchange risk.

No significant impact on investment valuation.

16 Capital Management

The Company's capital comprises share capital and retained earnings. The Company manages its revenues, expenses, assets, liabilities, investments and general financial dealings prudently and in a manner that promotes the current and future interest of the community.

17 Joint Arrangements

The Company has a 50% interest in Christchurch Civic Building Joint Venture (CCB-JV) with Ngai Tahu Property (CCC-JV) Limited. The CCB-JV is an unincorporated partnership in which both partners share equally in the assets and liabilities of the operations. The CCB-JV board is comprised of three members appointed by each of the partners.

The CCB-JV owns and leases the Civic Building in Hereford Street to the Christchurch City Council.

The nature of the arrangement is such that it is considered a joint operation for accounting purposes. As a result the financial results of the Company incorporate its 50% share of the CCB-JV on line by line basis.

18 Events after balance date

There have been no material events known to the Directors occurring subsequent to balance date that would have a significant impact on the financial statements for the year ended 30 June 2025.

19 Statutory Reporting

The company was required under section 67(1) of the Local Government Act 2002 to complete its audited financial statements and service performance information by 30 September 2025, however, this statutory timeframe was not met.

20 Accounting policies

Reporting Entity

These are the financial statements of Civic Building Limited (the "Company").

The Company is registered under the Companies Act 1993 and is domiciled in New Zealand. The Company is a Council Controlled Trading Organisation as defined by section 6 of the Local Government Act 2002.

The Company was established on 12 October 2007 in order to carry out the development of the civic building for the Council. On 26 October 2007 the Company entered into an agreement to develop the civic building on the NZ Post site with Ngai Tahu. The Council's 2009 Annual Plan approved the creation of an unincorporated joint venture structure to carry out the development. The Company has a 50% interest in the resulting joint operations.

Accordingly, the Company has designated itself as a Tier 2 for-profit entity for the purposes of New Zealand Equivalent to International Financial Reporting Standards (NZ IFRS). These financial statements comply with New Zealand equivalents to the International Financial Reporting Standards Reduced Disclosure Regime (NZ IFRS RDR) which provides the same recognition and measurement requirements as full NZ IFRS, but with reduced disclosure obligations. The financial statements have been prepared in accordance with generally accepted accounting practice in New Zealand (NZ

Civic Building Limited
Annual Report Year Ended 30 June 2025

Notes to the Financial Statements

GAAP), ensuring that the Company applies an appropriate and consistent framework for the recognition, measurement, and presentation of financial information

The financial statements of the Company have been prepared in accordance with the Companies Act 1993 and the Local Government Act 2002.

The financial statements of the Company are for the year ended 30 June 2025. The Company is required under Section 67(1) of the Local Government Act 2002 to complete its audited financial statements and service performance information by 30th September 2025. This statutory timeframe was not met due to unforeseen delays. Thus, the company has breached the legislative requirement. However, the accounts were adopted on 12th October 2025.

New accounting standards and interpretations issued but not yet effective.

Amendments to NZ IFRS 10, NZ IAS 28 – Sale or contribution of Assets between and investor and its Associate of Joint Venture.

A full gain or loss is recognised when a transfer to an associate or joint venture involves a business as defined in NZ IFRS3. Any gain or loss resulting from the sale or contribution of assets that does not constitute a business, however, is recognised only to the extent of unrelated investor's interest in the associate or joint venture. This amendment has no material impact on CBL annual report.

Amendments to NZ IFRS 16 Lease Liability in a Sale and leaseback

The amendment ensures that a seller-lessee does not recognise any gain or loss in profit or loss that relates to the portion of the right-of-use asset it retains. In effect, the lease liability must be measured (and payments allocated) so that no gain/loss is recognised related to that retained right. This amendment has no material impact on CBL annual report.

Amendments to IAS 7 and IFRS 7 Supplier finance arrangements

This amendment introduces new disclosure requirements to improve transparency of supplier finance arrangements (reverse factoring) — i.e. where a finance provider pays the supplier on behalf of the entity, and then the entity later settles with the finance provider. It also clarifies what constitutes a supplier finance arrangement (extended payment terms, early payments by finance providers, etc.) This amendment has no material impact on CBL annual report.

Amendments to the Classification and Measurement of Financial Instruments IFRS 9 and IFRS 7
The amendments clarify how to evaluate contractual cash flows (especially for instruments with ESG-linked features) to decide if they qualify as a "basic lending arrangement," and refine guidance on non-recourse and contractually linked instruments. They also permit an accounting policy choice for derecognition of financial liabilities settled via electronic payment systems before the formal settlement date (when strict conditions are met), and introduce enhanced disclosure requirements under IFRS 7. This amendment has no material impact on CBL annual report.

IFRS 18

IFRS 18 is a new standard that replaces IAS 1 (Presentation of Financial Statements). It aims to improve how entities present and disclose performance information, making it more comparable and transparent. This amendment has no material impact on CBL annual report.

Lack of Exchangeability amendments to IAS 21

The "Lack of Exchangeability" amendment to IAS 21 clarifies how to assess whether a currency is "exchangeable" into another and, when it is not, requires estimating a spot exchange rate that reflects what an orderly transaction would achieve. It also introduces new disclosures about the nature, effect, and estimation process of that lack of exchangeability. This amendment has no material impact on CBL annual report.

Civic Building Limited
Annual Report Year Ended 30 June 2025

Notes to the Financial Statements

Basis of financial statement preparation

The financial statements have been prepared on an historical cost basis except for the revaluation of investment properties.

The functional and presentation currency is New Zealand dollars. All values are rounded to the nearest thousand dollars ($000).

Judgements, estimates and assumptions
In preparing these financial statements the Company has been required to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and other factors that are believed to be reasonable under the circumstances. These estimates and assumptions form the basis for making judgements about the carrying values of assets and liabilities, where these are not readily apparent from other sources. Actual results may differ from these estimates.

Estimates and underlying assumptions are regularly reviewed. Any change to estimates is recognised in the year if the change affects only that year, or into future years if it also affects future years. In the process of applying the Company's accounting policies, management has made the following judgements estimates and assumptions that have had the most significant impact on the amounts recognised in these financial statements. The determination of the fair value of investment property is regarded as a critical estimate and is valued at least on an annual basis. This requires the estimation of current market values by an independent registered valuer, refer to note 6.

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

A. Joint Operations
A joint operation is a joint arrangement whereby the parties have joint control of the arrangements and have rights to the assets, and obligations for the liabilities relating to the arrangement.

Where such an arrangement exists, the Company will recognise its share of the assets, liabilities, revenue and expenses including its share of any held or incurred jointly.

B. Financial Assets
Term deposits with maturities greater than three months are measured at amortised cost and have been designated as loans and receivables.

C. Trade and other receivables
Trade and other receivables are initially measured at fair value less any recognition of any expected credit loss over the life of the assets less any provision for impairment.

D. Cash and cash equivalents
Cash and cash equivalents comprise cash balances and call deposits, and other short-term highly liquid investments with maturities of three months or less. Bank overdrafts that are repayable on demand and form an integral part of the Company's cash management are included as a component of cash and cash equivalents for the purpose of the statement of cash flows, and in current liabilities on the statement of financial position.

E. Investment property
The land leased to third parties under operating leases is classed as investment property.

Investment property is measured initially at cost, including transaction costs. After initial recognition, the investment property is measured at fair value as determined annually by an independent valuer.

Gains or losses arising from a change in fair value of the investment property are recognised in the statement of comprehensive income.

F. Share capital

(i) Ordinary share capital

Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, from the proceeds.

(ii) Preference share capital

Preference share capital is classified as equity if it is non-redeemable and any dividends are discretionary or is redeemable but only at the company's option. Dividends on preference share capital classified as equity are recognised as distributions within equity.

Preference share capital is classified as a liability if it provides for mandatory redemption by the issuer for a specific amount at a specific date (or gives the holder the right to requires such redemption from the issuer), or if it gives the holder the right to put it back to the issuer for cash or another financial asset. Dividends thereon are recognised in the statement of comprehensive income as interest expense.

G. Interest-bearing borrowings

Interest-bearing borrowings are recognised initially at fair value less attributable transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method.

H. Provisions

A provision is recognised in the statement of financial position when the Company has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of expenditures, the amount of which can be reliably estimated, will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

I. Leases

(i) Finance leases

Leases in which substantially all of the risks and rewards of ownership of an asset transfer to the lessee are classified as finance leases whether or not title is eventually transferred. At inception, finance leases are recognised in the statement of financial position at the present value of the minimum lease payments plus the present value of any unguaranteed residual value expected to accrue at the end of the lease term.

Amounts due from lessees under finance leases are recorded as receivables. Finance lease payments are allocated between interest revenue and reduction of the lease receivable over the term of the lease in order to reflect a constant rate of return on the net investment outstanding in respect of the lease.

(ii) Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset.

J. Revenue

Revenue is measured at the fair value of consideration received.

(i) Interest income

Civic Building Limited
Annual Report Year Ended 30 June 2025

Notes to the Financial Statements

Interest income is recognised in the statement of comprehensive income as it accrues, using the effective interest method.

(ii) Finance lease income
Finance lease income is allocated over the lease term on a systematic and rational basis. This income allocation is based on a pattern reflecting a constant periodic return on the Company's net investment in the finance lease.

(iii) Operating lease income
Operating lease income is recognised in the statement of comprehensive income on a straight-line basis over the term of the lease.

(iv) Insurance proceeds
Insurance proceeds are recognised in the statement of comprehensive income when the compensation becomes receivable.

K. Financing costs
Financing costs comprise interest payable on borrowings calculated using the effective interest rate method. All interest payable on borrowings is recognised as an expense in the statement of comprehensive incomes as it occurs.

L. Income tax
Income tax on the profit or loss for the year comprises current and deferred tax. Income tax is recognised in the statement of comprehensive income except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity.

Current tax is the expected tax payable on the taxable profit for the year, using tax rates enacted or substantively enacted at the balance date, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided using the statement of financial position liability method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Temporary differences arising from the initial recognition of assets or liabilities that affect neither accounting nor taxable profit are not provided for.

The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at the balance date.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

M. Trade and Other Payables
Trade and other payables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method. They represent liabilities for goods and services received by the Company during and up to the end of the financial year and which remain unpaid as at balance date. The amounts are exclusive of GST.

N. Goods and Services Tax
The financial statements are prepared exclusive of GST with the exception of receivables and payables that are shown inclusive of GST. Where GST is not recoverable as an input tax it is recognised as part of the related asset or expense. The net amount of GST recoverable from, payable to, the Inland Revenue Department is included as part of receivables or payable in the statement of financial position.

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

Independent Auditor's Report

To the readers of Civic Building Limited's financial statements and statement of service performance for the year ended 30 June 2025

The Auditor-General is the auditor of Civic Building Limited (the Company). The Auditor-General has appointed me, Chantelle Gernetzky, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements and the statement of service performance of the Company on his behalf.

We have audited:

- the financial statements of the Company on pages 5 to 8 and 11 to 27, that comprise the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the statement of service performance of the Company for the year ended 30 June 2025 on pages 9 to 10.

Opinion

In our opinion:

- the financial statements of the Company:
    - present fairly, in all material respects:
        - its financial position as at 30 June 2025; and
        - its financial performance and cash flows for the year then ended; and
    - comply with generally accepted accounting practice in New Zealand in accordance with New Zealand equivalents to International Financial Reporting Standards Reduced Disclosure Regime; and
- the statement of service performance:
    - accurately reports, in all material respects, the Company's actual performance compared against the performance targets and other measures by which the Company's performance can be judged in relation to the Company's objectives in its statement of intent for the year ended 30 June 2025; and
    - has been prepared, in all material respects, in accordance with section 68 of the Local Government Act 2002 (the Act).

Our audit was completed on 10 December 2025. This is the date at which our opinion is expressed.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand), issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the *Responsibilities of the auditor for the audit of the financial statements and the statement of service performance* section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Board of Directors for the financial statements and the statement of service performance

The Board of Directors is responsible on behalf of the Company for preparing financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand. The Board of Directors is also responsible for preparing the statement of service performance in accordance with the Act.

The Board of Directors is responsible for such internal control as it determines is necessary to enable it to prepare financial statements and the statement of service performance that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the statement of service performance, the Board of Directors is responsible on behalf of the Company for assessing the Company's ability to continue as a going concern. The Board of Directors is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Board of Directors either intend to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors' responsibilities arise from the Local Government Act 2002.

Responsibilities of the auditor for the audit of the financial statements and the statement of service performance

Our objectives are to obtain reasonable assurance about whether the financial statements and the statement of service performance, as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error.

Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of these financial statements and the statement of service performance.

For the budget information reported in the financial statements and in the statement of service performance, our procedures were limited to checking that the information agreed to the Company's statement of intent.

We did not evaluate the security and controls over the electronic publication of the financial statements and the statement of service performance.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and the statement of service performance, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.

- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.

- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board of Directors and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the statement of service performance or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- We evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- We evaluate the overall presentation, structure and content of the statement of service performance, including the disclosures, and assess whether the statement of performance achieves its statutory purpose of enabling the Company's readers to judge the actual performance of the Company against its objectives in its statement of intent.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Board of Directors is responsible for the other information. The other information comprises all of the information included in the annual report other than the financial statements and the statement of service performance, and our auditor's report thereon.

Our opinion on the financial statements and the statement of service performance does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the statement of service performance, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the statement of service performance or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the Company in accordance with the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand),* issued by the New Zealand Auditing and Assurance Standards Board.

Other than the audit, we have no relationship with, or interests in, the Company.



Chantelle Gernetzky
Audit New Zealand
On behalf of the Auditor-General
Christchurch, New Zealand

Christchurch City Council

CHRISTCHURCH CITY COUNCIL
Finance and Commercial Group
MEMORANDUM

Date:	**25 February 2026**
To:	**Board of Directors, Civic Building Limited (CBL)**
From:	**Miza Rafe, Accountant**
Subject:	**Civic Building Limited – Unaudited Half Year Financial Report**

1. Attached herewith is Civic Building Limited's (CBL) unaudited half-year financial report for your review and consideration.

2. Analysis of the unaudited half year financial statements

Actual against Prior year

2.01 Total revenue for the six months has decreased primarily due to the maturity and non-renewal of ASB term deposit in September 2024, which resulted in a decrease in interest income.

2.02 The reduction in finance costs was due to lower interest charged by CCC.

2.03 Total assets have increased compared to prior year, with the main variances being increase in cash and cash equivalents.

Actual against Plan

2.04 Actual income was in line compared to plan, with major variance of $48k increase in interest from bank deposits, partly offset by a $13k decrease in lease interest and $27k decrease in property recovery expenses.

2.05 Actual expenses were $40k higher than planned due to increase in audit fees and insurance, counterbalanced by a $19k reduction in finance costs.

2.06 Nil variance is noted in the capital structure apart from increase in the finance lease asset by $1.4 million compared to the plan, mainly due to higher rent payments, which rose from $825k in July 2025 to $901k in August 2025.

3. Staff Recommendation

3.01 It is recommended that the Board of directors approve the half-year accounts as presented on 25 February 2026.

- Attachment: Unaudited half year financial statements

CBL Civic Building Limited

Civic Building Limited

Unaudited Half Year Financial Statements

For the six months to 31 December 2025

Civic Building Limited

Background

These are the unaudited interim financial statements of Civic Building Limited ("the Company").

The Company is a Council Controlled Trading Organisation as defined by Section 6 of the Local Government Act 2002. Accordingly, the Company has designated itself as a profit-oriented entity for the purposes of New Zealand Equivalents to International Financial Reporting Standards (NZ IFRS) reporting as a Tier 2 for-profit entity.

The Company is a party along with Ngai Tahu Property (CCC-JV) Limited to the Christchurch Civic Building Joint Venture (CCBJV), an unincorporated joint venture which has developed and now maintains the Christchurch City Council's Civic Building on Hereford Street.

The financial statements of the Company are for the six months ended 31 December 2025. The financial statements were authorised for issue by the Board of Directors on 28 February 2025.

Directors

The persons holding office as Directors of the Company for the six months to date as at 31 December 2025 were:

Sam MacDonald
Jake McLellan
Victoria Henstock
James Gough (resigned October 2025)

Civic Building Limited

Commentary

Financial Performance

Total revenue for the six months ending December 2025 decreased by $254k compared to December 2024. This comprises of a $188k decrease in CBL interest income, driven by the maturity and non-renewal of the ASB term deposit in September 2024 as well as $80k decrease in finance lease interest revenue.

Compared to the prior year, finance costs decreased by $160k due to a lower interest rate charged by CCC. The rate was 5.36% from June to September 2025 (down from 6.47% in the same period last year), and 5.34% from September to December 2025 (compared to 6.27% in the prior year).

Financial Position

Total assets have increased by $682k compared to the prior year, primarily due to a $2.2 million increase in cash and cash equivalents from CCBJV distributions, consistent with prior year increase of $1.9mil in December 2024. This was partially offset by a $2.4mil decrease in finance lease receivable, while investment property increased by $938k arising from capital expenditure on strengthening works.

Total liabilities have remained in line with prior year. The main variance was a decrease in tax liabilities by $336k.

Civic Building Limited

Statement of Service Performance

The following lists the financial and operating performance targets set by the Company in its Statement of Intent for the year to 30 June 2026 and reports on progress to date against these targets.

Variance Commentary

	Six months ended 31 December 2025			Full year
	Target $000	Actual $000	Variance $000	Target $000
Income				
Interest - Finance Lease	1,347	1,333	(13)	2,693
Interest - Other	15	63	48	29
Other income	694	667	(27)	1,387
Total Income	2,055	2,063	8	4,109
Expenses				
Finance costs	(1,369)	(1,350)	(19)	(2,737)
Other expenses	(413)	(472)	59	(825)
Total Expenses	(1,781)	(1,821)	40	(3,562)
Net Surplus (deficit) before tax	274	241	49	547
Taxation (income)	(48)	-	48	(95)
Net Surplus (deficit) after tax	226	241	15	452

	Six months ended 31 December 2025			Full year
Capital Structure				
Uncalled capital	10,000	10,000	-	10,000
RPS Shares	2,251	2,252	1	2,251
Borrowings from Council	50,324	50,324	-	50,324
Finance Lease assets	35,324	36,744	1,420	35,324
Total Assets	45,271	49,471	4,200	45,271
Ratio of shareholder funds to total assets	-15.4%	-21.73%	-6%	

Actual income was in line with the plan. Major variance is a $48k increase in interest from bank deposits, partly offset by a $13k decrease in lease interest and $27k decrease in property recovery expenses.

Actual expenses were $40k higher than planned due to increase in audit fees and insurance, counterbalanced by a $19k reduction in finance costs.

Nil variance is noted in the capital structure apart from increase in the finance lease asset by $1.4 million compared to the plan, mainly due to higher rent payments, which rose from $825k in July 2025 to $901k in August 2025.

Civic Building Limited

Operational Performance Targets

Objective and Strategy	Performance Measure	Actual Result
Meet the financial targets contained within this SOI.	Review of corporate financials in comparison to budget.	Performance against budget is going well against the key elements that the department is involved in.
Manage the investment in a commercially astute and prudent manner.	Review of asset performance following the investing of capex and opex.	Performance of assets is going well with the performance against operational budget.

Environmental Performance Target

Performance Target	Performance Measure	Performance to date
The Civic Building was designed to achieve a high standard in terms of environmental and energy sustainability.	Any plant or system that helps reduce energy consumption is maintained and kept to a high standard of operation – All plant related to this target remains operational 90% of the time unless there is a specific issue requiring further attention (lighting controls / rainwater tanks / solar panels)	Achieved to date

Social Performance Target

Performance Target	Performance Measure	Performance to date
Maintain Te Hononga to meet or exceed New Zealand Standard NZS 4121:2001 Design for access and mobility – buildings and associated facilities and Christchurch City Council's Equity and Access for People with Disabilities Policy.	To maintain the implementation of all pertinent recommendations from the accessibility audit conducted in the fiscal year 2022.	Achieved to date

Civic Building Limited

Statement of Comprehensive Income for the six months ended 31 December 2025

	Note	Dec-25 $000	Dec-24 $000
Revenue		2,063	2,317
Finance costs		1,350	1,510
Other expenses		472	450
		1,821	1,960
(Loss) / profit before income tax		242	357
Income tax expense/(income)		-	-
(Loss) / profit for the period		242	357
Other comprehensive income		46	48
Total comprehensive income		288	405

The accompanying notes form part of and are to be read in conjunction with these financial statements.

Civic Building Limited

Statement of Changes in Equity for the six months ended 31 December 2025

	Share Capital	Retained Earnings	Other Reserves	Total
	$000	$000	$000	$000
Balance at 30 June 2024	**5,252**	**(14,965)**	**586**	**(9,127)**
Total comprehensive income for the period				
Profit/(Loss) for the for year	-	993	-	993
Capex Reserve	-		96	96
Preference shares repayment	(3,000)			(3,000)
Balance at 30 June 2025	**2,252**	**(13,972)**	**682**	**(11,038)**
Profit/(loss) for the year	-	*242*	-	242
Other comprehensive income	-		46	46
Preference shares repayment	-			-
Balance at 31 Dec 2025	**2,252**	**(13,730)**	**728**	**(10,750)**

The accompanying notes form part of and are to be read in conjunction with these financial statements.

Civic Building Limited

Statement of Financial Position as at 31 December 2025

	Note	Dec-25 $000	Dec-24 $000
Current assets			
Cash and cash equivalents		5,204	3,001
Finance lease receivables		2,754	4,765
Trade and other receivables		185	211
Total current assets		8,143	7,977
Non-current assets			
Investment property		7,338	6,400
Trade and other receivables - non-current		33,990	34,412
Total non-current assets		41,328	40,812
Total assets		49,471	48,790
Current liabilities			
Trade and other payables		216	169
Current tax liabilities		275	148
Borrowings		-	-
Total current liabilities		491	317
Non-current liabilities			
Borrowings		50,324	50,324
Deferred tax liabilities		9,406	9,870
Total non-current liabilities		59,730	60,194
Total liabilities		60,221	60,511
Net assets		(10,750)	(11,722)
Equity			
Capital and other equity instruments		2,252	2,252
Retained earnings		(13,730)	(14,608)
Reserves		728	634
Total equity		(10,750)	(11,722)

The accompanying notes form part of and are to be read in conjunction with these financial statements.

Civic Building Limited

Statement of Cash Flows for the 6 months ended 31 December 2025

	Note	Dec-25 $000	Dec-24 $000
Cash flows from operating activities			
Operating revenue		3,334	3,134
Payments to suppliers		(605)	(774)
Income Tax Expenses		(322)	(227)
Net GST movement		(23)	78
Net cash provided by operating activities		2,384	2,211
Cash flows from investing activities			
Interest received		63	251
Capital expenditure for investment property		(288)	-
Maturities of term deposits		-	3,500
Net cash provided by investing activities		(225)	3,751
Cash flows from financing activities			
Repayment of redeemable preference shares		-	(3,000)
Interest paid		(1,350)	(1,510)
Net cash provided by financing activities		(1,350)	(4,510)
Net increase (decrease) in cash and cash equivalents		809	1,452
Cash and cash equivalents at beginning of year		4,395	1,550
Cash and cash equivalents at end of year		5,204	3,002

The accompanying notes form part of and are to be read in conjunction with these financial statements.

For and on behalf of the Board of Directors which authorised the issue of the financial statements:

Chair

25/2/26
Date

Director

25/2/26
Date

Civic Building Limited

Notes to the interim financial statements for the six months ended 31 December 2025

Statement of Compliance

These are the unaudited interim financial statements of the Company for the six months ended 31 December 2025.

The interim financial statements have been prepared in accordance with NZ IAS 34 Interim Financial Reporting and New Zealand generally accepted accounting practice as appropriate for Tier 2 for-profit entities. They comply with the Tier 2 for-profit accounting standards.

As the Company has elected to report under Tier 2 for-profit accounting standards, it has applied disclosure concessions, where available. The criteria under which the Company is eligible to report under Tier 2 for-profit accounting standards are as follows:

(a) the Company is not publicly accountable; and
(b) the Company's total expenses for the period being reported are below the $30 million threshold for Tier 1 reporting.

The interim financial statements do not include all the information and disclosures required in the annual financial statements. As such, these should be read in conjunction with the Company's annual financial statements as at 30 June 2025.

Accounting policies

The accounting policies adopted in the preparation of the interim financial statements are consistent with those followed in the preparation of the Company's annual financial statements as at 30 June 2025.

Contingencies

The Company had no contingent liabilities on 31 December 2025 or 30 June 2025.

Events subsequent to balance date

There were no significant events subsequent to balance date requiring disclosure or that would materially affect these financial statements.

Item 14

14. Venues Ōtautahi Ltd - Draft Statement of Intent 2026/27

Reference Te Tohutoro:	26/22942
Responsible Officer(s) Te Pou Matua:	Linda Gibb, Performance Advisor, Finance
Accountable ELT Member Pouwhakarae:	Bede Carran, General Manager Finance, Risk & Performance / Chief Financial Officer

1. Purpose and Origin of the Report Te Pūtake Pūrongo

1.1 The purpose of this report is to present Venues Ōtautahi's (VŌ's) draft Statement of Intent (SOI) for the 2026/27 financial year and to support the Council, as shareholder, in determining whether it wishes to provide comments on the draft SOI.

1.2 The report has been prepared following receipt of VŌ's draft SOI on 27 February 2026, within the timeframe required under Part 1 of Schedule 8 of the Local Government Act 2002. The draft SOI was subsequently discussed with Councillors at a briefing on 31 March 2026.

1.3 VŌ's draft SOI is attached to this report as **Attachment A**. The Council's Letter of Expectations to VŌ dated 28 January 2026 is attached as **Attachment B**.

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives Venues Ōtautahi Ltd's (VŌ) draft Statement of Intent for 2026/27.
2. Notes that VŌ's draft Statement of Intent for 2026/27 is legally compliant with Statement of Intent provisions contained in the Local Government Act 2002.
3. Adopts the following shareholder comment on VŌ's draft Statement of Intent for it to consider when preparing its final Statement of Intent:
   (i) that VŌ commits in its final SOI to providing an annual standalone report at or near financial year end detailing what has been delivered against the annual asset management plans including maintenance and renewals, asset condition compliance outcomes and asset-related risk.
4. Advises staff of further comments, if any, to be conveyed to VŌ on its draft Statement of Intent.
5. 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 VŌ's draft SOI was received within the statutory timeframe (on or before 1 March) required by the Local Government Act 2002 (LGA).

3.2 Staff have assessed the draft SOI and consider it to be legally compliant, to reflect the Council's LOE and to be consistent with the Long Term Plan 2024–34 and the draft Annual Plan 2026/27.

3.3 Staff recommend that VŌ commits in its final SOI to providing an annual standalone report at or near financial year end detailing what has been delivered against the annual asset management plans including maintenance and renewals, asset condition compliance outcomes and asset-related risk

4. Background/Context Te Horopaki

Legal requirements for SOI

4.1 Section 64 of the LGA states the purpose of an SOI is to:

- state publicly the activities and intentions of the CCO for the year and the objectives to which those activities will contribute;
- provide an opportunity for shareholders to influence the direction of the organisation; and
- provide a basis for accountability of the directors to their shareholders for the performance of the organisation.

4.2 The LGA provides that the board of a CCO must deliver a draft SOI to its shareholders on or before 1 March each year. Shareholders may provide comments on the draft to the CCO board by 1 May and the board must consider the comments made by the shareholder(s) and finalise the SOI by 30 June.

4.3 The LGA also sets out the content requirements for SOIs. These include the objectives of the group, the board's approach to governance, nature and scope of activities to be undertaken and the major accounting policies.

4.4 The Companies Act 1993 also informs the CCO directors consideration of the shareholders comments on the draft SOI. Company directors are required to act in the best interests of the company pursuant to section 131(1) of the Companies Act 1993. The directors will be mindful of this when considering expectations from the Council in LOEs and feedback on draft SOI documents.

VŌ Activities and Financial Forecasts

4.5 VŌ's activities are undertaken with a view to creating economic and social (including environmental and cultural) outcomes for Christchurch. Its activities in pursuit of this include venue marketing, event attraction and management, venue operations, management and maintenance and food and beverage services. VŌ owns the Christchurch Town Hall and the Wolfbrook Arena. It manages the Apollo Projects Stadium (until May 2026), Airforce Museum of New Zealand, Hagley Oval and from April this year One New Zealand Stadium at Te Kaha.

4.6 The financial projections in the draft SOI provide for consolidation of One NZ Stadium at Te Kaha's operations into VŌ's portfolio and reflect opportunities VŌ has created to generate additional or increased revenue streams. These include strategic partnerships such as premium hospitality, sponsorship, pourage (exclusive commercial supplier arrangements for beverage) and ticketing. This enables VŌ to centralise and distribute overhead and fixed costs across the organisation, including achieving pricing efficiencies through volume and scale, rather than operating separate silos for each venue.

4.7 A key outcome is that VŌ is no longer seeking operating subsidies from the Council. It is forecasting a break-even result, while also meeting the significant costs of repairs and maintenance, required to keep venues safe and compliant with building regulations, as well as meeting the significant fixed insurance and utility costs for the Town Hall and Wolfbrook Arena.

4.8 However, there are risks to the financial forecasts such as the impact on demand for, and supply of events due to geo-political unrest in the Middle East and economic conditions domestically.

4.9 Capital grants continue to be required to assist VŌ to meet the significant costs of asset renewal and improvement of the owned venues (Christchurch Town Hall and Wolfbrook Arena (28 years old)) and ongoing replacement of capital equipment required for operations. Capital

grants are recorded in line with last year's SOI and in accordance with the Long Term Plan 2024-34 and draft Annual Plan 2026/27.

4.10 The following data presents the change in the scale of VŌ with One NZ Stadium at Te Kaha in the venue portfolio, by comparing the forecasts with the 2024/25 outcomes. Noting the figures *italicized* in the first table are not a part of the final sum:

Operating forecasts	**2026/27 Forecast $m**	**2027/28 Forecast $m**	**2028/29 Forecast $m**	**2024/25 Actual $m**
Event and venue operations - direct operating income	*14.1*	*15.7*	*16.0*	*20.5*
Event and venue operations – operating margin	7.0	7.9	8.0	11.2
One NZ Stadium at Te Kaha – direct operating income	*30.7*	*31.4*	*32.0*	*0*
One NZ Stadium at Te Kaha – operating margin	13.9	14.2	14.5	0
Less net overheads and fixed costs (VŌ-wide)	(13.7)	(14.3)	(14.6)	(7.4)
Less property overheads and fixed costs	(7.1)	(7.7)	(7.8)	(5.8)
Consolidated EBITDA	**0**	**0.1**	**0.1**	**(2.0)**
Council operating grant	0	0	0	3.3

Events and attendance forecasts	**Forecast 2026/27**	**Forecast 2027/28**	**Forecast 2028/29**	**Actual 2024/25**
Event numbers – One NZ Stadium at Te Kaha	178	178	178	0
Attendances – One NZ Stadium at Te Kaha	435,000	465,000	545,000	0
Event numbers – other venues	353	360	360	408
Attendances – other venues	415,000	435,000	455,000	718,443
Total events	**531**	**538**	**538**	**408**
Total attendances	**850,000**	**900,000**	**1,000,000**	**718,443**

4.11 The table above excludes One NZ Stadium at Te Kaha pre-opening costs and revenues to focus on business as usual operations and allow genuine comparison to the 2024/25 financial year.

4.12 In terms of value for money, it is acknowledged that the financial analysis is only one part of the net benefit to Christchurch ratepayers; there is expected to be considerable social benefit from the opportunities that will be available to Christchurch ratepayers from participating in its offerings, as well as other economic benefits from stimulation of hospitality and accommodation businesses arising from events.

Capital funding and risks

4.13 The following table compares financial assistance from the Council as reflected in the draft Annual Plan compared with VŌ's draft SOI for 2026/27. There are no variances.

Capital grants	**2026/27 $m**	**2027/28 $m**	**2028/29 $m**

Capital expenditure forecast – draft SOI	6.0	4.0	3.9
Capital grant – last year's final SOI	4.6	3.8	-
Capital grant – draft Annual Plan 2026/27	4.6	3.8	3.7
VŌ capital funding contribution	1.4	0.2	0.2
Variance	**0**	**0**	**0**

4.14 Capital grants are required to assist VŌ meet the significant costs of asset renewal and improvement (Christchurch Town Hall and Wolfbrook Arena (28 years old)) and ongoing replacement of capital equipment required for operations. Each venue has a dedicated asset management plan (prepared by industry specialists) which underpin the capital grants agreed with the Council.

4.15 Capital grants are recorded in line with last year's SOI and the draft Annual Plan 2026/27 as shown in the above table.

4.16 The capital expenditure forecasts (and capital grants from the Council) do not include One NZ Stadium at Te Kaha. The Stadium is not expected to require capital investment during the SOI period, and is a cost borne by the owner (the Council) and not the operator (VŌ).

4.17 To assist the Council to manage risks around the capital demands of the venue portfolio, it is proposed that VŌ is asked to commit in its final SOI to providing an annual standalone report at or near financial year end to advise what has been delivered against the annual asset management plans including maintenance and renewals, asset condition compliance outcomes and asset-related risk. The report should include a section on future focus to assist the Council with its Long Term and Annual Plans.

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

Date	Subject
31 March 2026	VŌ Draft SOI Workshop
Periodic updates	One New Zealand Stadium at Te Kaha

Performance Measures

4.19 Given the scale, public profile, and strategic importance of One New Zealand Stadium at Te Kaha, VŌ has provided separate financial metrics for the Stadium which it will report against in its quarterly reporting to the Council.

Non-financial performance targets

4.20 The draft SOI provides a set of non-financial performance targets relating primarily to event delivery and venue utilisation across VŌ's portfolio, including separate measures for One New Zealand Stadium at Te Kaha.

4.21 The purpose of these measures is to provide high-level indicators of activity and utilisation rather than to measure broader social, cultural, or economic outcomes directly. In the context of VŌ's role, these measures act as proxy indicators for how intensively Council-owned venue assets are being used and the extent to which those venues are attracting people and activity to the city.

4.22 As a matter of practice, VŌ provides estimates of net economic benefit to Christchurch from its large events using an industry standardised methodology.

4.23 Performance measures included in the draft SOI are consistent with previous SOIs.

Letter of Expectations 2026/27

4.24 The key expectations that the Council communicated to VŌ in its LOE dated 28 January 2026 and how they have been incorporated into the draft SOI are shown in the table below.

LOE 2026/27	Draft SOI 2026/27
Council's strategic priorities Commitment to supporting the Council with its focus on the strategic priorities and community outcomes in the LTP.	Page 8 – Strategic Alignment (how VŌ's activities contribute to the Council's strategic priorities).
Events planning and funding Ongoing high level of collaboration and co-operation with ChristchurchNZ Holdings Ltd, the Council, other stakeholders and the City Partners Group (CPG) in pursuit of generating integrated and cost-effective outcomes. Participate in the CPG processes as a key delivery agent of events. Use an established cost/benefit model to report the economic benefits, forecast and actual, associated with events it supports.	Multiple references to VŌ's strategic approach to maximising social and economic benefits to the city from its activities, and from the activities of all event providers through collaboration. At page 17 "VŌ, in its role as a regional leader responsible for the largest portfolio of venues in the city, will also continue to play its role in the City Partners Group (CPG), the group responsible for governing the city's investment in major event attraction. This is irrespective of whether CPG funding is required by VŌ". Page 24 notes that "the methodology utilised by VŌ in estimating economic benefit through visitation is industry methodology provided by Tourism New Zealand and is aligned with the methodology utilised by Council's economic development agency, ChristchurchNZ. This remains estimated as it is not externally validated".
Value for money – demonstrate value for money by placing a continuous focus on least cost delivery (for defined quality), cost control and minimisation, increasing revenue while containing and business and financial risk. Demonstrate value for money through benchmarking with other similar entities.	VŌ has developed an operating model and progressed initiatives sufficient to allow it to break-even at from operations (at Earnings before tax, interest, depreciation and amortisation), with no requirement for Council operating funding support over the SOI period.
Fiscal restraint including in executive remuneration - publish the Chief Executive's remuneration in the Annual Report (current and prior years); and the company's remuneration policies.	Page 35. Staff note that VŌ uses the services of Strategic Pay and both Strategic Pay[2] and Ernst and Young to size its executive leadership positions, provide market data and recommended market reference points.
Returns on investment – from work being done at a national level on performance reporting for economic development - agency deliverables, include any new performance targets that are relevant.	Staff understand that this work (commissioned and being undertaken by third parties) has been delayed but is likely to be available in time to inform the Council's Long Term Plan 2027-37.
Performance targets – to be ambitious and achievable. To focus on the underlying drivers of performance, the achievement of VŌ's strategic outcomes and the contribution to the Council's strategic outcomes.	Included – targets are underpinned by key drivers of number of events and number of guests to venues. Refer page 8 strategic direction and the section on financial and non-financial performance targets from page 32.
Reporting performance – to include direct reference to the financial statements and other	Staff are currently engaging with VŌ towards achieving these reporting outcomes and aligning

[2] Strategic Pay provides remuneration and performance management solutions and is used by the Council, Christchurch City Holdings Ltd and ChristchurchNZ Holdings Ltd to size and price executive roles.

information that informs operational performance, explanations of variances in actual performance, inclusion of five year trends in key performance drivers (annually), benchmarking and definitions and formulas used to assess performance.	reporting with generally accepted accounting practice along with specific reporting measures.
Engagement – all communications between VŌ and the Council to be founded on openness and transparency.	Page 9 "VŌ is committed to a close and collaborative partnership with our shareholder, the Council, to navigate our way through the inevitable challenges in the future, to celebrating successes for Ōtautahi Christchurch and to ensuring the people of Christchurch have access to, connection with an importantly pride in their venues".
Mana whenua - foster working and strategic relationships between the Council and the six Papatipu Rūnanga who hold mana whenua status in their respective rohe in Canterbury by maintaining high levels of engagement in areas of mutual interest.	Page 29. At page 20 VŌ recognises that success is measured by a number of things including the strength of partnership with mana whenua.
Climate change for VŌ to to demonstrate leadership in reducing greenhouse gas emissions by aligning with Council climate policies, setting out its emissions targets and pathways, and considering the impacts of climate change on its operations and infrastructure.	The Council's Climate Resilience Group has reviewed the draft SOI and noted that it very clearly takes the LOE into account.
One NZ Stadium at Te Kaha - collaboratively and constructively engage with the Council to achieve an operations agreement that optimises value for Council, Stadium users, and the wider community. Work with Council staff to set financial and non-financial performance targets for the Stadium. Enhance revenue from non-event sources. Notify Council as early as possible of any issues that could negatively impact public enjoyment of the Stadium or Council's reputation. Develop and execute a public engagement plan to ensure the community is well informed about Stadium activity and any impacts on surrounding areas.	Operations agreement to be finalised imminently and reflected in the final SOI as appropriate. Dedicated targets are included from page 32. This expectation is well addressed. The SOI not only identifies intent but demonstrates strategies to increase revenue streams from both events and other avenues are in place and embedded in the operating model. Commitment made, page 22. Page 22 - VŌ will continue to execute the well-established and comprehensive public engagement plan to ensure the community is well informed of events and activities at the Stadium and aware of any potential impacts requiring preparation.
Governance – engage with CCHL to review the VŌ board's optimal size and skill requirements with One NZ Stadium at Te Kaha in its venues portfolio; – best practice human resource and organisational culture management, undertaking annual board, director and committee reviews, showing leadership in	Staff note that work is underway by CCHL in consultation with VŌ. There are several references to VŌ being a living wage employer (page 26). It notes that it brings challenges that it must consider carefully including the potential impact on its financial sustainability.

innovative practices, promoting diversity at board, executive and employee levels across the group and paying the living wage and considering becoming an accredited living wage provider.	

Options Considered Ngā Kōwhiringa Whaiwhakaaro

4.25 The Council can opt to:

4.25.1 provide feedback on VŌ's draft SOI, or

4.25.2 not provide feedback on VŌ's draft SOI.

4.26 Staff recommend that feedback be provided to VŌ that it commits in its final SOI to providing an annual standalone report at or near financial year end detailing what has been delivered against the annual asset management plans including maintenance and renewals, asset condition compliance outcomes and asset-related risk. This feedback will be provided by 1 May 2026 to enable VŌ to finalise its Statement of Intent by 30 June 2026.

4.27 If the Council does not provide feedback by 1 May 2026, the VŌ board will finalise the SOI as it considers appropriate.

5. Financial Implications Ngā Hīraunga Rauemi

5.1 The draft SOI does not create any additional operating or capital expenditure. Financial forecasts for VŌ are included in the Background above.

6. Considerations Ngā Whai Whakaaro

Risks and Mitigations Ngā Mōrearea me ngā Whakamātautau

6.1 Governance and accountability risks are minimised when the SOI provides clarity of objectives and deliverables, and meaningful and measurable targets.

Legal Considerations Ngā Hīraunga ā-Ture

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

6.2.1 The Council, as shareholder of VŌ and its subsidiaries, can provide comments on the draft SOI under Part 1 of Schedule 8 of the LGA.

6.3 Other Legal Implications:

6.3.1 Section 131(1) of the Companies Act 1993 provides for directors' duties and that directors must act in the best interests of the company.

6.3.2 Further detail on the legal requirements for SOIs is included in the Background section above.

Strategy and Policy Considerations Te Whai Kaupapa here

6.4 The required decisions:

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

6.4.2 Are assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy. The level of significance was determined by the extent to which the decisions are likely to impact the community.

6.4.3 Are consistent with Council's Plans and Policies.

6.5 This report takes into account the funding flows for VŌ's activities in the Council's Long Term Plan (2024 - 2034).

Impact on Mana Whenua Ngā Whai Take Mana Whenua

6.6 VŌ has set out in its draft SOI its commitment to continuing to integrate Te Ao Māori principles across its strategic framework and business model. VŌ also emphasises the importance of fostering a strong relationship with Ngāi Tūāhuriri in particular as its portfolio of venues are within its rohe.

6.7 The decisions in this report do 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.

6.8 The decision does not impact on Council's agreed partnership priorities with Ngā Papatipu Rūnanga.

Climate Change Impact Considerations Ngā Whai Whakaaro mā te Āhuarangi

6.9 The proposals in this report are unlikely to contribute significantly to adaptation to the impacts of climate change or emissions reductions. This is because they do not give rise to any new operational activities, beyond those already approved by the Council (for example, operation of One New Zealand Stadium at Te Kaha). Staff note that VŌ in its draft SOI sets out its commitment to reducing carbon emissions including its emissions targets and pathways, and considering the impacts of climate change on its operations and infrastructure.

7. Next Steps Ngā Mahinga ā-muri

7.1 Pursuant to clause 1(2), Part 1 of schedule 8 of the LGA, the VŌ board will consider feedback from the Council shareholder prior to finalising its SOI by 30 June 2026.

7.2 The final SOI will be provided to the Council by 30 June 2026 and within one month of its delivery, will be published on VŌ's and the Council's websites.

Attachments Ngā Tāpirihanga

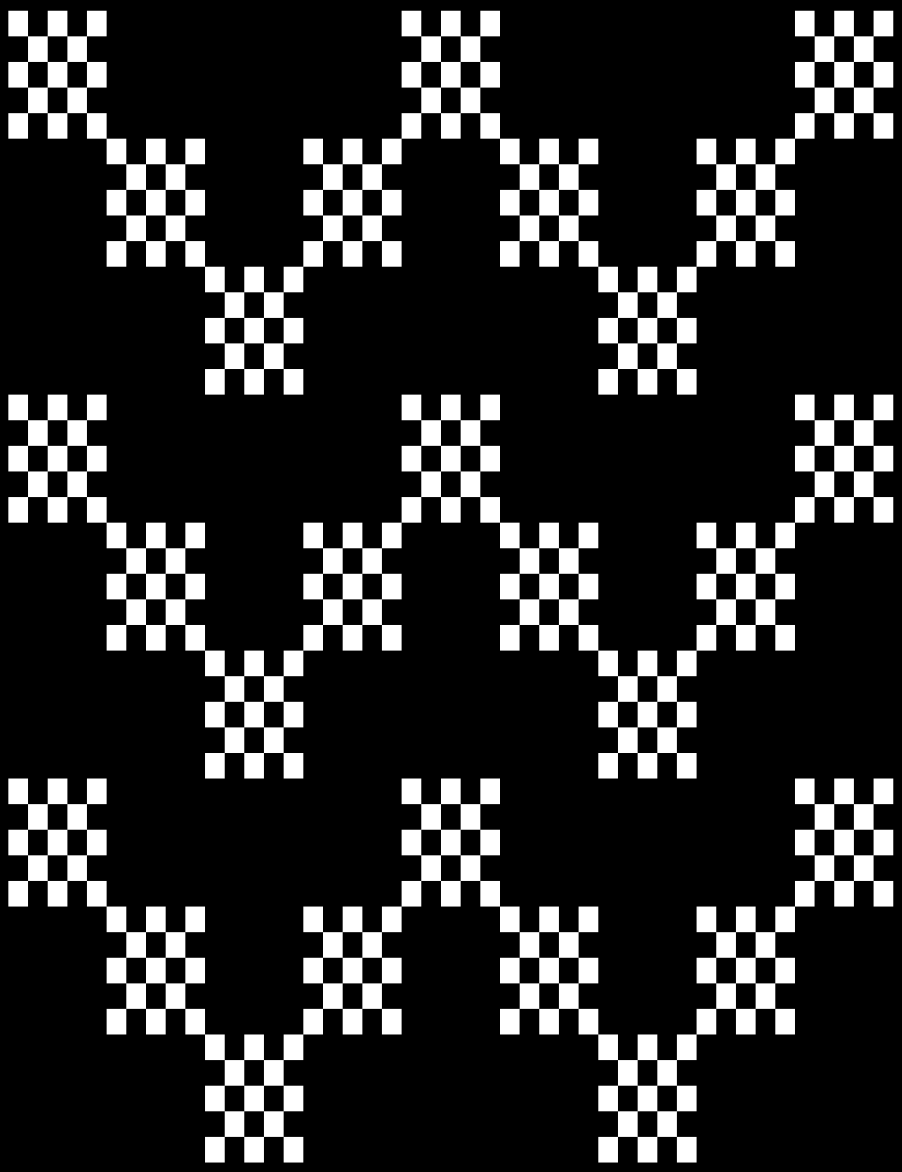
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A	Venues Ōtautahi - Draft Statement of Intent 2026/27	26/603701	573
B	Letter of Expectations 2026/27 to Venues Ōtautahi	26/182419	618

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

Document Name – Location / File Link
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Signatories Ngā Kaiwaitohu

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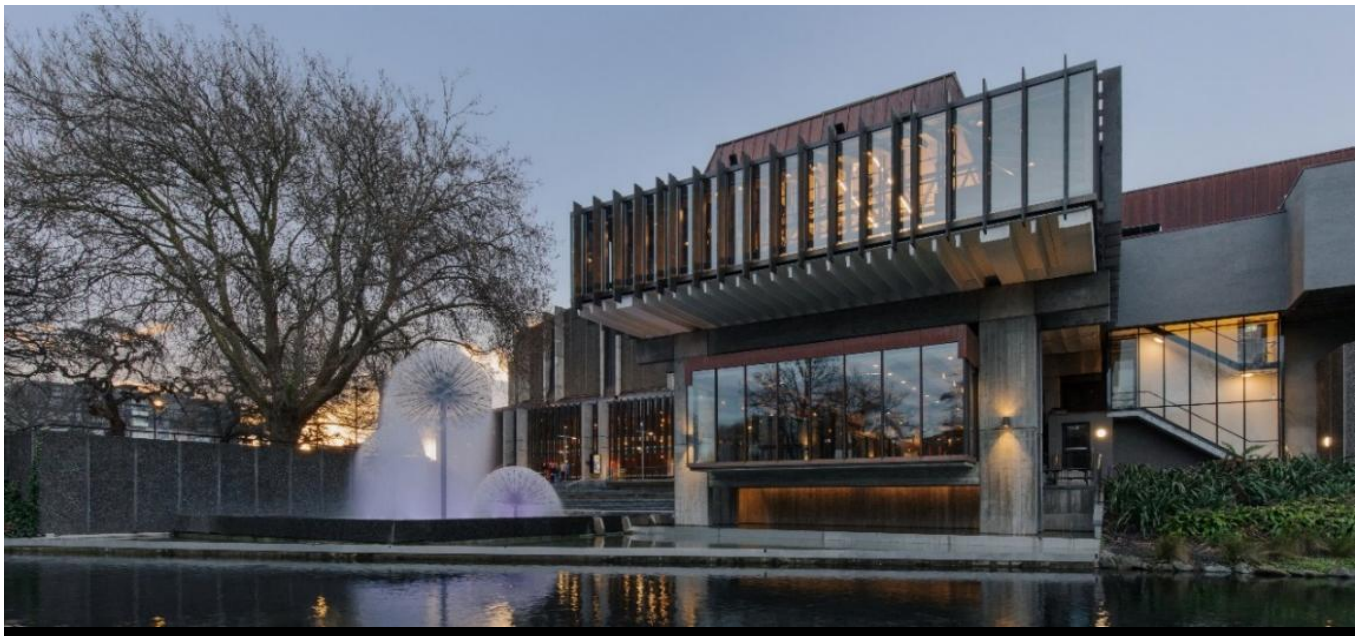


VENUES ŌTAUTAHI

DRAFT STATEMENT OF INTENT

1 JULY 2026 – 30 JUNE 2029

VENUES
ŌTAUTAHI



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01 INTRODUCTION

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

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

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

The SOI is a public and legally required document which is reviewed and agreed annually with the Company's sole Shareholder, the Christchurch City Council (Council) and covers a three-year period. This SOI covers the period from 1 July 2026 to 30 June 2029.

02 ABOUT VENUES ŌTAUTAHI

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

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

VŌ, where Ōtautahi comes together, is the largest venue, event and culinary services management company in New Zealand.

Each year, VŌ attracts, plans, and delivers a diverse range of ticketed, business, civic, lifestyle, wedding, education, culinary and community events, including major entertainment and sporting events in the city of Christchurch in addition to strategically managing the diverse and iconic portfolio of community assets under its portfolio.

The Company, established over 25 years ago, owns the Christchurch Town Hall and Wolfbrook Arena and manages the Air Force Museum of New Zealand, Apollo Projects Stadium, Hagley Oval, and One New Zealand Stadium, which opened its doors for the first time in April 2026.

The company also delivers large-scale events through the mobile culinary and event management services arm of the business, including events such as SailGP and has a preferred catering agreement with Parakiore.

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

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



The diversity of the event portfolio is extensive, and the capability of the VŌ team reflects this. Across the portfolio of venues currently under the VŌ umbrella the company delivers over 450 events and welcomes around 700,000 guests each year. With the addition of One New Zealand Stadium to the venue portfolio, annual guest numbers increase to over 850,000 and event numbers to over 500.

The events delivered across the portfolio of VŌ venues deliver over $47m of estimated direct and indirect economic benefit annually to the Canterbury region including around $2m of direct contribution to local suppliers and producers of food and beverage, $15m of direct contribution to local service providers and contractors through our source local procurement strategy and around $30m of estimated economic benefit through visitation to the region.

With the addition of One New Zealand Stadium to the portfolio of VŌ venues in 2026 the estimated direct and indirect economic contribution to the region across the full suite of venues including visitor attraction, local sourcing and taking into consideration the employment of our local team, will be over $90m annually.

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

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

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



03 NATURE AND SCOPE OF ACTIVITIES

VŌ undertakes the following activities.

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



04 CORE REVENUE MODEL AND COST STRUCTURE

VŌ operates as an integrated venue management and event delivery organisation, generating income through diversified commercial streams while carrying significant responsibility for asset stewardship, workforce capability and event delivery.

Food and beverage represents the organisation's primary source of revenue, accounting for approximately half of total operating income. This includes retail and corporate hospitality catering, conference and banquet services, premium hospitality delivery, and associated beverage rights arrangements.

The scale of One New Zealand Stadium materially enhances this revenue category, with higher attendance volumes and expanded premium hospitality offerings driving increased turnover and operating leverage.

Venue hire and management activities contribute approximately 21 percent of total operating income with this revenue stream reflecting VŌ's role as both asset manager and event operator, encompassing sporting fixtures, concerts, business events, conferencing, long-term tenant arrangements and production-related services. The organisation's ability to manage a diverse portfolio of venues under a single operating model provides scale efficiencies and commercial consistency.

From FY26/27, premium hospitality contributes materially to total operating income, a primarily new steady state revenue stream.

The introduction of corporate suites, field club memberships and structured hospitality programmes within the stadium environment strengthens high-yield revenue streams and supports long-term financial sustainability. This segment is central to the commercial model underpinning the stadium and represents a material evolution of the organisation's earnings profile.

Commercial partnerships contributes a portion of operating income and includes naming rights, sponsorship inventory, digital assets, ticketing and pourage. While proportionally smaller than other categories, this revenue stream provides strategic leverage and supports brand positioning and event attraction.

On the expense side, the organisation's largest cost category is permanent staff expenditure, representing approximately 22 percent of total operating and event expenses.

As a service-intensive business operating complex public venues, VŌ relies on specialist operational capability, event management expertise, asset and facilities management, health and safety leadership and corporate governance functions to deliver safe, high-quality experiences.



Cost of goods sold for food and beverage makes for a material volume of operating and event expense with this scaling proportionately with revenue reflecting the high-volume nature of the organisation's primary income stream.

Casual labour, including food and beverage staff, guest hosts and event set-up crews, represents a material percentage of total operating and event expenses. This flexible workforce model enables the organisation to scale efficiently in response to event demand while maintaining service standards.

Core asset management costs, including rates, insurance and utilities, account for approximately 12 percent of total operating expenses reflecting the responsibility of maintaining major public assets to a high standard of compliance, resilience and long-term value protection.

Together the make up of these core revenue and expense items demonstrate VŌ's integrated commercial and delivery model and are those key levers that underpin the company's strategic imperatives through the period of this Statement of Intent.

05 STRATEGIC ALIGNMENT

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

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

Be an inclusive and equitable city

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

Champion Ōtautahi Christchurch

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

Build Trust and Confidence in the Council

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

Reduce Emissions as a Council and as a city

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

Manage ratepayer's money wisely

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

Actively balance the needs of today's residents

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



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

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

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

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

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

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



06 THE VENUES



1. Venue Ownership

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



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

2. Management (Venue and Asset Management)

Apollo Projects Stadium was, until the opening of One New Zealand Stadium, Christchurch's largest sporting Stadium and home to one of the World's most successful rugby teams, the Crusaders. The Stadium had a permanent seating capacity of 17,100 and held large concerts up to 27,000. Apollo Projects Stadium ceased operations in May 2026.



One New Zealand Stadium is Christchurch's newest venue, opened in April 2026. One New Zealand Stadium is New Zealand's most premiere venue with a seating capacity of 30,000 and the ability to hold large concerts of around 37,000 guests. With a permanent roof One New Zealand Stadium is a multi-use facility hosting around 200 events per year across a diverse range of event types including rugby union, rugby league, football, motorsport, boxing, corporate events, expos and tradeshows, education and conferencing events, and large, medium, and intimate style concerts.



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



3. Management (Events Only)

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



4. Venues Ōtautahi Mobile Events

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



07 PURPOSE AND MISSION

VŌ, where Ōtautahi comes together.

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

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

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

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

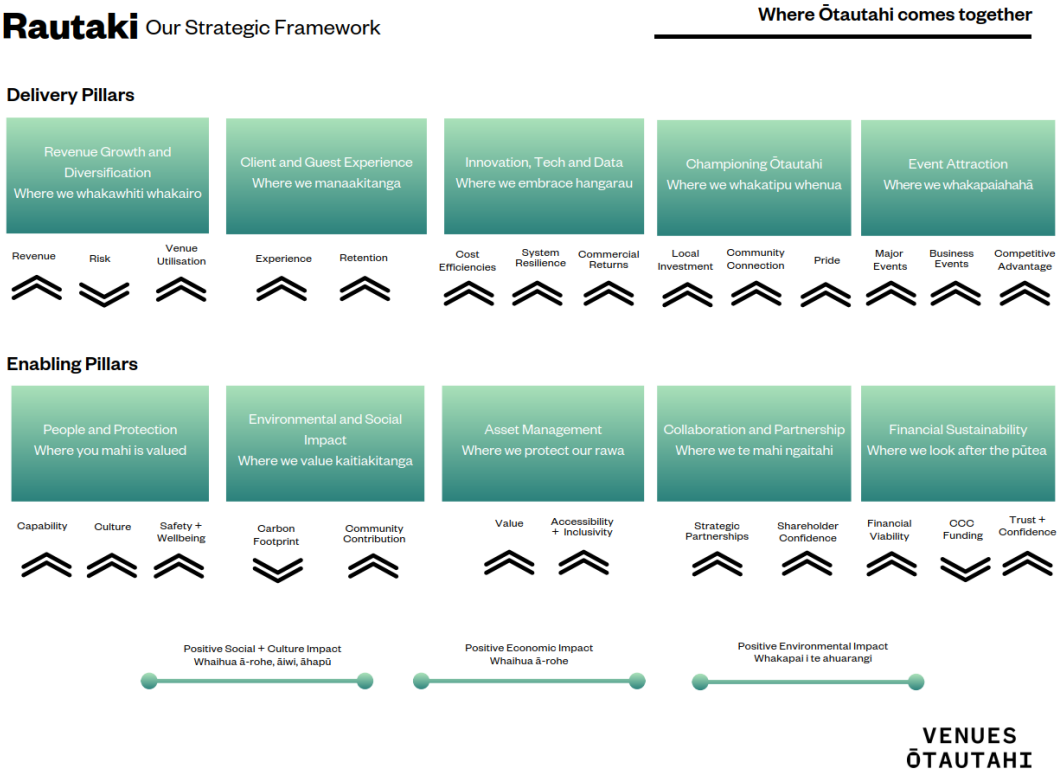
At a minimum the quantifiable economic and social benefit derived from the venues are expected to exceed the whole of life cost of developing, maintaining, and operating the venues.

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

08 VENUES ŌTAUTAHI STRATEGIC FRAMEWORK

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

The framework is built on ten interconnected delivery and enabling pillars.



Delivery Pillars

1. **Revenue growth and diversification, where we whakawhiti whakaaro**
   - Increase revenue through venue portfolio growth, and commercial partnerships.
   - Reduce business risks by broadening income sources.
   - Increase venue utilisation through a strategic approach to event attraction and promotion.
   - Maximise the opportunity of One NZ Stadium to attract a diverse range of year round events

2. **Client and guest experience, where we manaakitanga**
   - Enhance the guest experience through the development of holistic, venue-specific strategies.
   - Increase client retention and confidence by assuring a seamless event planning experience.
   - Use One NZ Stadium as the blueprint for technology led guest experience enhancements

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

4. **Championing Ōtautahi, where we whakatipu whenua**
    - Execute a source local procurement strategy to deliver economic benefit to the region.
    - Develop initiatives to assure community engagement and connection to their venues.
    - Embed celebrate local in the company's communications strategy to ensure community pride.
    - Leverage the One NZ Stadium platform to deepen local partnerships and support local growth

5. **Event Attraction, where we whakapaiahahā**
    - Attract more major events through strategic investment in event delivery infrastructure.
    - Engage key promoters and sporting bodies in commercially strategic partnerships.
    - Enhance technology infrastructure at all venues for high yield business events.
    - Maximise competitive position of One NZ Stadium to attract NZ exclusive major events



Enabling Pillars

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

2. **Environmental and Social Impact, where we kaitiakitanga**
    - Execute a carbon reduction strategy to achieve carbon neutrality for all VŌ venues by 2030.
    - Deliver positive community outcomes by executing a social impact framework.
    - Showcase One NZ Stadium as the blueprint for industry leading environmental initiative

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

4. **Collaboration and Partnership**
    - Strengthen strategic partnerships through collaboration and shared risk and reward.
    - Deepen the shareholder relationship through collaboration and a focus on shared outcomes.
    - Strategically enhance commercial partnerships utilising the strength of the venue portfolio.

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

09 STRATEGIC OPPORTUNITIES AND CHALLENGES

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

Strategic Opportunities

1. **One New Zealand Stadium**

- One New Zealand Stadium is a game changer for Ōtautahi, Christchurch and for VŌ.
- This Statement of Intent reflects the strategic opportunity the Stadium presents as follows:
  - VŌ's enhanced commercial position as a result of new revenue lines such as premium hospitality and strengthened position with respect to content attraction, corporate food and beverage revenue and commercial partnerships.
  - One New Zealand Stadium will drive significant economic benefit to the region, circa $50m per annum with the strategic opportunity to grow this by attracting more NZ exclusive content.
  - A diverse range of all year round events enabled by the stadium being a purpose built multi use facility will also materially enhance the social and cultural fabric of the city.



2. **Venue Portfolio Growth**

- Acquiring the management of additional venues presents an opportunity for VŌ to expand its portfolio and increase revenue without the burden of asset ownership costs.
- By strategically selecting venues that complement rather than compete with the existing suite, this approach can deliver a strong commercial return, reduce reliance on shareholder funding, and enhance contributions to the local and regional economy.

3. **Diversification of Revenue**

- To strengthen financial resilience, reduce reliance on shareholder support, and enhance contribution to the local economy, the business seeks to diversify revenue streams where possible.
- For example the company continues to focus on growing the mobile arm of the business for events such as SailGP and while remaining aligned with core business considers opportunities such as retail food and beverage services at other large public facilities.

4. Regional Leadership

- VŌ plays a vital role in fostering regional economic growth by championing local procurement and collaboration with Council family partners.
- Through its commitment to sourcing locally, VŌ has achieved notable success, contributing significantly to the local economy and setting an example of sustainable and community-focused business practices.
- This success positions VŌ to take a leadership role regionally, supporting other businesses aspiring to adopt similar local procurement strategies.
- By leveraging partnerships, sharing best practices, and fostering collaboration, VŌ can drive collective economic benefits, strengthen the region's business ecosystem, and enhance community wellbeing.
- VŌ, in its role as a regional leader responsible for the largest portfolio of venues in the city, will also continue to play its role in the City Partners Group (CPG), the group responsible for governing the city's investment in major event attraction. This is irrespective of whether CPG funding is required by VŌ.



5. Long Term Financial Viability

- This SOI reflects initiatives to ensure the long-term financial viability of the business and goal to continue to reduce financial support required from the shareholder.

Strategic Challenges

1. Economic Conditions

- Current economic conditions in New Zealand continue to present challenges for the events and venues industry especially in light of the ongoing cost-of-living crisis. Inflationary pressures, rising costs of goods and services, and wage expectations are impacting both businesses and households.
- For VŌ, these conditions bring specific challenges:
    - Rising Operating Costs, including increases in asset management and maintenance costs, cost of goods, freight and shipping for third parties, including promoters, and general operational overheads.
    - With the rising cost of living, employees are experiencing increased financial strain. This amplifies the need for competitive wages and better support, especially in a large casual workforce.
    - Meeting the expectation of being a living wage employer is a significant challenge. Balancing this commitment with financial sustainability requires careful planning, as the large casual workforce and variable nature of event-based operations complicate consistent wage structures.
    - The economic environment also influences discretionary spending, impacting ticket sales, sponsorships, and other revenue streams. A reduction in disposable income among patrons may challenge venue profitability.
- VŌ is well positioned to navigate these economic headwinds by implementing strategies maximising revenue streams, and building efficiencies into our workforce strategy. This includes a commitment to maintaining high service standards while addressing wage expectations to support staff well-being and remain competitive in attracting and retaining talent.



2. Te Pae

- The opening of Te Pae in 2021 increased venue supply in Christchurch.
- The primary purpose of Te Pae remains to re-establish and grow Christchurch's share of the international conference and convention market however with a number of new regional convention centres recently opened, the risk Te Pae shifts their focus to the local market and therefore in more direct competition is heightened.
- Collaboration and city event attraction strategy development is key to the success of all city venues in this regard.

3. **Environmental Impact Aspirations**

- VŌ is deeply committed to achieving its sustainability aspirations, with environmental goals being a core element of its business strategy.
- However, implementing sustainable practices often comes with significant costs, presenting an ongoing challenge.
- The organisation remains focused on striking a careful balance between financial constraints and environmental responsibilities to ensure long-term, meaningful impact.

4. **Aging and/or Heritage Listed Infrastructure**

- Wolfbrook Arena is 28 years old and the Christchurch Town Hall, which reopened in 2019, despite having a significant restoration and repair post the 2011 earthquake is over 50 years old and is a heritage listed building.
- Both aspects present increased challenge due to aging facilities requiring higher costs for repairs, maintenance, and compliance with evolving safety and accessibility standards.
- Without continued investment, older (and particularly heritage listed) infrastructure can also struggle to meet modern event demands, including advanced technology and sustainability expectations, which can limit competitiveness and revenue opportunities.
- Balancing immediate upkeep needs with long-term investment for upgrades or redevelopment is a key challenge for ensuring the venues remain fit for purpose and financially viable.



5. **Section 17a Review**

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

10 CURRENT POSITION

1. Step Change in Scale, Responsibility and Impact

The addition of One NZ Stadium to the VŌ portfolio represents a transformational shift in the scale, complexity and impact of the organisation. Over the FY27–29 period, the stewardship of One New Zealand Stadium, a nationally significant venue and precinct, materially changes the organisation's financial profile, operating model and civic responsibility.

Between FY24/25 and FY26/27, the organisation's revenue grows from $24 million to $50 million. EBITDA increases from $300,000 to $2.6 million, reflecting both scale and improved operating leverage. Annual event delivery increases from 400 events to over 500 events, while guest attendance rises from 700,000 to over 850,000 visitors per annum.

Estimated economic impact to the region is projected to grow to approximately $90 million annually. Local employment across the organisation expands from 550 staff to approximately 1,000, reflecting both permanent capability growth and the expanded casual workforce required to operate five venues, including the Stadium.

This is not incremental growth; it is structural change. The addition of One NZ Stadium fundamentally reshapes the organisation's size, reach and influence within Christchurch and nationally. It also accelerates VŌ's transition toward financial sustainability. Over the same period, tax subvention materially reduces, and direct Council funding reduces from $3.25 million to nil by FY26/27.



VŌ does not underestimate the responsibility or privilege entrusted to it through stewardship of this asset. One New Zealand Stadium is the largest single civic infrastructure investment in Christchurch's history.

It carries economic, social and cultural significance extending well beyond its commercial performance. VŌ recognises success must be measured not only by revenue growth and profitability, but by the quality of guest experience delivered at scale, the strength of partnership with mana whenua, the accessibility of the venue for community use, the safety and wellbeing of all who work within it, and the long-term resilience of the asset itself.

The commercial uplift created by the stadium enables reinvestment across the broader venue network and strengthens Christchurch's competitive position as a host city for major sport, entertainment and business events.

The opportunity is generational. VŌ is committed to maximising both the commercial return and the social dividend the venue presents, recognising the trust placed in the organisation to deliver enduring value for the city.

2. One New Zealand Stadium

VŌ acknowledges the responsibility entrusted to us by the Council and the city as operator of One New Zealand Stadium. The Stadium represents the single largest infrastructure investment in Christchurch's history, and we do not underestimate either the privilege or the accountability that comes with maximising its commercial, social, cultural and environmental contribution to the city.

In recognition of the Stadium's role as a catalyst for wider economic activity, VŌ has established a Commercial Forum. This forum brings together local businesses, hospitality operators, accommodation providers, transport partners and key city stakeholders to ensure Christchurch maximises the commercial opportunity presented by major events.

It will operate as a practical working group focused, through collaboration, on assuring the Stadium's success translates directly into measurable uplift for local enterprises and the broader Canterbury economy.

Alongside this, VŌ will establish a Community Forum to provide a structured and ongoing channel for engagement with local residents and businesses in and around the Te Kaha precinct. This forum will enable proactive discussion of operational matters such as traffic management, event scheduling, noise, crowd dispersal and precinct safety. Importantly, it will operate as a collaborative problem-solving platform rather than a reactive complaints mechanism, ensuring issues are addressed early, transparently and constructively. Our objective is to embed the Stadium as a positive neighbour and long-term asset for the local community.



VŌ recognises Council's role as asset owner and shareholder and is committed to maintaining and enhancing shareholder value through disciplined financial management, proactive event acquisition, diversified revenue streams and rigorous asset stewardship.

The commercial model for the Stadium has been structured to continue to reduce reliance on Council operational support, supported by clear financial targets and a strong focus on the strength of commercial partnerships and consistent venue utilisation. Maintaining shareholder value also requires careful lifecycle planning and preventative maintenance, ensuring the long-term integrity and performance of this significant public asset.

Enhancing revenue from non-major event sources is a core component of our strategy to ensure year-round activation of the Stadium. We are actively developing opportunities across corporate functions, conferences, stadium tours, visitor experiences, hospitality offerings, in-house catering activations, retail and food tenancies, and community and school programmes. This diversified approach strengthens financial resilience and maximises the productivity of the asset.

We understand the reputational importance of One New Zealand Stadium to Christchurch and to Council. VŌ commits to notifying Council as early as possible of any matter that could negatively impact public enjoyment of the Stadium or Council's reputation. Clear escalation protocols and agreed communication pathways will ensure that any emerging issues are identified quickly and addressed collaboratively and transparently.

During the 12-month defects liability period, VŌ will work closely with Council staff, contractors and delivery partners to ensure timely identification and resolution of any defects. A structured defects management process has been developed with the VŌ and Council team already working closely together.

VŌ's focus moving forward throughout the period of this Statement of Intent will remain on protecting guest experience and operational continuity while ensuring asset rectification is addressed promptly and effectively.

VŌ will execute the Asset Management Plan, developed with the support of external specialists, in consultation with Council. Preventative maintenance scheduling, lifecycle forecasting, capital planning integration and condition monitoring will remain central to our operational model.

Given the scale and value of the Stadium asset, asset management is a strategic priority and will be supported by performance metrics and governance oversight to protect the long-term value of this generational investment.



Finally, VŌ will continue to execute the well-established and comprehensive public engagement plan to ensure the community is well informed of events and activities at the Stadium and aware of any potential impacts requiring preparation.

This plan will include forward event calendars, traffic and transport advisories, resident and business briefings, digital communication channels and structured stakeholder engagement sessions. Proactive communication will ensure residents and businesses can plan effectively for event days and share in both the excitement and the opportunity the Stadium generates.

VŌ does not underestimate this responsibility and this opportunity and is fully committed to delivering commercial success, community value and operational excellence in partnership with Council.

VŌ recognise the visibility and expectation attached to this project and remain focused on ensuring the Stadium delivers enduring benefit to Christchurch across economic, social, cultural and environmental dimensions.

3. Regional Impact

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

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

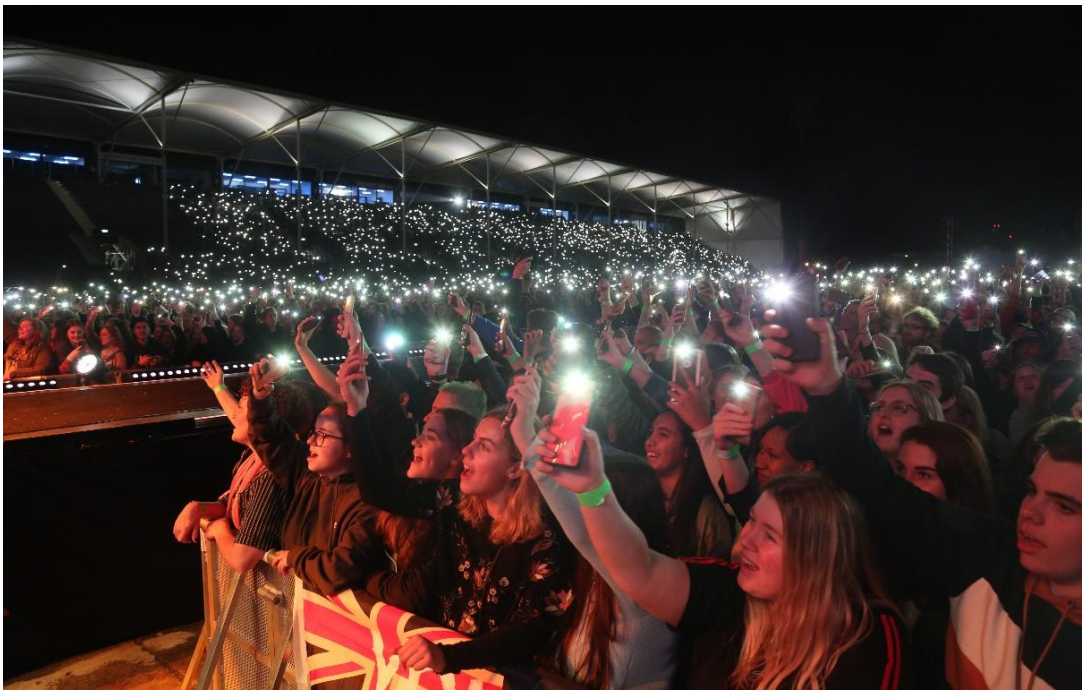
a) Championing Ōtautahi

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

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

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

Championing Ōtautahi underpins VŌ's approach to all procurement with 80% of food across the venue portfolio and 70% of all contractors and service providers sourced from Canterbury. This direct contribution to local suppliers, producers, contractors and service providers will increase materially over the period of this Statement of Intent with the opening of One NZ Stadium.



For One New Zealand Stadium, VŌ's approach to supporting and celebrating local extends to providing a platform for local eateries to showcase their wares at the Stadium through the Ōtautahi food collective. Another way One New Zealand Stadium separates itself from the rest with no other venue in Australia taking the same approach.

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

b) Visitation

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

Of the hundreds of events delivered across the portfolio, VŌ attract, plan, and deliver around 25 major events each year which deliver a large portion of the estimated economic impact to the region.

On this basis, the company is forecasting, from 2026 an estimated $80m - $100m of regional direct and indirect economic benefit each year from visitation to all events across the portfolio of venues, through the local procurement of food and beverage, from the engagement of local suppliers and contractors and, not previously included in economic forecast figures, from the employment of local staff.

VŌ for this reason, is focused on continuing to attract major and business events to its portfolio of venues, as these events deliver the most direct and indirect economic impact to the region.

With One NZ Stadium now included in the portfolio of venues, this is a powerful and competitive position for the region and one VŌ will leverage for the benefit of the city as a whole.

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



4. Social and Environmental Impact

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

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

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

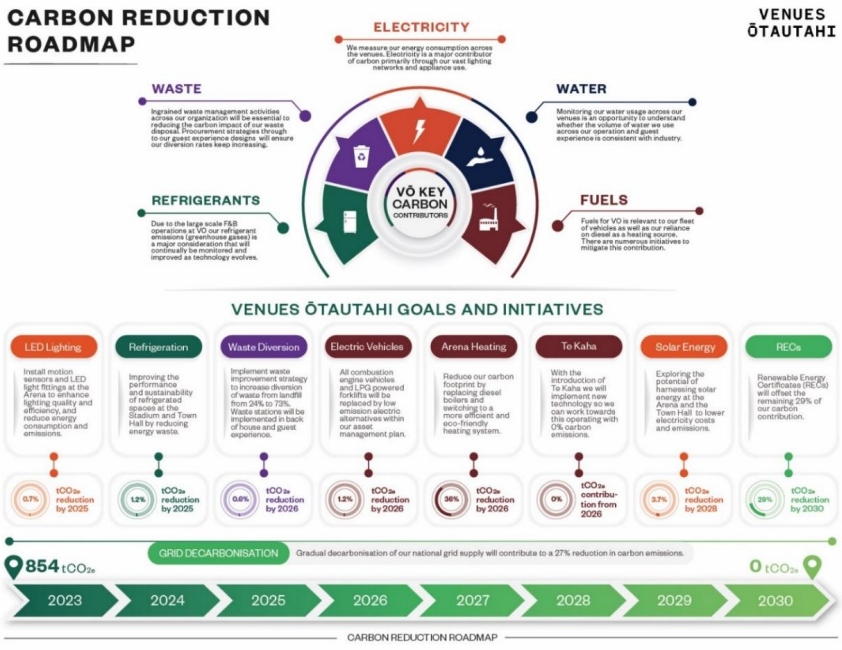
Making a positive social impact and contributing to the local community is a core part of our culture. Through our people-first approach, sustainability initiatives, and unwavering commitment to community engagement, we continue to create meaningful change for Christchurch.

a) Environmental Impact

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

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

VŌ to the end of 2025 had achieved a 16% reduction in electricity usage and carbon emissions, a 9% reduction in stationary fuel usage and carbon emissions, and a 49% reduction in usage and 47% reduction in carbon emissions for transport fuels.



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

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

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

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

To assure and validate our programme of activity across all venues, VŌ will also seek Toitū Envirocare accreditation in the 2028 financial year.

- *note, with much unknown about the operation of One New Zealand Stadium, the focus will be on establishing baseline data and a programme of activity to integrate the venue in the carbon reduction roadmap*



b) Social Impact

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

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

VŌ is proudly a living wage employer, employing around 1,000 casual staff.

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

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

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

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

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

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



5. Health, Safety and Wellbeing

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

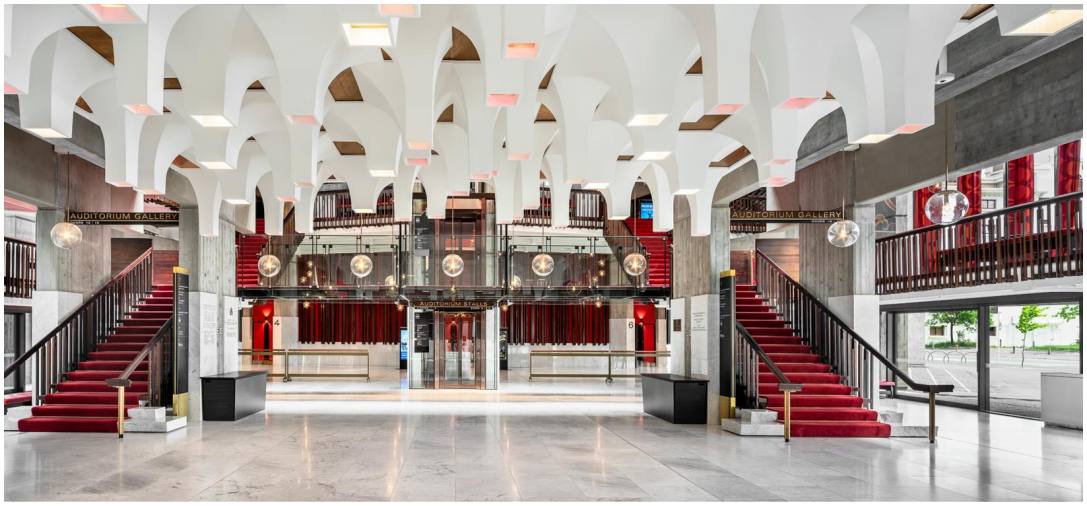
VŌ, in managing large civic assets, a high volume of contractors, venue and food safety for hundreds of thousands of guests, event safety for over 500 events of different scale and type each year, and hundreds of staff in a high-risk environment, assuring the health, safety and security of all is challenging and complex.

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

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

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

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



6. Accessibility and Inclusivity

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

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

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

7. Te ao Māori

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

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

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

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



8. Strategic Asset Management

VŌ holds a crucial responsibility for strategically managing and maintaining the city's significant portfolio of assets, ensuring their long-term value and functionality. The organisation oversees close to $1 billion in owned or managed assets.

A key objective of the company is to maintain the value of these city assets ensuring the venues remain safe, compliant, operationally functional, and aligned with evolving technological and competitive standards.

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

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

The cost of asset management and maintenance is significant, amounting to approximately $8 million annually. To manage these costs effectively, VŌ achieves efficiencies through its internal team, reducing reliance on external contractors and allowing for timely and responsive asset care.



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

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

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

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

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

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

11 COMMUNITY

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

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

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

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

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



12 GOVERNANCE

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

The VŌ Board meets monthly and has three subcommittees of the Board focused on strategic and business critical matters. These include a sustainability committee, audit and risk committee, and a remuneration committee.

All Directors are required to comply with a formal Code of Conduct, based on the New Zealand Institute of Directors' Principles of Best Practice. The Board conducts periodic self-reviews of Board performance and effectiveness and in FY27/28, will undertake an independent review.

13 PERFORMANCE TARGETS

1. Operational Performance Targets

In addition to the company's financial performance measures, VŌ will report to the Shareholder on a quarterly basis on the progress against the following operational performance metrics:

Objective and Strategy	Performance Measure		
	2026/2027	2027/2028	2028/2029
Economic Impact			
Attract and manage events that generate positive social, cultural, environmental and economic impact.	Maximise visitor spending by holding at least 16 major ticketed events at One NZ Stadium and 10 major events at other VŌ venues[1,]	Maximise visitor spending by holding at least 17 major ticketed events at One NZ Stadium and 10 major events at other VŌ venues[1,]	Maximise visitor spending by holding at least 17 major ticketed events at One NZ Stadium and 11 major events at other VŌ venues[1,]
Contribute direct economic benefit to the region[2] through implementation of local procurement strategy where commercially viable	80% of food procured from Canterbury. 70% of all third-party suppliers and contractors[10,] from Canterbury.	80% of food procured from Canterbury. 70% of all third-party suppliers and contractors[10,] from Canterbury.	80% of food procured from Canterbury. 70% of all third-party suppliers and contractors[10,] from Canterbury.
Social and Cultural Impact			
Maximise attendance at VŌ venues including One New Zealand Stadium.	Guests to venues exceed 435,000 at One NZ Stadium and 415,000 at other VŌ venues[13]	Guests to venues exceed 465,000 at One NZ Stadium and 435,000 at other VŌ venues[13]	Guests to venues exceed 545,000 at One NZ Stadium and 455,000 at other VŌ venues[13]
Make venues available to support local community groups/individuals	At least 55 events receive the community rate, or the value of community discounts applied equate to at least $130,000	At least 60 events receive the community rate, or the value of community discounts applied equate to at least $150,000	At least 65 events receive the community rate, or the value of community discounts applied equate to at least $175,000
Client and Guest Experience			
Guest Net Promoter Score (NPS[4])	Achieve greater than 55 NPS[4] during the year across all VŌ venues[1] including One NZ Stadium.	Achieve greater than 60 NPS[4] during the year across all VŌ venues[1] including One NZ Stadium.	Achieve greater than 60 NPS[4] during the year across all VŌ venues[1] including One NZ Stadium.
Client NPS[4]	Achieve greater than 55 NPS[4] during the year across all VŌ venues[1] including One NZ Stadium.	Achieve greater than 60 NPS[4] during the year across all VŌ venues[1] including One NZ Stadium.	Achieve greater than 60 NPS[4] during the year across all VŌ venues[1] including One NZ Stadium.

13 PERFORMANCE TARGETS

Objective and Strategy	Performance Measure		
	2026/2027	2027/2028	2028/2029
People and Protection			
Ensure the health and safety of our VŌ team, key delivery partners, clients, guests in the venues and all stakeholders involved with the business.	No serious harm[5] incidents involving critical risks[6] for guests, staff, or third-party stakeholders at VŌ.	No serious harm[5] incidents involving critical risks[6] for guests, staff, or third-party stakeholders at VŌ.	No serious harm[5] incidents involving critical risks[6] for guests, staff, or third-party stakeholders at VŌ.
Develop and maintain a supportive and engaging workplace culture.	Achieve a permanent staff engagement score of greater than 75%.	Achieve a permanent staff engagement score of greater than 75%.	Achieve a permanent staff engagement score of greater than 75%.
Environmental Impact			
Contribute to reducing the City's carbon footprint by achieving target of net carbon neutrality by 2030.	Achieve reduction in carbon emissions[7] from prior year.	Achieve 20% reduction in carbon emissions from stationery fuels and reduction in carbon emissions[8] from prior year.	Achieve reduction in carbon emissions[9] from prior year (excluding One NZ Stadium).
Assure One New Zealand Stadium contributes to the City's carbon footprint target of net carbon neutrality by 2030.	Establish baseline carbon footprint for One New Zealand Stadium	Track and monitor carbon emissions for One New Zealand Stadium as part of overall VŌ environmental sustainability framework	Achieve reduction in carbon emissions[9] from prior year.
Governance			
Report to Shareholder	Meet all Local Government Act (LGA) and Council reporting deadlines.	Meet all LGA and Council reporting deadlines.	Meet all LGA and Council reporting deadlines.
Asset Management			
Maintain the value of the assets on the balance sheet through strategic approach to asset management.	Asset management plans for all venues in place, reviewed annually and execution on track.	Asset management plans for all venues in place, reviewed annually and execution on track.	Asset management plans for all venues in place, reviewed annually and execution on track.

1. ***Major Events*** *defined as:*
    1. *Arena: Event attendance > 5,000 and/or International Sport*
    2. *One New Zealand Stadium: Ticketed events > 10,000 and/or International Sport*
    3. *Hagley Oval: Ticketed events > 5,000 and/or International Cricket*
2. ***Regional is Canterbury.*** *Can include National or International suppliers if point of origin is Canterbury.*
3. ***Guests.*** *Guest numbers include attendees at events such as concerts and sports (ticketed events), dinners, conferences, expos and trade shows (non-ticketed events). Guest numbers for expos and trade shows are captured using a clicker system at the entry point to the venue.*
4. ***Net Promoter Score.*** *Any Net Promoter Score above 0 is 'good' and means that your audience is more loyal than not. A score above 20 is considered 'favourable'. Anything above 50 is excellent and means your organisation has considerably more satisfied customers than dissatisfied ones. An NPS score above 80 is World Class and means customers love you and your company generates a lot of positive word-of-mouth referrals.*
5. ***Serious harm*** *is a notifiable injury or illness as defined in section 23 of the Health and Safety at Work Act 2015.*
6. ***Critical risks*** *are those identified as per the Venues Ōtautahi critical risk framework.*
7. ***Carbon emissions*** *measured in FY26/27 are stationery and transport fuels, waste, energy and water.*
8. ***Carbon emissions*** *measured in FY27/28 are stationery and transport fuels, waste, energy, water and refrigerants.*
9. ***Carbon emissions*** *measured in FY28/29 are stationery and transport fuels, waste, energy, water and refrigerants.*
10. ***Third party*** *suppliers and contractors include operational expenditure only.*



2. Financial Performance Targets

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

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

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

- VŌ responsible for asset management and maintenance and commercial operations.
- Council will own the asset.
- Council manage the turf and will meet all turf management costs, including utilities.
- VŌ will pay a market rent for the Stadium under an operator agreement with Council
- Commercial and operational forecasts are conservative with a long-term view across all taken.
- Operational and capital asset management and maintenance costs account for risk of a large, complex and new asset (completed with the support of a specialist third party).
- VŌ portfolio approach applies with a consolidated view of overheads.
- Pre-opening expenses to be reimbursed by Council as per 2024-2034 LTP (FY25/26 and FY26/27).



Venues Ōtautahi Portfolio

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

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

Of note, VŌ will continue to exercise restraint in executive remuneration underpinned by independent benchmarking. Considered in the setting of remuneration will be the need to attract and retain appropriately qualified people from either the public or private sector, the size, scale, complexity and growth of the organisation, the performance of individuals and type of expertise and specialisation needed.

Council Operational Funding

The VŌ FY27-29 SOI financial performance targets assume the following:

- No operational support from Council throughout the period of the SOI.
- Subvention receipts of circa $750k in FY26/27, reducing further thereafter.
- The reimbursement of $1.6m of pre-opening expenses for One New Zealand Stadium in FY26/27.
- No change to VŌ capital funding requirements versus the 2024-34 LTP.
- No capital funding required for One New Zealand Stadium across this SOI period.

Note on the Financial Performance Targets

The financial performance targets presented are draft and subject to change on detailed review over coming months, prior to completion of the final SOI. There is the potential that values presented will change from this draft, however the expectation is that the overall position and funding requirements should not change negatively from this draft.

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



One New Zealand Stadium

- Operator construct between VŌ and Council for One New Zealand Stadium yet to be confirmed, including license to operate and facilities management agreement.
- Capital maintenance and replacement process for One New Zealand Stadium yet to be confirmed, with VŌ unlikely to incur significant costs with these the responsibility of the asset owner.

Section 17a Review

- Any implications for VŌ with respect to outcomes of the section 17a review.

a) EBITDA

The below will represent the forecasted EBITDA split between event and venue operational performance (operations), asset management, repairs, and maintenance (property) and One New Zealand Stadium pre-opening costs for FY27-29.

	2026/27	2027/28	2028/29
	$000	$000	$000
Event and Venue Operations (total)			
Existing operations excluding One NZ Stadium at Te Kaha			
Direct operating income	14,106	15,720	16,000
Less: Direct operating expenses	(7,114)	(7,800)	(8,000)
Operating margin (existing operations)	***6,992***	***7,920***	***8,000***
One NZ Stadium at Te Kaha			
Direct operating income	30,689	31,438	32,000
Less: Direct operating expenses	(16,814)	(17,246)	(17,500)
Operating margin (One NZ Stadium at Te Kaha)	***13,875***	***14,192***	***14,500***
Non-event income	3,173	3,211	3,200
Less: Net operating overheads and fixed costs*	(16,899)	(17,505)	(17,800)
Total Operating EBITDA	**7,142**	**7,818**	**7,900**
Asset Management, Repairs and Maintenance (Property)			
Direct operating income	225	225	225
VŌ Council operating support	Nil	Nil	Nil
Less: Net operating overheads and fixed costs*	(7,344)	(7,922)	(8,000)
Property EBITDA	**(7,119)**	**(7,697)**	**(7,775)**
One NZ Stadium at Te Kaha pre-opening			
One NZ Stadium at Te Kaha pre-opening reimbursement**	1,588	Nil	Nil
Less: One NZ Stadium at Te Kaha pre-opening expenses	Nil	Nil	Nil
One NZ Stadium at Te Kaha pre-opening EBITDA	**1,588**	**Nil**	**Nil**
Consolidated EBITDA	**1,611**	**121**	**125**

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

*** Pre-opening costs for One New Zealand Stadium funded by VŌ since FY22/23 with partial reimbursement to be received in FY27.*

b) Consolidated Financial Performance Targets

The consolidated financial performance targets for VŌ are as follows:

	2026/27	2027/28	2028/29
Consolidated	$000	$000	$000
Direct operating income (existing venues)	14,331	15,945	16,225
One NZ Stadium at Te Kaha operating income	30,689	31,438	32,000
Non-event operating income	3,173	3,211	3,200
VŌ Council operating support	Nil	Nil	Nil
One NZ Stadium at Te Kaha operating grant	Nil	Nil	Nil
Less: Direct operating expenses	(23,928)	(25,045)	(25,500)
Less: Net operating overheads and fixed costs	(24,243)	(25,428)	(25,800)
EBITDA (Before ONZS at Te Kaha Pre-Opening Expenses)	**23**	**121**	**125**
One NZ Stadium at Te Kaha pre-opening reimbursement	1,588	Nil	Nil
Less: One NZ Stadium at Te Kaha pre-opening expenses	Nil	Nil	Nil
EBITDA	**1,611**	**121**	**125**
Forecasted Subvention	750	500	500
Operating cash surplus / (deficit) excluding net interest and depreciation	**2,361**	**621**	**625**

c) Forecast Capital Structure

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

	2026/27	2027/28	2028/29
	$000	$000	$000
Issued shares and other equity instruments	244,636	244,636	244,636
Debt	0	0	0
Total Assets	247,625	240,032	235,000
Shareholder funds to total assets ratio	76%	78%	78%



d) Forecast Capital Expenditure

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

	2026/27	2027/28	2028/29
	$000	$000	$000
Asset management plan - Wolfbrook Arena *	3,983	1,438	1,252
Asset management plan - Christchurch Town Hall *	36	692	370
Operational equipment, ICT, other and reactive capex	2,007	1,831	2,261
Total Capital Expenditure forecast	**6,026**	**3,961**	**3,883**
Capital Grant (as per 2024/34 LTP)	4,586	3,836	3,774
Carried forward capital funding	Nil	Nil	Nil
Self-funded capital expenditure	1,440	125	109
The Capital Grant includes the inflationary adjustment as per the current Council forecast.			

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

Capital funding in the 2027, 2028 and 2029 years is for costs associated with the continued delivery of the Asset Management Plan for required safety and compliance upgrades at Wolfbrook Arena and the Christchurch Town Hall as well as ongoing replacement of operational capital equipment.



14 COMPENSATION FROM COUNCIL

1. Operational, Capital and Debt Servicing Support

Public assembly venues such as town halls, entertainment and sporting arenas, and stadia exist to deliver economic, environmental, and social benefits to their communities.

The whole of life costs of developing, maintaining, operating, and refurbishing these types of assets is a significant investment by the local authority.

The operator of these assets is fully funded for asset development and care and will normally require some form of operating subsidy to ensure market competitiveness in event attraction and community access.

a) Operational Funding

Operational funding support historically contributed around 50% of the fixed largely uncontrollable costs associated with managing the city assets, Christchurch Town Hall, Wolfbrook Arena, and Apollo Projects Stadium.

These fixed costs included repairs and maintenance, rates, insurance, building compliance, and utilities which by and large are fixed and in the current economic climate are subject to material increases year on year.

With the company working to achieve greater financial independence and reduced impact on the rate payer, this Statement of Intent shows no operational funding is required from Council.

With the impact of depreciation on overall results, the company is likely to continue to receive small subvention payments from the tax group, which can be used to offset capital requirements.

Over time as the assets continue to age and repairs and maintenance costs increase for One New Zealand Stadium increase, this may change, however it is the company's intention to continue to develop and execute strong, strategic commercial arrangements to maintain this position.



b) Capital Funding

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

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

Capital funding in this Statement of Intent remains consistent with the FY26-28 VŌ Statement of Intent and the 2024-2034 Council Long Term Plan.

c) Debt Funding

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

Debt financing will reduce to nil from 2027/28.



2. One New Zealand Stadium Operational and Capital Funding

a) Pre-opening Expenses

Since FY23 and through to FY26, through operating cashflows, VŌ met the pre-opening costs associated with the Stadium. The purpose of VŌ meeting these costs directly was to support Council in minimising rates impact for the 2023, 2024 and 2025 years.

With the criticality of delivering the best commercial outcome for the shareholder and the city and particularly given the magnitude of this opportunity and the time it takes to negotiate material commercial arrangements the commencement of the commercial strategy started well before the venue is operational.

Between FY23 and FY26 pre-opening expenses total $4.3m. As per the 2024-2034 LTP, $1.59m of these costs will be reimbursed to VŌ in FY27 with these costs not being able to be offset with revenue prior to the venue being operational.

b) Operational and Capital Funding Support, One New Zealand Stadium

Due to One New Zealand Stadium being completed less than three months prior to the beginning of the Statement of Intent, no operational or capital funding support is required during FY27-29, with much of the initial maintenance covered by the building contractors and no material capital costs expected during the first three years of operation.

It is not expected capital funding support for One New Zealand Stadium at Te Kaha will be required until year seven of operation due to there being no material asset items requiring renewal in earlier years.

As the asset ages, capital funding support will be required.

3. Consolidated Operational, Capital and Debt Financing Support

The total operating, debt and capital support funding for the period of this SOI are included in the chart below.

Operating, debt financing and capital support funding			
	2026/27	**2027/28**	**2028/29**
	$000	**$000**	**$000**
VŌ Council operating support	Nil	Nil	Nil
VŌ debt financing support	Nil	Nil	Nil
One NZ Stadium at Te Kaha pre-opening reimbursement	1,588	Nil	Nil
One NZ Stadium at Te Kaha operating grant	Nil	Nil	Nil
Total operating and debt financing funding	**1,588**	**Nil**	**Nil**
Capital grant as per 2024/34 LTP (including inflation)			
	2026/27	**2027/28**	**2028/29**
	$000	**$000**	**$000**
Capital Grant (as per 2024/34 LTP, including inflation)	4,586	3,836	3,774
Total Capital Grant	**4,586**	**3,836**	**3,774**

15 ACCOUNTING POLICIES

VŌ has adopted accounting policies that are consistent with New Zealand International Financial Reporting Standards (NZ IFRS), generally accepted accounting practice and the policies adopted by the Christchurch City Council Group.

The Company's detailed accounting policies are available in the VŌ most recent annual report for the year ended 30 June 2025, as published in the CCO section of the Council website.

The VŌ actual accounting policies during the three-year period of this SOI may change as a result of changes to NZ IFRS standards and interpretations.

16 ACQUISITION/DIVESTMENT AND OTHER SIGNIFICANT TRANSACTIONS POLICY

The subscription or acquisition of securities in any company or organisation, or a divestment of part of the existing business, will only be considered where it is consistent with the long term strategic and commercial objectives of VŌ.

When the subscription, acquisition or divestment is considered by Directors to be significant to VŌ business operations, it will be subject to consultation with, and where required approval of, the Shareholder.

Major transactions as defined in the Companies Act 1993, s129(2), will be subject to Shareholder approval by special resolution.

Distributions

During the period of this SOI VŌ will not return capital funds to its Shareholder.

17 ESTIMATE OF COMMERCIAL VALUE

The Shareholder investment in VŌ was assessed as at 30 June 2025 by Deloitte at $193.4 million on a net asset value basis. The VŌ Board consider that the investment value is an appropriate estimate of the commercial value.



18 INFORMATION TO BE REPORTED TO THE SHAREHOLDER

1. No surprises

VŌ will operate on a 'no surprises' basis in respect of significant Shareholder related matters, to the extent possible in the context of commercial sensitivity and confidentiality obligations. Any sensitive issue that may result in media enquiry will be communicated to the Shareholder as soon as possible.

The Board aims to ensure the Shareholder is informed of all major developments affecting the Company, while at the same time recognising commercial sensitivity may preclude certain information from being made public.

Within this constraint, information is communicated to the Shareholder through periodic reports, occasional briefings, regular reports, and informal updates on important issues.



2. Local Government Act 2002 reporting requirements

VŌ will provide information requested by the Shareholder in accordance with the requirements of the Local Government Act 2002 and as per the Council Letter of Expectation.

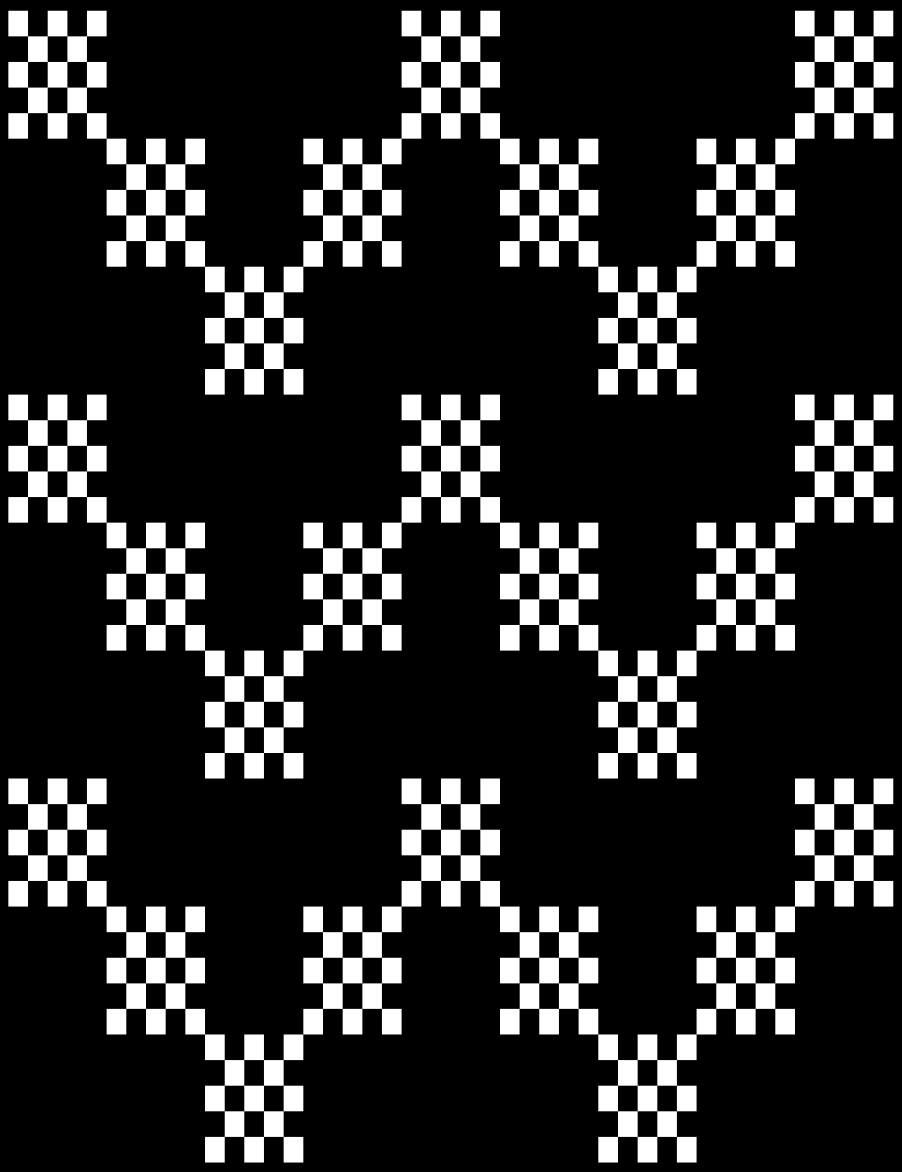
An Annual Report will be submitted to the Shareholder. The Annual Report will include audited financial statements and such other details as are necessary to permit an informed assessment of performance and financial position of the Company during the reporting period provided to the Shareholder.

Half Yearly Reports will also be provided to the Shareholder. These reports will contain unaudited information and comply with PBE IAS 34.

The SOI will be submitted to the Shareholder for consultation annually, as required by the Local Government Act 2002. The Directors will include any other information they consider appropriate and where it is necessary, due to significant changes, revised forecasts will be submitted to the Shareholder.

3. Other Reporting

Quarterly Reports will also be provided to the Shareholder, which will include the financial and non-financial performance of the Company and for the period of this SOI will include specific reporting on One New Zealand Stadium.



CONTACT DETAILS

Contact details for both the Chair and Chief Executive are at the VŌ registered office:

Address: 81 Jack Hinton Drive
Addington
Christchurch 8024
Telephone: +64 3 339 3599
Website: www.venuesotautahi.co.nz

VENUES
ŌTAUTAHI

28 January 2026

Mr Gill Cox, Chair
Venues Ōtautahi
By email: gill.cox@snap.net.nz

Dear Gill

Christchurch City Council's Expectations for 2026/27

This letter sets out the Council's expectations of the Venues Ōtautahi (VŌ) board for the 2026/27 financial year. Please consider the expectations set out in this letter and reflect them as appropriate in VŌ's Statement of Intent (SOI) for 2026/27.

In December 2023 the Council issued an Enduring Statement of Expectations to all of its Council-controlled organisations. The expectations in that document continue to be relevant and should be taken into consideration alongside this VŌ-specific Letter of Expectations.

Proposed reform of the local government sector

Proposed reform of the local government sector is the most significant since the 1989 reforms. Specifically there are the Local Government (System Improvements) Amendment Bill and the Resource Management (Consenting and Other System Changes) Amendment Bill, both expected to become law in 2026. As currently drafted, both pieces of legislation will reshape local government powers and functions.

Additionally, the government has signalled legislation to cap rates increases. If the reforms proceed as outlined, the Council will have tight and constraining legislative limits on its ability to increase rates. The proposed limits are significantly below what has been forecast in planning documents. VŌ can assist the Council to manage this pressure by upholding high standards of financial stewardship and risk management and ensuring a culture of fiscal restraint within the company.

If VŌ intends to make a submission to the Government on either or both of the above bills, the Council would like to receive a copy of the submission before it is finalised to ensure alignment.

Council priorities

The Council expects VŌ to record in its SOI its commitment to supporting the Council's strategic priorities and community outcomes as recorded in the 2024-34 Long Term Plan (LTP), and to the 10 key categories measuring progress towards the goals set out in the Economic Ambition.

One New Zealand Stadium at Te Kaha

The opening of One NZ Stadium at Te Kaha (the Stadium) in April 2026 is highly anticipated by the Council and the community. The Council and VŌ will enter into an agreement for the operation of the Stadium. The Council expects VŌ to continue its approach to the agreement in a collaborative and constructive manner, with the shared goal of optimising value for the Council, Stadium users, and the wider community.

As part of this commitment the Council expects VŌ, as the operator of the facility, to:

- work with Council staff to set financial and non-financial performance targets for the Stadium that include economic, social, cultural and environmental outcomes;
- maintain shareholder value in the Stadium;
- enhance revenue from non-event sources;
- notify the Council as early as possible of any issues that could negatively impact on the

public's enjoyment of the Stadium or the Council's reputation;

- develop and execute a public engagement plan to ensure the community is well informed of events and activities at the Stadium and the potential issues that local residents and businesses may need to prepare for.

Events' planning and funding

As the commissioning date for One New Zealand Stadium at Te Kaha nears, it is more important than ever that the opportunity for ratepayers is maximised through the ongoing high level of collaboration and co-operation with ChristchurchNZ Holdings Ltd, the Council and other stakeholders.

The City Partners Group (CPG) will continue to co-ordinate and maximise the opportunities for major events in Christchurch and allocate funding. The CPG will continue to assess opportunities based on best for city, best source of funding and opportunities to leverage the funding. LTP events funding will be held by the Council pending allocation decisions made by the CPG.

The Council expects VŌ to participate in the CPG processes as a key delivery agent of events. This is irrespective of whether CPG funding is required by VŌ.

The Council requests that VŌ continues, as part of its quarterly reporting to use an established cost/benefit model to report the economic benefits associated with events that are supported.

Value for money

Given the proposed local government reforms, the Council expects VŌ's performance to represent a value for money investment for the Council. This should be demonstrated by placing a continuous focus on least cost delivery (for defined quality), cost control and minimisation, increasing revenue while containing business and financial risk.

The Council acknowledges VŌ's commitment to minimising its call for financial support from the Council (excluding capital) as reflected in the 2024-34 LTP.

Benchmarking provides valuable insights into performance. VŌ should look to benchmark its cost structure with other similar agencies across the country, noting there may be differences in the organisational design of the agencies and what they are charged with delivering.

The Council expects restraint to be exercised in the level of executive remuneration and for VŌ to be mindful of the public interest in the level of remuneration for executives of CCOs. Levels should reflect independent benchmarking, the need to attract and retain appropriately qualified people, the external market for comparable positions, the size and scale of the organisation and its complexity and scope and the type of expertise and specialisation needed.

Principle 5 of the NZX Corporate Governance Code sets out best practice for remunerating executives of listed companies (acknowledging that VŌ is not listed but the principles still hold), advising that "the remuneration of directors and executives should be transparent, fair and reasonable". In particular recommendation 5.3 provides that "An issuer should disclose the remuneration arrangements in place for the Chief Executive Officer (CEO) in its annual report. This should include disclosure of the base salary, short term incentives and long-term incentives and the performance criteria used to determine performance-based payments".

The Council requests that VŌ discloses its chief executive remuneration annually for both the current and the prior financial year having regard to Principle 5 and Recommendation 5.3 of the NZX Corporate Governance Code referred to above. VŌ should also consider publishing its executive remuneration policies so that they are publicly and readily available and accessible.

Reporting

The Council understands that there is work currently being undertaken at a national level to develop a performance reporting framework for economic development agency deliverables. VŌ is requested to consider the applicability of these targets to its work and to include any targets from this review that it considers to be worthy of adding to its performance framework.

The Council expects VŌ to set ambitious targets that are achievable and which provide challenge. The targets should be focussed on the underlying drivers of performance, the achievement of VŌ's strategic outcomes and the contribution to the Council's strategic outcomes.

In its performance reporting, the Council expects VŌ to report variances against SOI targets and against performance in prior years. To that end, the Council seeks the following:

- performance analysis and reporting that directly references the financial statements and to include other information as appropriate to inform operational performance;
- clear narrative in all performance reports as to the reasons for variances in performance;
- inclusion of five-year (at a minimum) trends in key performance drivers annually;
- comparative information about the performance of reasonable benchmark companies and reasons for any material under- or over-performance once a year;
- transparency in how reported information is derived; and
- definitions and formulas used to assess performance.

The Council requests that VŌ continues to, as part of its quarterly reporting use an established cost/benefit model to report the economic benefits associated with the events it delivers.

A calendar of Finance and Performance Committee meetings is in the **Attachment** to this letter.

Engagement

Effective shareholder engagement is vital for fostering strong relationships between VŌ and its shareholder. The Council expects all communications between it and VŌ to be founded on openness and transparency.

Mana whenua are a recognised strategic partner of the Council. CCOs are expected to foster the working and strategic relationships between the Council and the six Papatipu Rūnanga who hold mana whenua status in their respective rohe in Canterbury by maintaining high levels of engagement in areas of mutual interest. A broader expression of the Council's mana whenua expectations is in the 2023 Statement of Enduring Expectations.

The Council encourages VŌ to collaborate with other Council organisations (including with other CCOs) in pursuit of generating integrated and cost-effective outcomes.

Greenhouse gas emissions reduction

It is vital that the Council and its family of organisations exercise leadership on reducing emissions. The Council has set emissions targets for its operations and for Christchurch District.

Target	2030	2045
Christchurch District (excluding methane)	A 50% reduction from baseline financial year 2016/2017 levels	Net zero greenhouse gas emissions
Christchurch District (methane)	At least a 25% reduction in methane emissions	A 50% reduction from the baseline year 2016/2017
Christchurch City Council	Net carbon neutral by 2030	N/A

The Council appreciates the work undertaken by VŌ to reduce emissions, while noting that more work is needed. The Council expects VŌ to include in its SOI:

- acknowledgement of the Council's strategic policies to reduce emissions in Christchurch;
- a clear statement of VŌ's emissions targets and pathways towards meeting them; and
- consideration of how climate change is expected to affect its operations and infrastructure.

The Council also encourages VŌ to seek opportunities to incorporate economic, social and environmental resilience into its climate change responses.

The Council would like to receive a briefing in the 2026-27 financial year from VŌ on its progress against its emissions reduction plans. This would include advice from VŌ on actions to promote emissions reductions in the industries it works with and on reducing District emissions associated with VŌ events.

Governance

The Council would like VO to engage with CCHL about whether the VO board is the optimal size and has the necessary skills and expertise to meet the expanded needs of the company going forward with One New Zealand Stadium at Te Kaha in its stable.

The Council expects VŌ to exercise strong and transparent governance at all levels including the board and executive and to, at all times act with high professional and ethical standards. Board interest registers should be kept and maintained.

The Council expects VŌ to continue its commitment to:

- best practice human resource and organisational culture management;
- undertaking annual board, director and committee reviews;
- showing leadership in innovative practices;
- ensuring diversity exists, or is being worked towards in board representation, executives and company employees;
- best practice health and safety practices; and
- paying the living wage to employees and consider becoming an Accredited Living Wage provider with Living Wage Movement Aotearoa New Zealand.

No surprises

The Council reiterates the importance of having and complying with a 'no surprises' policy, which includes informing Councillors well in advance of any material or significant events, transactions, and other issues that may be contentious or could attract positive or negative public interest.

If you would like to discuss the content of this letter, please contact Bede Carran, General Manager Finance, Risk and Performance/CFO, Finance on 941 7686 or Linda Gibb, Performance Advisor on 941 6762.

Ngā mihi nui



Phil Mauger
Mayor of Christchurch City

c.c. Caroline Harvie-Teare, Chief Executive, VŌ (caroline.harvie-teare@venuesotautahi.co.nz)

Attachment

Calendar of Finance and Performance Committee Meeting 2026

Due dates	Deliverables to the Council	F&P Committee Meetings 2026
January		28 January
		25 February
28 February	Half year Report / Quarter 2 performance report due	25 March
1 March	Draft SOI	22 April
31 March	End of Quarter 3	
March	Workshop One NZ Stadium at Te Kaha preparedness for opening	
1 May	Council comments on draft SOI to VŌ due	
		27 May
31 May	Quarter 3 performance report	24 June
30 June	Final SOI due	22 July
30 June	End of financial year 2025/26	
31 July	Final SOI to be published on websites	
		26 August
		23 September
30 September	End of Quarter 1	
30 September	Annual Report / Quarter 4 performance report due	28 October
October	AGM Notice of Proxy and Agenda	28 October
November	Letter of Expectations	25 November
30 November	Quarter 1 Performance report due	16 December
31 December	End of Quarter 2	

Item 15

15. ChristchurchNZ Holdings Ltd - Draft Statement of Intent 2026/27

Reference Te Tohutoro:	26/22605
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 for the Council to review ChristchurchNZ Holdings Limited's (CNZHL) draft Statement of Intent (SOI) for 2026/27 and provide comments (if any) to the CNZHL board for its consideration prior to finalising its SOI by 30 June 2026.

1.2 The report is written following receipt of CNZHL's draft SOI on 25 February 2026, before the due date of 1 March as required by the Local Government Act 2002 (LGA). CNZHL's draft SOI and cover letter from the board is at **Attachment A**.

1.3 The draft SOI has been informed by the Council's Letter of Expectations (LOE) to CNZHL dated 28 January 2026 (refer to **Attachment B**).

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives ChristchurchNZ Holdings Ltd's (CNZHL) draft Statement of Intent for 2026/27;
2. Notes that ChristchurchNZ Holdings Ltd's draft Statement of Intent for 2026/27 is compliant with Statement of Intent provisions contained in the Local Government Act 2002;
3. Notes that Council staff will engage with CNZHL to seek additional content in the final Statement of Intent 2026/27 for carbon emissions reductions and demonstrating commitment to the Council's policies;
4. Adopts the following shareholder comments on CNZHL's draft Statement of Intent for 2026/27 for it to consider when preparing its final Statement of Intent -
   (i) that CNZHL works with Council staff on the proposed Review of the Major Events Strategy; such review to be completed in alignment (both in terms of content and timing) with review of the Sustainable Economic Development activity plan as part of the draft Long Term Plan 2027; and
5. Advises any further shareholder comments on CNZHL draft Statement of Intent for 2026/27 that are to be referred to the board;
6. 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 CNZHL's draft SOI was received by the statutory timeframe (on or before 1 March 2026). The content of the draft SOI is compliant with the requirements of the LGA. If the Council, as shareholder wishes to influence the draft SOI, it must provide its comments by 1 May 2026. CNZHL's board consider the comments and must finalise and adopt its SOI by 30 June 2026.

3.2 In terms of strategic intent and priorities, the interventions proposed in CNZHL's draft SOI are framed around three strategic goals:

(i) accelerating productivity, growth and the regenerative transition of businesses;

(ii) unlocking the economic potential of the city's new and renewed infrastructure and assets; and

(iii) elevating and protecting Ōtautahi Christchurch's profile and reputation nationally and internationally.

3.3 These goals are supported by targeted interventions focused on growth sectors, investment and talent attraction, major and business events, destination management, place-based promotion, and partnership delivery, including with mana whenua and central government. As part of this approach, CNZHL has signalled its intention to review the Major Events Strategy. Staff note the strategy was last reviewed in 2021 and recommend that any review be undertaken in collaboration with Council staff, including agreement on proposed outcomes and terms of reference.

3.4 Collectively, the goals and interventions are intended to support delivery of the Christchurch Economic Ambition, Destination Management Plans and the Council's wider community outcomes.

3.5 The Council's funding to CNZHL has reduced from last year's SOI provisions of $16.7 million to $14.9 million in each SOI year (a reduction of $1.8 million per year) reflecting the transfer of urban development functions from CNZHL to the Council (FPCO/2025/00001 dated 17 December 2025 refers).

3.6 CNZHL is currently finalising its detailed business planning for the SOI period, the outcomes of which will be included in its final SOI. This includes setting targets for its contribution to economic outcomes for Christchurch.

3.7 The draft SOI reflects the Council's LOE to CNZHL (dated 28 January 2026) noting that more information is required for the final SOI regarding economic performance targets (informed by CNZHL's to be completed business planning as signalled in the draft document) and climate change commitment to the Council's policies. Staff also advise that the draft SOI provides a commitment to value for money being provided.

4. Background/Context Te Horopaki

Legal requirements for SOIs

4.1 Section 64 of the LGA states the purpose of an SOI is to:

- state publicly the activities and intentions of the CCO for the year and the objectives to which those activities will contribute;
- provide an opportunity for shareholders to influence the direction of the organisation; and
- provide a basis for accountability of the directors to their shareholders for the performance of the organisation.

4.2 The board of a CCO must deliver a draft SOI to its shareholders by 1 March each year. Shareholders may provide comments on the draft to the CCO board by 1 May and the CCO board must consider the comments made by the shareholder(s) and finalise the SOI by 30 June.

4.3 The LGA sets out content requirements for SOIs. This includes the objectives of the CCO, the board's approach to governance, nature and scope of activities to be undertaken and the major accounting policies.

4.4 Company directors are required to act in the best interests of the company pursuant to section 131(1) of the Companies Act 1993. This includes when considering LOE expectations and in comments made on draft SOIs.

CNZHL's draft SOI

4.5 CNZHL's primary focus is on delivering sustainable economic growth to Christchurch primarily through working in partnership with local and national entities to initiate a range of interventions where there are opportunities for scale. This includes attracting businesses, visitors, investment and events to the city, supporting businesses to achieve sustainability, and adopting new technologies and innovations. As part of its relationship with major events CNZHL has signalled that the Major Events strategy will be reviewed, such review to be completed in alignment (both in terms of content and timing) with review of the Sustainable Economic Development activity plan as part of the draft Long Term Plan 2027. Staff note this was last reviewed in 2021 and recommend that before this is progressed CNZHL's team collaborate with Council staff on the Review including the proposed outcomes and terms of reference.

4.6 CNZHL's strategic goals and interventions are underpinned by the Christchurch Economic Ambition (Christchurch Economic Ambition : Christchurch City Council). It is a city strategy which has dedicated outcomes and performance measures that go well beyond CNZHL's own contribution, with reporting against them separately tracked and reported. CNZHL's draft SOI acknowledges the importance of the Economic Ambition in its commitment on page 11 to demonstrating leadership and championing Christchurch's transition to a regenerative economy.

4.7 The draft SOI has the following key themes:

- **strategic undertakings** - services and activities that are focussed on innovation and business growth and the visitor economy, all of which support the Council's community outcomes to improve the productivity, liveability and attractiveness of Christchurch;
- **scope of business** – describes where CNZHL can intervene, in particular towards achieving the goals of the Christchurch Economic Ambition, the Ōtautahi Christchurch Place Brand and Destination Management Plans for Christchurch and Canterbury and Banks Peninsula;
- **collaboration and engagement** to achieve "best for city" outcomes, including with the City Partners Group (CPG)[3], mana whenua, Venues Ōtautahi, Christchurch International Airport Ltd, the Council, the government and the private sector. The draft SOI notes the need for a city-wide approach to planning, attracting, delivering and marketing events particularly in view of the opening of Parakiore and One NZ Stadium at Te Kaha; and
- **leveraging outcomes** from third party revenue, particularly from the government.

Government Priorities

4.8 On page 7 of the draft SOI, CNZHL is signalling that it intends to add content into its final SOI on the Government's priorities for the South Island. Staff understand that there is growing Government interest in Christchurch and the South Island as potential drivers of economic growth. For example, the Government's Tourism Growth Roadmap and Going For Growth framework signal an increasing Crown focus on tourism and major events as drivers of national economic growth. With One NZ Stadium at Te Kaha, Parakiore and Te Pae now operating, the city is well-positioned to be a primary beneficiary of this direction. CNZHL is actively aligning with the Government priorities so that it is well-placed to partner with central

[3] The City Partners Group was established to join up the Christchurch city agencies that contribute to events in the city. These include CNZHL the Council's Recreation, Sports and Events Unit, Venues Ōtautahi, Christchurch International Airport Ltd and Ngai Tūāhuriri. The CPG mechanism supports the securing of a variety of events to the city and is allocated on a 'best for Christchurch' basis (and in so doing avoid duplication).

government to attract investment in events and tourism that deliver measurable economic returns for the city (and wider district).

Financial forecasts

4.9 At the Committee's meeting on 17 December 2025 the transition of urban development functions from CNZHL to the Council was resolved, realising savings of up to $1.8 million annually (FPCO/2025/00001 refers). Accordingly, the Council's funding has been reduced in the draft Annual Plan 2026/27 from $16.7 million to $14.9 million per annum and this reflected in the draft SOI.

4.10 Council funding is supplemented with third party revenue. This is, for the most part from Government agencies and has been around $3 million per annum over the past few years (excluding COVID-19 recovery funding). Around $1 million has been contracted with the remainder as target revenue against an ambitious target.

Financial forecasts	2026/27 $m	2027/28 $m	2028/29 $m
Draft SOI 2026/27: Council funding	14.9	14.9	14.9
Final SOI 2025/26 Council funding	16.7	16.7	-
Third party revenue	3.0	3.0	3.0

Letter of Expectations 2026/27

4.11 The key expectations that the Council set out in its LOE to CNZHL dated 28 January 2026 (at **Attachment B**) are listed below along with advice as to how the expectations have been incorporated into the draft SOI. Note that some expectations are more focussed on general conduct and activity and may not be relevant to the SOI.

LOE Expectations 2026/27	Draft SOI 2026/27
Strategic priorities – commitment to supporting the Council's strategic priorities and community outcomes and to the 10 key categories measuring progress towards the goals set out in the Economic Ambition.	There are multiple documented undertakings of CNZHL's commitments throughout the draft SOI to Council's priorities.
Economic Ambition - provide a briefing to the Council on progress and future direction of work.	Page 8 records a commitment to report on the progress in achieving the targets set in the Economic Ambition. It has been scheduled for June 2026. CNZHL has developed dashboards for reporting progress regularly on the Economic Ambition and Destination Management Plans.
Events - funding for events to be direct investment in events (not overheads or indirect costs). Use an established cost/benefit model to report the economic benefits, forecast and actual, associated with events it supports.	Page 16 acknowledges this commitment. Appendix 2 provides information about how CNZHL measures achievement of its key economic performance indicators.
Collaboration with other Council organisations including City Partners Group in pursuit of generating integrated and cost-effective outcomes.	Page 8 - commitment to collaborate with strategic partners to implement the Economic Ambition; page 13 - commitment to the City Partners Group

	and page 16 - commitment to pursue options to support the Council's efforts to keep rates increases low, including through sharing services and facilities with other members of the Council family. (Note CNZHL is providing workspace to Council staff in response to the reduced capacity of the Civic Building).
Value for money, for example benchmarking with other similar entities.	Page 16: CNZHL has identified a number of areas where it will seek to quantify value for money and how it will seek to evidence the expectation.
Fiscal restraint including in executive remuneration. Publish the Chief Executive's remuneration in the Annual Report (current and prior years); and the company's remuneration policies.	Page 16 - undertakings to exercise restraint in the expenditure of public monies to deliver 'best for city' outcomes; Strategic Pay[4] used to size roles, to identify appropriate remuneration levels and to link remuneration changes to performance; and undertaking to disclose annually the remuneration arrangements for the Chief Executive.
Returns on investment – from work being done at a national level on performance reporting for economic development - agency deliverables, include any new performance targets that are relevant.	CNZHL has advised staff that this work (commissioned and being undertaken by third parties) has been delayed but is likely to be available in time to inform the Council's Long Term Plan 2027-37.
Performance targets – to be ambitious and achievable.	Performance targets for economic returns (page 15) have yet to be finalised. They will include expected returns and stretch targets, commitment to which is on page 14. Targets for third party income include expected and stretch forecasts.
Reporting performance – to include direct reference to the financial statements and other information that informs operational performance, explanations of variances in actual performance, inclusion of five year trends in key performance drivers (annually), benchmarking and definitions and formulas used to assess performance.	CNZHL's commitment to benchmarking is provided on page 16 and its approach to assessing performance is documented in Appendix 2. Staff note work is ongoing to capture reliable measures for some of this reporting around economic contribution and recommend this work continue, and additionally that quantitative measures be identified that can provide benchmarking and trend analysis over time for operational performance.

[4] Strategic Pay provides remuneration and performance management solutions and is used by the Council, Christchurch City Holdings Ltd and Venues Ōtautahi to size and price executive roles.

Climate Change – include in SOI: - acknowledgement of the Council's strategic policies to reduce emissions in Christchurch, - a clear statement of emissions targets and pathways towards meeting them, - consideration of how climate change is expected to affect operations. Encouragement to seek opportunities to incorporate economic, social and environmental resilience into climate change responses. Update the Council in 2026/27 on progress against emissions reduction plans including actions intended to promote emissions reduction in the industries worked with.	Undertakings to help businesses decarbonise and build sustainability practices are provided at page 10. Performance targets to reduce and offset to zero, from its baseline of 116 tonnes in 2022/23 are at page 17. The majority of CNZHL's emissions relate to air travel. Commitment to provide a briefing to the Council (page 23). This is expected to be mid-year. Staff will continue to engage with CNZHL on further initiatives and documentation in the final SOI that could reduce emissions and enhance reporting.
Mana whenua Mana whenua are a recognised strategic partner of the Council. CCOs are expected to foster the working and strategic relationships between the Council and the six Papatipu Rūnanga who hold mana whenua status in their respective rohe in Canterbury by maintaining high levels of engagement in areas of mutual interest.	Page 9 – CNZHL discusses its strategic objectives and interventions it plans to strengthen its relationship with Papatipu Rūnanga. This includes (page 11) "to increase CNZHL's effectiveness and impact by honouring Te Tiriti o Waitangi and building strong, successful partnerships including with Papatipu Rūnanga of Greater Christchurch. Page 24 – Level of Service to partner with mana whenua to support growth in Māori prosperity and self-determination by delivering two initiatives per annum in partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Māori economy and deliver inter-generational prosperity.
Governance – best practice human resource and organisational culture management, undertaking annual board, director and committee reviews, showing leadership in innovative practices, promoting diversity at board, executive and employee levels across the group and paying the living wage and considering becoming an accredited living wage provider.	Page 16 – "CNZHL will contract staff and suppliers such that it meets all requirements of a living wage accredited employer".
No surprises.	Page 22.

4.12 CNZHL has advised that, following the conclusion of 'tagged' funding for two initiatives, the Energy Efficiency and Conservation Authority (EECA) programme and the screen grant funding, it will consider how these workstreams may continue within its existing scope and resources. This includes consideration of how to maintain support for the screen grant at $300,000 per annum from within CNZHL's existing funding envelope.

4.13 CNZHL is still working through its business planning process and therefore its performance targets that aim to measure its own contribution to economic outcomes for Christchurch are not yet available. In particular, CNZHL will need to take into account how changes in its funding (and associated functions) will impact its contributions, measured by changes to GDP, and short and long term jobs.

Options Considered Ngā Kōwhiringa Whaiwhakaaro

4.14 The Council can choose to

4.14.1 provide feedback on CNZHL's draft SOI, or

4.14.2 not provide feedback on CNZHL draft SOI.

4.15 Staff recommend that feedback is provided that CNZHL work with Council staff on the proposed Review of the Major Events Strategy, such review to be completed in alignment (both in terms of content and timing) with review of the Sustainable Economic Development activity plan as part of the draft Long Term Plan 2027. This feedback will be provided by 1 May in order for CNZHL to consider it as part of finalising the SOI by 30 June 2026.

5. Financial Implications Ngā Hīraunga Rauemi

5.1 The draft SOI does not create any additional operating or capital expenditure. Financial forecasts for CNZHL are included in the Background above.

6. Considerations Ngā Whai Whakaaro

Risks and Mitigations Ngā Mōrearea me ngā Whakamātautau

6.1 The primary risk of not considering and providing comment on the draft SOI is that the opportunity to influence CNZHL's strategic direction as legally provided for in the LGA is forgone.

Legal Considerations Ngā Hīraunga ā-Ture

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

6.2.1 The Council, as shareholder of CNZHL can provide comments on the draft SOI under Part 1 of Schedule 8 of the LGA.

6.3 Other Legal Implications:

6.3.1 Section 131(1) of the Companies Act 1993 provides for directors' duties and that directors must act in the best interests of the company.

6.3.2 Further detail on the legal requirements for SOIs is included in the Background section above.

Strategy and Policy Considerations Te Whai Kaupapa here

6.4 The required decisions:

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

6.4.2 Are assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy. The level of significance was determined by the extent to which the decisions are likely to impact the community.

6.4.3 Are consistent with Council's Plans and Policies.

6.5 This report takes into account the funding flows for CNZHL's activities in the Council's Long Term Plan (2024 - 2034) and draft Annual Plan 2026/27.

Impact on Mana Whenua Ngā Whai Take Mana Whenua

6.6 The decisions do not involve a new significant decision in relation to ancestral land, a body of water or other elements of intrinsic value.

6.7 The decisions do not impact on our agreed partnership priorities with Ngā Papatipu Rūnanga. This is because the content of CNZHL's draft SOI does not provide for any new activities or material changes in activities. However, staff note that the draft SOI sets out CNZHL's commitment to its partnership with Ngā Papatipu Rūnanga.

Climate Change Impact Considerations Ngā Whai Whakaaro mā te Āhuarangi

6.8 The decisions in this report are unlikely to contribute significantly to climate change adaptation or emissions reductions, as they do not involve new activities or material changes to operational output. However, staff note that CNZHL has outlined its commitment to reducing GHG emissions in its draft SOI.

7. Next Steps Ngā Mahinga ā-muri

7.1 The CNZHL board will consider the comments made by the Council on the draft SOI and finalise it by 30 June 2026.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A	ChristchurchNZ Holdings Ltd - Draft Statement of Intent 2026/27	26/717913	631
B	Letter of Expectations to ChristchurchNZ Holdings Ltd for 2026/27	26/182405	658

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

ChristchurchNZ

25 February 2026

Mary Richardson
Chief Executive
Christchurch City Council
PO Box 73016
Christchurch 8154

Dear Mary,

IN CONFIDENCE

Please find **attached** the draft Statement of Intent 2026-2029 from ChristchurchNZ Holdings Ltd, approved by our Board on 20 February 2026. This draft considers your Letter of Expectations dated 28 January 2026 and meets the legislative deadline in the Local Government Act[1].

The Board recognises the importance of the local government reform process and confirms that it will not lodge a separate submission. Rather, the Board has provided input into the submissions led by the peak bodies (Economic Development NZ and Regional Tourism NZ), following engagement with Council to ensure alignment of key messages.

As per the decision made by Council on 17 December 2025 we have removed activities, funding and success measures related to the Urban Development function.

I want to assure you that the Board remains firmly committed to fiscal restraint in its expenditure decisions and continues to actively identify opportunities to reduce reliance on, and/or amplify, Council funding over time. This work is undertaken to support Council's strategic priorities, desired community outcomes, and best-for-city decision-making.

Once we have received Council's feedback, we will finalise and submit our Statement of Intent by 30 June 2026. This will reflect the operational decisions arising from ChristchurchNZ's 2026–27 business planning process, including confirmation of final KPI targets.

We look forward to continued positive engagement with the Council to support sustainable economic growth for Ōtautahi Christchurch.

Yours sincerely

Lauren Quaintance

Chair, ChristchurchNZ Holdings Ltd

[1] Schedule 8, Part 1, 1 (2) submit a draft Statement of Intent on or before 1 March 2026 in the year preceding the financial year to which the draft statement of intent relates.

ChristchurchNZ

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Christchurch 8011, New Zealand

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Phone: +64 3 379 5575
www.christchurchnz.com

ChristchurchNZ Holdings Limited

DRAFT Statement of Intent
1 July 2026 – 30 June 2029



Directory

Address:	ChristchurchNZ Holdings Limited (CNZHL) PO Box 2962 Christchurch 8140
Registered Office:	Level 3 101 Cashel St BNZ Centre (west) Christchurch
ChristchurchNZ Holdings Ltd Board:	Lauren Quaintance (Chair) Jen Crawford Jake McLellan Victoria Henstock Mary Devine Hamish Blackman (Common ChristchurchNZ Ltd Board)
Auditors:	Grant Thornton Audit Partnership (NZ) Limited
Contact:	Telephone 03 379 5575

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Document purpose and definitions

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

The operational entity is ChristchurchNZ Ltd (ChristchurchNZ).

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

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

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

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

Introduction by the Chair and Chief Executive

TO BE DRAFTED FOR FINAL VERSION.

SIGNATURE BLOCK

Lauren Quaintance

Chair, ChristchurchNZ Holdings Ltd

SIGNATURE BLOCK

Alison Adams

Chief Executive, ChristchurchNZ

Part 1: Purpose and goals

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

- Innovation & Business Growth:
  - Targeted support for businesses
  - Shaping transformational growth sectors
  - Attracting and growing investment, businesses and talent
- Visitor Economy:
  - Attracting visitors by working with targeted partners
  - Driving progress towards Destination Management Plans
  - Attracting major events and business events that utilise the city's events and tourism infrastructure and assets

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

Our purpose

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

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

Our economic outcomes for the city

Improved Productivity, Liveability, and Attractiveness for Christchurch.

Our goals

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

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

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

Strategic alignment

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

Council's strategic framework

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

> *"A place of opportunity for all. Open to new ideas, new people, new investment and new ways of doing things – a place where anything is possible".*

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

- *A thriving prosperous city* – Everything we deliver is designed to contribute to this outcome
- *A cultural powerhouse city* – We attract events to Ōtautahi Christchurch
- *A green, liveable city* – Liveability is one of our three strategic outcomes

Central Government focused on economic growth

To be updated in June 2026 - This section will set out direction from Central Government, including references to:

- Long-Term Insights Briefing
- Tourism Growth Roadmap
- Going for Growth

Part 2: What we deliver

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

Nature and scope of our activities

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

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

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

Our work also aligns with and/or contributes to the

- Council's Strategic Framework of priorities and community outcomes
- Major Events Strategy and Antarctic Gateway Strategy

Our objectives and interventions to achieve them

[THIS SECTION WILL BE UPDATED IN THE FINAL SOI TO ALIGN WITH CNZ BUSINESS PLANNING PROCESS]

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

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

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

- Collaborating with strategic partners and reporting on implementation of the city's economic ambition (which is underpinned by the targets for emissions' reduction) and destination management plans
- Supporting the growth and value proposition of our Growth Sectors

- Work with the shareholder to continue to advocate and feed back to central government on matters that impact economic development in Christchurch.
- Focusing our economic advisory capacity on sharing robust insights that support city and business decision-making and underpin economic growth.
- Continuous focus on value for money

Objectives	*Interventions*
Goal 1: Accelerate and amplify productivity, growth and regenerative transition of businesses	
Shape: Shape transformational high value, growth industries which are grounded in areas where Christchurch has identifiable global positions of strength.	**Facilitate the development of Christchurch's growth industries and our Antarctic Gateway.** Future-proof the city's economy by maximising long-term economic value in areas where the city holds a globally competitive position. These include aerospace & future transport, cleantech innovation, regenerative agriculture & enabling technologies, health tech & immunotherapy, and leveraging our status as an Antarctic gateway city.
	Develop digital infrastructure to support our growth industries and explore potential revenue streams for the organisation. Use digital infrastructure tools to take a data-driven approach to industry development, support our work with industry sector clusters and growth industries, and explore potential revenue streams through the monetisation of these tools or through partnerships and collaboration.
Attract: Attract and grow investment and talent that enhance the city's reputation, foster growth, and drive positive change.	**Attract business and investors to the city with a focus on our growth industries, sectors of strength and organisations with the potential for transformational economic impact.** Promote, support and facilitate direct investment into Christchurch, by targeting high-value investment opportunities and fostering international channels, programs, initiatives and partnerships that encourage investment here. Partner locally to develop a regional screen sector strategy, curate regional screen attraction resources, act as concierge to attract productions, and target potential international producers/directors.
	Develop and attract talent and international students to drive expansion & productivity in Christchurch's growth industries & sectors of strength, enhancing the region's appeal for businesses and investment. Support building a skilled, diverse, and future-ready workforce, by nurturing skills development and international education, aligning interests, and strengthening pathways for international students.

Support: Facilitate effective business support, innovation and investment services to help entrepreneurs and businesses start, scale, improve sustainability, adopt technology, and secure investment.	**Support the city's business support system to help companies thrive, prioritising companies in growth industries, sectors of strength, and the investment network required to support business expansion.** Develop the startup ecosystem through effective partnerships, focusing on growth industries, IP commercialisation, and facilitating startup investment. Provide focused support, build a deep understanding of key businesses, offer customised scale-up assistance, partner with mana whenua, manage the Regional Business Partner Network promote Business Mentors NZ in Canterbury, and engage in stakeholder management and advocacy.
	Help local businesses decarbonise & build sustainability practices. We will enhance business sustainability through capability building and implementation, benchmarking industry progress, facilitating climate adaptation, and sharing success stories.
Goal 2: Unlock the full potential of new and renewed city infrastructure and assets	
Leverage: Utilise the city's events and tourism infrastructure and assets to create experiences and opportunities.	**Work in partnership with other city agencies to attract and develop major events that deliver the Major Events Strategy, attract visitors, increase city liveability and city centre vibrancy, showcase Christchurch as a destination and positively contribute towards the city's transition towards a regenerative economy.** Deliver contracted major events and seek partnerships to enhance city leverage and legacy from them. The opening of Parakiore and One New Zealand Stadium at Te Kaha command a city-wide approach to planning, attracting, delivering and marketing events. We will prioritise partnerships aligned with MBIE/commercial opportunities and develop a 2-10 year attraction strategy.
	Attract business events that align with Our Economic Ambition, support target industry sectors, attract visitors to reduce seasonal visitor fluctuations, and increase year-round city centre vibrancy. A refreshed Business Events Strategy will shape how we promote the city as the premium business event destination, drive business here and boost shoulder and low season visitors and reinforce our business event reputation and leadership position.

Goal 3: Elevate and protect Ōtautahi Christchurch's profile and reputation in national and global markets	
Promote: Attract visitors from defined target markets.	**Work with tourism trade partners to promote Ōtautahi Christchurch as a visitor destination in a way that is consistent with our City Identity and local Destination Management Plans. This includes promoting Ōtautahi Christchurch as a destination for target visitor groups including Sophisticated Explorers and Family Oriented Travellers.** Continue implementing the Waitaha Canterbury Destination Management Plan by growing key international markets that extend length of stay and increase visitor spend. We will support new products' development, activate the provenance strategy, and work with regional partners to grow Dark Sky offerings. We will also continue to implement actions in the Banks Peninsula Destination Management Plan.
Position: Promote Ōtautahi Christchurch as a place to grow and play, ensuring consistent and collaborative messaging across all city advocacy and promotional activities.	**Promote Ōtautahi Christchurch to target markets nationally and internationally as a city to live, work, visit and invest. This includes developing, maintaining, promoting, and protecting an authentic city identity and toolkit of resources for use by organisations and stakeholders in Christchurch.** Strengthen our city's brand image by raising awareness of our story across all touchpoints, partnering with organisations with exemplary reputation and global reach, and implementing a year-round brand campaign to reach key markets. Engaging key stakeholders to adopt our story will help build residents' pride and encourage them to become brand ambassadors for our city.
Partner: Increase ChristchurchNZ's effectiveness and impact by honouring Te Tiriti O Waitangi and building strong, successful partnerships including with Papatipu Rūnanga of Greater Christchurch.	**Build strong relationships, and raise capacity to deliver effective partnerships and knowledge.** Ongoing, we will develop and invest in strategic approaches to customer, stakeholder, and partner relationships including with Papatipu Rūnanga of Greater Christchurch.
Champion: Demonstrate leadership and champion the city's transition to a regenerative economy.	**Champion implementation of the Christchurch Economic Ambition.** We will scale-up embedding the Christchurch Economic Ambition, leveraging those already committed to its goals by actively engaging them, plus generating wider endorsement and understanding. A mission-led innovation approach will shape how we do this, to drive engagement in the regenerative economy journey.

How we work: Our organisational structure

ChristchurchNZ delivers its activities through four organisational teams:



- The **Marketing, Brand and Communications** team leads the local, national and international promotion of Ōtautahi Christchurch as an attractive city.
- The **Innovation and Business Growth** team supports businesses and industries to improve their performance and grow sustainably.
- The **Visitor Economy** team works to ensure Ōtautahi Christchurch is an attractive and exciting city for visitors and residents.
- The **Strategy and Business Capability** team monitors and advises city leaders and businesses on the performance of the economy; provides strategy and policy advice; and internal finance, information technology, people and culture, facilities, and contract management support services.

How we behave: Our values

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

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

- **Purposeful**: We are driven by clear purpose - Whāinga. We channel our energy in a meaningful way. We are a catalyst - we harness great ideas.

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

How we make decisions: Our operating principles

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

- **Balanced**: Deliver a balanced portfolio of interventions with an aim to achieve a balance of short and long-term outcomes.
- **Intervention agency**: Deliver targeted and timebound interventions to capture clearly defined economic opportunities or address problems that will not be tackled by the market, or by other government agencies.
- **Facilitator and partner**: Deliver by leading, connecting and attracting, and through partnerships that honour Te Tiriti o Waitangi.
- **Strategic and Impactful**: Target resources towards interventions that directly align with and contribute to our strategic outcomes and goals and are focused on key industries or geographic locations.

Relationship with major events ecosystem

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

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

The Major Events Strategy will be reviewed during the period.

How our success will be measured

Our performance in delivering on our Outcomes has been requested by the shareholder and will be measured through Key Performance Indicators (KPIs). Accurately measuring outcomes from the work of Economic Development Agencies and Regional Tourism Organisations is a national and international issue, with a variety of methodologies in play and challenges around attribution and the counter factual. Work is underway to consider a national approach to KPIs which will be incorporated into future measurements for the Long Term Plan.

Our performance is also measured through delivery against our Levels of Service (see Appendix One), which form our contract with the Council.

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

a) achieving our non-shareholder revenue target.
b) allocation of investment funding for major and business event attraction through the CPG.

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

The methodologies for monitoring these outcome measures utilise a mix of data, customer survey responses and modelled estimates (which necessitates the application of some assumptions and judgements). We use an established cost/benefit model to report economic benefits associated with events (FreshInfo Event Economics).

See Appendix Two for more detail on KPI methodology.

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

Key Performance Indicator	***2025/26 Target***	**2026/27 Target**	**2027/28 Target**	**2028/29 Target**
Long-lasting job creation supported by ChristchurchNZ	500 FTE jobs (650 stretch)	TBC	TBC	TBC
Short-term job creation supported by ChristchurchNZ through events, and screen activity[1]	500 FTE jobs (600 stretch)	TBC	TBC	TBC

[1] These KPI targets assume event investment funding will be allocated by the City Partners Group

Key Performance Indicator	*2025/26 Target*	2026/27 Target	2027/28 Target	2028/29 Target
Estimated value of GDP contribution attributable to ChristchurchNZ activity[4].	$80m ($90m stretch)	TBC	TBC	TBC
Contribution to visitor spend supported by ChristchurchNZ[4,2]	$40m ($50m stretch)	TBC	TBC	TBC
Average value of investment into Christchurch over 3 years supported by CNZ (excluding local government)[3]	$120m ($130m stretch)	TBC	TBC	TBC

[2] Visitor spend associated with major events is estimated using industry standard model
[3] Target is a three year rolling average to smooth out inherent variability in results of investment attraction activities

Part 3: Group governance and financial performance

Financial and operational objectives

ChristchurchNZ will:

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

2. Use Strategic Pay to size roles in the organisation and to identify appropriate remuneration levels, link remuneration changes to performance, and disclose annually the remuneration arrangements for the CE.

3. Benchmark our cost structure (where possible) with similar agencies across the country.

4. Invest funding provided specifically for major events into direct costs of events.

5. Operate within budget and seek to continuously improve operational management to ensure value for money is delivered to the shareholder:

    - Continue to assess all purchasing decisions, recruitment and contract negotiations to ensure that they are appropriate and align with relevant shareholder policies.

    - Continue to seek ways to enhance environmental and social considerations in all purchasing and operational decisions.

    - Seek to amplify the funding received from its Council shareholder with external revenue to maximise impact for the shareholder and ratepayers.

    - Actively pursue options that support Council's efforts to keep its rates increases low, including through sharing services and facilities with other members of the Council family.

    - Contract staff and suppliers such that CNZ meets all requirements of a living wage accredited employer.

Measuring our financial and operational performance

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

Key Performance Indicators	2026/27 Target	2027/28 Target	2028/29 Target
Percentage of external revenue as a proportion of external revenue and core funding from Council	18%	20%	20%
The capital structure and funding model of CNZHL is appropriate for the nature of its business	CNZHL utilises core Council funding for the objectives as set out in the Council's LTP. CNZHL may secure additional funding from appropriate sources to complete specific projects that are consistent with the overall objectives of the organisation.		
CNZHL ensures best practice governance	CNZHL will: - Develop and maintain a robust director skills matrix (including specific industry skills). - Work with Council/CCHL to ensure high quality board appointments. - Ensure a strong risk management and risk appetite framework. - Have in place clear and appropriate delegations. - Maintain and adhere to a governance manual that includes a focus on: • Determining purpose • Effective governance culture • Holding to account • Effective compliance.		
Maintain high employee engagement (Rating out of five in staff engagement survey)	3.75 or above	3.75 or above	3.75 or above
Our people feel safe (Rating out of five in staff engagement survey)	4.5 or above	4.5 or above	4.5 or above
Zero serious harm to employees while working	Zero	Zero	Zero
Reduce our carbon footprint *Benchmark for ChristchurchNZ 2022/23 was 116 tonnes*	Reduce and offset to net zero[4]	Reduce and offset to net zero[7]	Reduce and offset to net zero[7]

[4] ChristchurchNZ undertakes an annual independent greenhouse gas emissions inventory, monitors emissions throughout the year and has an action plan in place to reduce emissions. We achieve net zero through locally sourced carbon offsets and continue to review opportunities to reduce emissions from air travel (our largest source of greenhouse gas emissions) in line with business requirements. Through internal education and awareness initiatives we empowering staff with the knowledge to consider sustainability in their professional and personal decisions, in turn promoting emission reductions and a regenerative economy.

Financial summary

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

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

- Other Government Revenue
- Private Sector Partnerships
- Monetising Assets

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

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

Summary $'000's Statement of Financial Performance	2025 CNZ Actual	2026 CNZ Forecast	2027 CNZ Budget	Outlook 2027/28	Outlook 2028/29
Revenue					
Core Funding From Council	15,902	16,349	14,898	14,899	14,870
Confirmed CCC Funding	132	3,364	680	350	130
Projected City Partners Group Events Funding			TBC	TBC	TBC
Known External Revenue	3,136	3,360	1,009	-	-
Targeted External Revenue	-	-	2,170	3,610	3,610
Total Revenue	**19,170**	**23,073**	**18,757**	**18,859**	**18,610**
Expenditure					
Direct Intervention Expenditure	18,435	21,959	18,382	18,484	18,235
Depreciation & Amortisation	265	384	375	375	375
Total Expenditure	**18,700**	**22,343**	**18,757**	**18,859**	**18,610**
Net Surplus	**470**	**730**	**-**	**-**	**-**
Income Tax Benefit	129	-	-	-	-
Surplus after Tax	**599**	**730**	**-**	**-**	**-**
Statement of Financial Position					
Shareholders Funds					
Retained Earnings	5,392	6,122	6,122	6,122	6,122
Reserves	797	362	362	362	362
Total Shareholders Funds	**6,189**	**6,484**	**6,484**	**6,484**	**6,484**
Assets					
Cash	6,509	7,083	6,883	6,783	6,783
Current Assets	621	762	762	762	762
Non-Current Assets	1,233	734	634	534	434
Total Assets	**8,363**	**8,579**	**8,279**	**8,079**	**7,979**
Current Liabilities	**2,174**	**2,095**	**1,795**	**1,595**	**1,495**
Net Assets	**6,189**	**6,484**	**6,484**	**6,484**	**6,484**
Shareholder funds to Total Assets %	74%	76%	78%	80%	81%
External Revenue to Corefunding	16%	17%	18%	20%	20%

CNZHL group corporate governance

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

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

Group structure

CNZHL manages its governance of subsidiary and related entities against the stated purpose of each entity. The Board comprises independent and Council directors with an Independent Chair. The CNZHL Board monitors the operational delivery of its subsidiary through the annual business plan.

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

Canterbury Regional Business Partners Limited is a joint venture between ChristchurchNZ and Business Canterbury (formerly known as the Canterbury Employers' Chamber of Commerce). This joint venture co-ordinates business capability building and research and development related activities across the Canterbury region[5].

Role of the Board of Directors

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

Director remuneration is set by Christchurch City Holdings Ltd (under the Council's Appointment and Remuneration of Directors Policy), and established practice is for a donation to be paid to a charity as instructed by Council (currently this is the Mayor's Welfare Fund), in lieu of payment of Directors fees to Councillor Directors.

Board committees

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

Delegation of responsibilities to management

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

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

Reporting and monitoring

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

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

CNZHL group accounting policies

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

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

Reserves

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

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

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

Distributions

Organisational activity is not for Private Pecuniary Profit.

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

Acquisition/divestment procedures

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

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

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

Information to be provided to shareholders

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

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

As a minimum, shareholder reporting will involve:

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

Compensation from Local Authority

CNZHL expects to receive core funding from the Council of $14.898m for the financial year beginning 1 July 2026/2027.

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

Other matters requiring the approval of the shareholder

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

- Any matters of critical concern; or
- Significant public interest; or
- Major transactions as defined in the Companies Act.
- Any proposed submissions on reform of local government sector

Attestation

_____

Chair Lauren Quaintance

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

(Common Board ChristchurchNZ Ltd)

Appendix One: Levels of Service

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

Measures of success	Performance Targets/Outputs		
	2026/27	2027/28	2028/29
Partner with mana whenua to support growth in Māori prosperity and self-determination	2 initiatives delivered in partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Māori economy and deliver intergenerational prosperity	2 initiatives delivered in partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Māori economy and deliver intergenerational prosperity	2 initiatives delivered in partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Māori economy and deliver intergenerational prosperity
Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience, and sustainability	800 engagements with businesses to provide support or advice	800 engagements with businesses to provide support or advice	800 engagements with businesses to provide support or advice
Attraction of external investment for sustainable economic development services	$1,500,000 external investment secured	$1,500,000 external investment secured	$1,500,000 external investment secured
Prepare City bids to attract business events to Christchurch	30 City bids prepared to attract business events to Christchurch	30 City bids prepared to attract business events to Christchurch	30 City bids prepared to attract business events to Christchurch
The city is successful in its bids to attract business events to Christchurch	At least 35% success rate of bids for business events	At least 35% success rate of bids for business events	At least 35% success rate of bids for business events
High level of engagement on ChristchurchNZ owned digital channels and platforms	4 million engagements on ChristchurchNZ owned digital channels and platforms	4 million engagements on ChristchurchNZ owned digital channels and platforms	4 million engagements on ChristchurchNZ owned digital channels and platforms
Meeting benchmark brand tracking targets with key audiences	Christchurch ranks higher than comparator cities (Auckland, Wellington & Dunedin) for resident pride and domestic traveller consideration	Christchurch ranks higher than comparator cities (Auckland, Wellington & Dunedin) for resident pride and domestic traveller consideration	Christchurch ranks higher than comparator cities (Auckland, Wellington & Dunedin) for resident pride and domestic traveller consideration

Measures of success	Performance Targets/Outputs		
	2026/27	2027/28	2028/29
Number of familiarisation, trade or policy engagements with trade agents, investors, government or media Supporting: Business, investment, visitor, talent, convention, major events, screen, Antarctic programmes or international education attraction and retention	60 engagements with trade agents, investors government or media	60 engagements with trade agents, investors government or media	60 engagements with trade agents, investors government or media

Appendix Two: Key Performance Indicators Measurement

Long-lasting job creation is driven by business attraction and growth. For businesses attracted jobs are counted in the year the first employee starts, with estimated employment impact based on company provided data, projected over three years. The three-year projection reflects a conservative estimate of the life of the job. Business growth is measured through participant businesses advising increases in long-term jobs over the financial year. Reported jobs reflect support provided by CNZ as CNZ cannot quantify its influence on relocations and growth.

Short-term job creation is driven by major and business events, and screen activity. For events supported by CNZ, job estimates are based on visitor spend. Visitor spend for Business events is calculated when the bid is won based on expected attendance (usually in a future year) multiplied by spend per visitor (MBIE Business Events Delegate Survey Report 2019). Visitor spend for major events is produced by the Event Economics model supplied by Freshinfo. The Tourism Satellite Account (2019-Stats NZ) is used to allocate spend across industries, with employment estimated via industry-specific multipliers (2017 Regional Input/Output Tables – Insight Economics). Expected construction costs are used to estimate jobs using industry multipliers and screen job numbers are collected through the process to allocate screen grants.

GDP contribution attributable to ChristchurchNZ activity is estimated based on visitor spend from major and business events (Ref Note 3), job creation (Ref Notes 2 &3), job attraction (Ref Note 2) construction costs and CNZ organisational spend (applying a multiplier for local government administration services sector). GDP is estimated using salary information where known or "Value-added per unit of output" and "Employment per $ million of output" multipliers based on the relevant industry (2017 Regional Input/Output Tables – Insight Economics).

Visitor spend is estimated for business and major events (Ref Note 3). It has not been possible to develop a methodology to measure impact of visitor attraction and city promotion activities. For these services organisational performance is measured through Levels of Service measures only. Because the impact of some services is not included, the impact of the organisation overall is being under reported.

Value of investment into Christchurch (excluding local government) is reported by organisations we contract or work with or captured in our finance system where the investment flows into or through ChristchurchNZ.

Christchurch City Council

28 January 2026

Ms Lauren Quaintance, Chair
ChristchurchNZ Holdings Ltd
By email: laurenquaintance@gmail.com

Dear Lauren

Christchurch City Council's Expectations for 2026/27

This letter sets out the Council's expectations of ChristchurchNZ Holdings Ltd (CNZHL) board for the 2026/27 financial year. Please consider the expectations set out in this letter and reflect them as appropriate in CNZHL's Statement of Intent (SOI) for 2026/27.

In December 2023 the Council issued an Enduring Statement of Expectations to all its Council-controlled organisations. The expectations in that document continue to be relevant and should be taken into consideration alongside this CNZHL specific Letter of Expectations.

Proposed reform of the local government sector

Proposed reform of the local government sector is the most significant since the 1989 reforms. Specifically there are the Local Government (System Improvements) Amendment Bill and the Resource Management (Consenting and Other System Changes) Amendment Bill, both expected to become law in 2026. As currently drafted, both pieces of legislation will reshape local government powers and functions.

If CNZHL intends to make a submission to the Government on either or both of the above Bills, the Council would like to receive a copy of the submission before it is finalised to ensure alignment.

Additionally, the government has signalled legislation to cap rates increases. If the reforms proceed as outlined, the Council will have tight and constraining legislative limits on its ability to increase rates. The proposed limits are significantly below what has been forecast in planning documents. CNZHL can assist the Council to manage this pressure by upholding high standards of financial stewardship and risk management and ensuring a culture of fiscal restraint within the company.

Council priorities

The Council expects CNZHL to record in its SOI its commitment to supporting the Council's strategic priorities and community outcomes as set out in the 2024-34 Long Term Plan (LTP), and to the 10 key categories measuring progress towards the goals set out in the Economic Ambition.

The Council acknowledges the work that CNZHL is doing on its behalf in co-ordinating the efforts of all the Council's organisations to implement the Economic Ambition. The Council would like this effort to continue and is asking all of its organisation to continue to collaborate with CNZHL in this regard. The Council would like to receive a briefing from CNZHL during the year updating progress on implementation of the Economic Ambition.

To follow are specific matters that the Council would like the CNZHL board to consider for inclusion in its SOI.

Section 17A Review

The review report is still being considered by the Council. Until such time that decisions for change are made the Council expects CNZHL to continue to deliver on its current mandate.

Events planning and funding

The Council expects that its funding for events is applied solely to the direct costs of events. CNZHL is expected to review and re-prioritise its budget where appropriate to allow it to meet the overhead and other non-direct costs of attracting events.

As the commissioning date for One New Zealand Stadium at Te Kaha nears, it is more important than ever that the opportunity for ratepayers is maximised through the ongoing high level of collaboration and co-operation with Venues Ōtautahi Ltd, the Council and other stakeholders.

The City Partners Group (CPG) will continue to co-ordinate and maximise the opportunities for major events in Christchurch and allocate funding. The CPG will continue to assess opportunities based on best for city, best source of funding and opportunities to leverage the funding. LTP events funding will be held by the Council pending allocation decisions made by the CPG.

The Council requests that CNZHL continues to, as part of its quarterly reporting use an established cost/benefit model to report the economic benefits associated with supported events.

Value for money

Given the proposed local government reforms, the Council expects CNZHL's performance to represent value for money. This should be demonstrated by placing a continuous focus on least cost delivery (for defined quality), cost control and minimisation, increasing revenue while containing business and financial risk.

Benchmarking provides valuable insights into performance. CNZHL should look to benchmark its cost structure with other similar agencies across the country, noting there may be differences in the organisational design of the agencies and what they are charged with delivering.

The Council expects restraint to be exercised in the level of executive remuneration, and for CNZHL to be mindful of the public interest in the level of remuneration for executives of CCOs. Levels should reflect independent benchmarking, the need to attract and retain appropriately qualified people, the external market for comparable positions, the size and scale of the organisation and its complexity and scope and the type of expertise and specialisation needed.

Principle 5 of the NZX Corporate Governance Code sets out best practice for remunerating executives of listed companies (acknowledging that CNZHL is not listed but the principles still hold), advising that "the remuneration of directors and executives should be transparent, fair and reasonable". In particular recommendation 5.3 provides that "An issuer should disclose the remuneration arrangements in place for the Chief Executive Officer (CEO) in its annual report. This should include disclosure of the base salary, short term incentives and long-term incentives and the performance criteria used to determine performance-based payments".

The Council requests that CNZHL discloses its chief executive's remuneration annually for both the current and the prior financial year having regard to Principle 5 and Recommendation 5.3 of the NZX Corporate Governance Code referred to above. CNZHL should also consider publishing its executive remuneration policies so that they are publicly and readily available and accessible.

Reporting

The Council understands that there is work currently being undertaken at a national level to develop a performance reporting framework for economic development agency deliverables. CNZHL is requested to consider the applicability of these targets to CNZHL's work and the Council's guidance in previous years that it expects targets to be focussed on outcomes. CNZHL should look to include any targets from this review that are new to it and that it considers to be worthy of adding to its performance framework.

The Council expects CNZHL to continue to set ambitious targets that are achievable and which provide challenge. The current use of expected targets and stretch targets is useful and continuation of this approach is strongly encouraged.

It is important for the Council to understand the underlying drivers of performance variances against SOI targets and against performance in prior years. To that end, the Council seeks the following:

- performance analysis and reporting that directly references the financial statements and to include other information as appropriate to inform operational performance;
- clear narrative in all performance reports as to the reasons for variances in performance;
- inclusion of five-year (at a minimum) trends in key performance drivers annually;
- comparative information about the performance of reasonable benchmark companies and reasons for any material under- or over-performance once a year; and
- definitions and formulas used to assess performance.

Engagement

Effective shareholder engagement is vital for fostering strong relationships between CNZHL and its shareholder. The Council expects all communications between it and CNZHL to be founded on openness and transparency.

Mana whenua are a recognised strategic partner of the Council. CCOs are expected to foster the working and strategic relationships between the Council and the six Papatipu Rūnanga who hold mana whenua status in their respective rohe in Canterbury by maintaining high levels of engagement in areas of mutual interest. A broader expression of the Council's mana whenua expectations is in the 2023 Enduring Statement of Expectations.

The Council encourages CNZHL to collaborate with other Council organisations (including with other CCOs) in pursuit of generating integrated and cost-effective outcomes.

Greenhouse gas emissions reduction

It is vital that the Council and its family of organisations exercise leadership on reducing emissions. The Council has set emissions targets for its operations and for Christchurch District.

Target	2030	2045
Christchurch District (excluding methane)	A 50% reduction from baseline financial year 2016/2017 levels	Net zero greenhouse gas emissions
Christchurch District (methane)	At least a 25% reduction in methane emissions	A 50% reduction from the baseline year 2016/2017
Christchurch City Council	Net carbon neutral by 2030	N/A

The Council appreciates the work undertaken by CNZHL to reduce emissions, while noting that more work is needed. The Council expects CNZHL to include in its SOI:

- acknowledgement of the Council's strategic policies to reduce emissions in Christchurch;
- a clear statement of CNZHL's emissions targets and pathways towards meeting them; and
- consideration of how climate change is expected to affect its operations.

The Council also encourages CNZHL to seek opportunities to incorporate economic, social and environmental resilience into its climate change responses.

The Council would like to receive an update in the 2026-27 financial year on CNZHL's progress against its emissions reduction plans. This would include advice on actions it has or intends to take to promote emissions reductions in the industries it works with.

Governance

The Council expects CNZHL to exercise strong and transparent governance at all levels including the board and executive and to, at all times act with high professional and ethical standards. Board interest registers should be kept and maintained.

The Council expects CNZHL to continue its commitment to:

- best practice human resource and organisational culture management;
- undertaking annual board, director and committee reviews;
- showing leadership in innovative practices;
- promoting diversity at board, executive and employee levels across the group; and
- paying the living wage to employees and consider becoming an Accredited Living Wage provider with Living Wage Movement Aotearoa New Zealand.

No surprises

The Council reiterates the importance of having and complying with a 'no surprises' policy, which includes informing Councillors well in advance of any material or significant events, transactions, and other issues that may be contentious or could attract positive or negative public interest.

If you would like to discuss the content of this letter, please contact Bede Carran, General Manager Finance, Risk and Performance/CFO, Finance on 941 7686 or Linda Gibb, Performance Advisor on 941 6762.

Ngā mihi nui

Phil Mauger
Mayor of Christchurch City

c.c. Alison Adams: Chief Executive, CNZHL (alison.adams@christchurchnz.com)

Attachment

Due dates	Deliverables to the Council	F&P Committee Meetings 2026
January		28 January
		25 February
28 February	Half year report / Quarter 2 Performance report due	25 March
1 March	Draft SOI	22 April
31 March	End of Quarter 3	
April	Workshop – Progress on achieving Economic Ambition	
1 May	Council comments on draft SOI to CNZHL due	
		27 May
31 May	Quarter 3 performance report	24 June
30 June	Final SOI due	22 July
30 June	End of financial year 2025/26	
31 July	Final SOI to be published on website	
		26 August
		23 September
30 September	End of Quarter 1	
30 September	Annual Report / Quarter 4 performance report due	28 October
October	AGM Notice of Proxy and Agenda	28 October
November	Letter of Expectations	25 November
30 November	Quarter 1 Performance report due	16 December
31 December	End of Quarter 2	

Item 16

16. Christchurch City Holdings Ltd and Group - Draft Statement of Intent 2026/27

Reference Te Tohutoro:	26/22556
Responsible Officer(s) Te Pou Matua:	Linda Gibb, Performance Advisor, Finance
Accountable ELT Member Pouwhakarae:	Bede Carran, General Manager Finance, Risk & Performance / Chief Financial Officer

1. Purpose and Origin of the Report Te Pūtake Pūrongo

1.1 The purpose of this report is to present the draft Statements of Intent for 2026/27 from Christchurch City Holdings Ltd (CCHL) and its subsidiaries to the Council for comment.

1.2 The report is written following receipt of CCHL's draft SOI (and those of its subsidiaries) on 27 February 2026, within the timeframe required by Clause 2, Part 1 of Schedule 8 of the Local Government Act 2002 (LGA). CCHL's draft SOI is at Attachment A. The Council's Letter of Expectations (LOE) to CCHL dated 4 February 2026 is at Attachment B for reference.

1.3 Draft SOIs for the CCHL subsidiaries are attached as follows: Orion New Zealand Ltd (Attachment C), Christchurch International Airport Ltd (CIAL) (Attachment D), Lyttelton Port Company Ltd (LPC) (Attachment E), Enable Networks Ltd (Attachment F), City Care Ltd (Attachment G) and EcoCentral Ltd (Attachment H).

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives Christchurch City Holdings Ltd's (CCHL) draft Statement of Intent for 2026/27.
2. Notes the CCHL dividend forecasts of $65 million in 2026/27, $66 million in 2027/28 and $76 million in 2028/29 are consistent with the Long-Term Plan 2024-34 and draft Annual Plan 2026/27.
3. Receives the draft Statements of Intent for 2026/27 for the CCHL subsidiary companies – Orion New Zealand Ltd, Christchurch International Airport Ltd, Lyttelton Port Company Ltd, Enable Networks Ltd, City Care Ltd, and EcoCentral Ltd.
4. Notes that CCHL's subsidiaries RBL Property Ltd and Development Christchurch Ltd are expected to be wound up by 30 June 2026 and therefore do not require Statements of Intent for 2026/27.
5. Notes that CCHL's Statement of Intent for 2026/27 is compliant with the Local Government Act 2002 and reflects the Council's Letter of Expectations for 2026/27.
6. Adopts the following shareholder comments on CCHL's draft Statement of Intent for 2026/27 for it to consider when preparing its final Statement of Intent:
   (i) that CCHL explicitly address emerging geopolitical risks and associated mitigations in its final SOI, including commentary on downside scenarios and implications for dividends and balance sheet management, consistent with the Council's expectations for robust risk management and transparency

(ii) that the linkage and relationship between CCHL's Climate Statement and its commitment to greenhouse gas emissions reduction in the draft Statement of Intent is made more explicit and clearly articulated.

7. Advises staff of further comments, if any, to be conveyed to CCHL on its draft Statement of Intent.

8. 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 As CCHL's shareholder, the Council is provided an opportunity to comment on CCHL's draft SOI. CCHL as the shareholder of the subsidiary companies provides comments to them on their respective draft SOIs. CCHL's comments to its subsidiaries will include any comments that the Council as ultimate shareholder of the group makes on any or all of the draft SOIs as relevant to each.

3.2 At the time the draft SOIs were submitted, the economic uncertainties arising from the geo-political situation in the middle east including affecting fuel prices and supply chain logistics was not the issue it is now. The CCHL group's forecasts will need to be reviewed and updated in the final SOI to reflect the potential consequences of ongoing conflict in that area and how it might affect CCHL and its subsidiaries performance and activities.

3.3 CCHL's draft Statement of Intent for 2026/27 sets out five key priorities for the year, focused on responsible ownership of the portfolio, maintaining resilience in critical infrastructure, strengthening understanding and management of commercial risks and opportunities, responding to climate change, and prioritising people, health and safety and social licence. As part of its work on portfolio opportunities CCHL is progressing an ownership review of Enable, and continued investment analysis of future capital needs including for LPC. These priorities align with the Council's Letter of Expectation and reinforce CCHL's stewardship role over strategically important infrastructure assets.

3.4 Forecast Net Profit after Tax (NPAT) for the CCHL Group and dividend distributions to the Council over the three-year SOI period are shown in the table below:

CCHL group draft SOIs 2026/27	2026/27 $m	2027/28 $m	2028/29 $m
NPAT	146	174	189
CCHL dividends to CCC	65	66	76

3.5 Dividends to the Council from CCHL are in line with the provisions in the LTP 2024-34 and draft Annual Plan 2026/27.

3.6 Staff advise Council that CCHL's draft SOI is compliant with the LGA and reflects the Council's expectations as set out in its LOE dated 4 February 2026.

4. Background/Context Te Horopaki

Legal requirements for SOIs

4.1 Section 64(2) of the LGA states the purpose of an SOI is to:

- state publicly the activities and intentions of the CCO for the year and the objectives to which those activities will contribute;
- provide an opportunity for shareholders to influence the direction of the organisation; and

- provide a basis for accountability of the directors to their shareholders for the performance of the organisation.

4.2 The board of a CCO must deliver its draft SOI to the shareholders by 1 March each year. Shareholders may provide comments on the draft to the CCO board by 1 May and the CCO board must consider the comments made by the shareholder(s) and finalise the SOI before the commencement of the financial year to which it relates, i.e. before 1 July.

4.3 The LGA sets out SOI content requirements that are relevant to the CCHL group of trading companies. These include the objectives of the CCO, the board's approach to governance, nature and scope of activities to be undertaken and the major accounting policies.

4.4 The Companies Act 1993 also informs the CCO directors consideration of the shareholders comments on the draft SOI. Company directors are required to act in the best interests of the company pursuant to section 131(1) of the Companies Act 1993. CCHL and the subsidiary company boards will be mindful of this requirement when considering comments made on draft SOIs by shareholders.

4.5 The LGA also provides that CCO boards must consider any comments on draft SOIs made by the shareholders, and by local authorities with indirect control on or before 1 May in the year preceding the year to which the draft statement relates. This enables the Council to review and comment on the CCHL subsidiary company draft SOIs if it wishes.

4.6 Council has had visibility of the CCHL subsidiary companies' draft SOIs through briefings and presentations provided by CCHL and the subsidiaries. While Council also is presented with and reviews these documents, CCHL as the direct shareholder of the subsidiary companies, has the primary role in undertaking a detailed review and providing consolidated feedback to subsidiary company boards. Council comments are therefore generally conveyed through CCHL to ensure a coordinated approach and to avoid unnecessary duplication of shareholder review activity. The LOE was written with this process in mind.

4.7 The SOI provides the CCOs performance intentions over a three year period and serves as a key accountability document between Council and the CCO. While an SOI is not of itself a legally enforceable contract, it establishes the agreed expectations against which the CCO and their respective directors' performance is monitored and assessed. Accountability for delivery of the SOI is exercised through ongoing shareholder engagement and performance reporting, which is publicly available to stakeholders, including shareholders and the wider community.

4.8 Non-operational subsidiaries – RBL Property Ltd and Development Christchurch Ltd are expected to be wound up by 30 June 2026 and consequently no longer require draft SOIs.

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

Date	Subject
10 March	Draft SOIs – Orion and LPC
17 March	Draft SOIs – CIAL, EcoCentral and City Care
24 March	Draft SOI –Enable
15 April	Draft SOI – CCHL

Financial projections

4.10 CCHL has not yet completed its business planning. The financial projections in the draft SOI reflect the group's most recent forecasting. They will be updated as required in the final SOIs due to the Council by 30 June. Variation in NPAT forecasts between draft and final SOIs have been +/-5% in recent years. Staff note that

4.11 The following table shows the CCHL group's consolidated NPAT and dividend projections, compared with its forecasts for last year.

CCHL group draft SOIs 2026/27	2026/27 $m	2027/28 $m	2028/29 $m
Group NPAT	146	174	189
Last year's SOI NPAT	146	167	-
Dividends from subsidiaries to CCHL	118	138	154
Last year's SOI dividends from subsidiaries to CCHL	119	139	-
CCHL dividends to CCC	65	66	76
CCHL dividends to CCC	65	66	-

4.12 **NPAT:** The increase in group NPAT of $43 million (29%) between 2026/27 and 2028/29 is attributable, for the most part to CIAL (+$11 million) from increased passenger numbers of around 6% by 2028/29 from 2025/26 expected numbers and Orion (+$17 million) from recovery of income permitted under the regulatory delivery price-path framework coupled with growth in its customer base, decarbonisation (maximising the use of the existing network with smart technologies) and price path changes.

4.13 Enable, LPC, City Care and EcoCentral combined are forecasting increased NPAT of approximately $16 million over the SOI period generally reflecting expected growth in the economy.

4.14 **Dividends** from the subsidiary companies to the CCHL parent are consistent with the prior year's SOI. The balance of dividends received by CCHL and not distributed to Council are used for the most part to strengthen its financial position by repaying debt as previously set out to Council.

4.15 **Group debt** is forecast to be approximately $2.7 billion at the end of the SOI period (June 2029), an increase of $200 million over the expected position ($2.5 billion) at 30 June 2026. With group gearing[5] around 46%, the need for CCHL to create borrowing headroom and financial flexibility through debt repayment continues to be a material consideration. CCHL and the Council have agreed that ensuring CCHL maintains a strong financial position is important. Using surplus cash, from dividend payments, to repay debt is part of CCHL maintaining a strong balance sheet. It also provides CCHL with the capacity to support the forecast capital expenditure requirements for CIAL, LPC and Orion.

Geopolitical environment and potential impact on CCHL and subsidiaries

4.16 Since the preparation of the Council's LOE and the submission of CCHL's draft SOI in early March 2026, the global geopolitical environment has continued to deteriorate, with increased supply chain disruption and volatility in fuel, freight and travel markets. These conditions create increased uncertainty for globally connected infrastructure businesses particularly CIAL and LPC. The current geopolitical environment could have adverse impacts on passenger and freight volumes, operating costs, capital investment timing and financial performance. Such impacts could affect CCHL's ability to deliver forecast dividends to Council and progress its planned debt repayments. While the draft SOI sets out strong commitments to long-term stewardship, financial resilience and responsible ownership, it is recommended that CCHL address these emerging geopolitical risks and associated mitigations in its final SOI, including commentary on downside scenarios and implications for dividends and balance sheet

[5] Debt/(debt + equity) or alternatively how much debtholders own of the group's assets, a claim that has priority over shareholders' rights.

management, consistent with the Council's expectations for robust risk management and transparency.

Letter of Expectations 2026/27

4.17 The key expectations that the Council communicated to CCHL in its LOE dated 4 February 2026 and how they have been addressed in the draft SOI are shown in the table below.

4.18 Staff recommend that that linkage and relationship between CCHL's Climate Statement and its commitment to greenhouse gas emissions reduction in the draft Statement of Intent is made more express, as noted in the table below.

Council expectations per LOE 2026/27	CCHL response in draft SOI 2026/27
Council's strategic priorities Commitment to supporting the Council's strategic priorities and community outcomes, and to the 10 key categories measuring progress towards the Economic Ambition's goals. Recognition of the principal objective of CCOs pursuant to section 59 of the LGA. Acknowledgement that it is owned by the Council on behalf of the Community, and that they will conduct themselves in a manner and make decisions that are consistent with public ownership being retained. Engage with the Council before progressing any proposed significant changes to its, or its subsidiaries' operating models. To act as a good employer (as required by section 59(b) of the LGA), foster relationships of good faith and promote the Object set out in section 3 of the Employment Relations Act 2000, including strong employee and union relationships, support for collective bargaining, continuous improvement in health and safety and maintaining a commitment to a directly employed workforce at LPC. The Council is not supportive of leasing out the port operations nor any other significant operations involving directly employed staff.	Notes that its activities support the Council's LTP and community outcomes, and are aligned with the Christchurch Economic Ambition, including a focus on inter-generational prosperity for Ōtautahi Christchurch. Recognises CCHL's status as a CCO under the LGA and its role as steward of public assets on behalf of the community. Acknowledges Council ownership and emphasises responsible ownership, public accountability and long-term value creation consistent with public ownership being retained. Commits to operating on a "no surprises" basis, providing regular and transparent information flows to the Council, and engaging with it ahead of material matters and major transactions. CCHL's approach to people and employment is articulated through its Responsible Ownership Framework, with commitments to health and safety leadership, diversity and inclusion, ethical behaviour and acting as a good employer across the Group. The importance of social licence and stakeholder relationships is clearly stated. It is a clear expectation that CCHL will continue to engage with its subsidiaries on significant operational matters. CCHL has assured the Council in the recent past that there are no plans for changing the operating models of any of its subsidiaries including LPC.
Value for Money Performance to represent a value for money investment for the Council, demonstrated by the group placing a continuous focus on least cost delivery (for defined quality), cost control and minimisation, increasing revenue while containing business and financial risk, maximising dividends from profits and distributing surplus cash held on the group's balance sheets to shareholders. Collaborate with other Council organisations (including with other CCOs) in pursuit of generating integrated and cost-effective outcomes. Continue to deliver strong commercial outcomes and meet annual dividend commitment (as built into the 2024-34 Long Term Plan), while providing a return to	Articulates a strong focus on long-term value creation, financial resilience and balance sheet strength, supported by clear financial performance measures and dividend forecasts that are consistent with the LTP. CCHL's Responsible Ownership Framework emphasises prudent stewardship, sustainable growth, disciplined capital allocation and balancing returns to the shareholder with the reinvestment needs of core infrastructure assets. Includes commitments to active ownership of subsidiaries, performance monitoring, quarterly reporting to Council and annual portfolio benchmarking. It also recognises the importance of managing commercial and financial risks across the

the shareholder that is commensurate with the level of risk the Council assumes as an investor, particularly noting the heightened importance of dividends in a rates-capped environment. Engage with Council staff on ways to increase returns from the portfolio in which the Council can share. Benchmarking to underpin value for money (with independent review); and Keep the Council informed of progress in developing capital plans, timing and financial analyses to support any requests for shareholder equity or where their financing could materially alter the Council's equity value in the group.	portfolio, particularly given future capital expenditure requirements. Part of CCHL's Responsible Investment Strategy is to explore portfolio opportunities, options and risks to develop recommendations to Council with respect to the portfolio composition. It notes that the Council will ultimately decide any material changes, with the people of Christchurch part of any engagement. Collaboration with other Council organisations to deliver least cost or integrated outcomes is implicit in CCHL's stakeholder engagement undertaking to actively engage with local communities, iwi, government bodies and stakeholders to understand their needs in support of fostering strong, open and transparent, working relationships. Council staff note that CCHL actively demonstrates its commitment to working with members of the Council group as part of its business as usual, for example extending its He Huanui Māori Pathways programme to other CCOs and undertaking director appointment processes for the CCOs.
Reporting Reduce targets from current group total of 249. Set ambitious, achievable targets. Engage with Council staff to agree standardised financial measures of performance that reflect performance over time and that are comparable with performance metrics of other similar entities. Further improvements, as follows: - clear narrative of reasons for material performance variances; - inclusion of minimum five-year trends in key performance drivers; - comparative information about the performance of reasonable benchmark companies and reasons for any material under- or over-performance; and - definitions and formulas used to assess performance.	Outlines a comprehensive performance framework structured around financial, intellectual, social and natural capitals, with defined auditable performance measures and targets set over a three-year period. It commits to quarterly reporting to the Council on performance against SOI targets and to annual portfolio benchmarking. It also describes the use of integrated reporting to provide narrative context alongside quantitative measures. The overall number of performance targets across the Group have reduced by 35 and review and reduction is expected to continue in the ordinary course of business over the year. Financial performance targets include to assess portfolio performance by undertaking annual benchmarking and report this to the Board. Staff note that CCHL remains committed to providing enhanced performance reporting and engages with Council staff to enhance reporting.
Engagement All communications between the Council and CCHL to be founded on openness and transparency.	Commitment to open, transparent and timely engagement with its shareholder, including operating on a "no surprises" basis and providing regular updates on performance and material matters. Importance of stakeholder engagement, including with Council, iwi, government bodies and local communities, and positions this as central to maintaining a strong social licence to operate.
Remuneration Request for CCHL to work with its subsidiaries to investigate the possibility of a zero dollar increase for all board and executive remuneration for the 2026/27 financial year.	Remuneration governance framework outlined, including that remuneration is managed by the Board, aligned to Council policy and disclosed through the annual report.

Advise CEO remuneration across the group annually for both current and prior financial years. Make executive remuneration policies readily available and accessible.	Acknowledges the Council's interest in executive remuneration and directors' fees and commits CCHL to giving due consideration to Council's requests, with a commitment to report back to Council on this matter by the end of June 2026. Staff note that a separate paper on board remuneration is on this Committee's agenda.
Carbon emissions reductions Acknowledge the Council's strategic policies to reduce emissions in Christchurch. Make a clear statement of CCHL's emissions targets and pathways towards meeting them. Consider how climate change is expected to affect the subsidiaries' operations and infrastructure. Seek opportunities to incorporate economic, social and environmental resilience into climate change responses. Provide a briefing in early 2026 and early 2027 on the group's progress against its emissions reduction plans and including what the subsidiaries are doing to promote emissions reductions in their industries, including energy and transport emissions, international shipping and aviation.	The draft SOI continues CCHL's focus on climate change, environmental stewardship and science-aligned targets, including commitments to reduce greenhouse gas emissions, align with a 1.5°C warming pathway, and manage climate risks across the Group. CCHL commits to robust measurement and reporting of scope 1, 2 and material scope 3 emissions, setting emissions reduction targets, and requiring each subsidiary to have an emissions reduction plan. The SOI also recognises the need to consider climate change impacts on infrastructure and operations and to report transparently through climate-related disclosures. Staff recommend that CCHL be requested to make clear the linkage between its GHG emissions initiatives in the SOI and the full explanations and analysis provided in its Climate Statement.
Health, safety and wellbeing Consider whether participation in the Health, Safety and Wellbeing group that CCHL has established to share best practice information could be extended to other Council organisations.	The draft SOI places strong emphasis on health and safety leadership, including commitments to zero serious harm incidents, regular reporting of leading and lagging indicators, and collaboration across the CCHL Group to share best practice.
Mana whenua Foster working and strategic relationships between the Council and the six Papatipu Rūnanga who hold mana whenua status in their respective rohe in Canterbury by maintaining high levels of engagement in areas of mutual interest.	The draft SOI acknowledges the importance of honouring Te Tiriti o Waitangi and CCHL's continued commitment to fostering strong relationships with Mana Whenua. It commits to stakeholder engagement plans across all subsidiaries and to programmes aimed at enhancing cultural understanding and competency across the Group.
Other - continue commitment to: Best practice human resource and organisational culture management, Undertaking annual board, director and committee reviews, Operating consistent with the guidance and advice provided by the New Zealand Ministry of Foreign Affairs and Trade, Showing leadership in innovative practices, Promoting diversity at board, executive and employee levels across the group, Enhancing cultural understanding and competency across the group through programmes like He Huanui Māori Pathways, and consider extending to the wider Council group, Pay the living wage to employees and to consider	The draft SOI confirms CCHL's ongoing commitment to best practice governance, ethical behaviour and organisational culture management. It outlines processes for board and director appointments, regular board reviews, diversity and inclusion initiatives, and director development programmes. The SOI promotes leadership in ESG practices, transparency and accountability, and continuous improvement across the Group. It does not explicitly reference paying the Living Wage or accreditation under the Living Wage Movement. CCHL advises that all group members are living wage employers and have reflected this commitment in their individual draft SOIs.

becoming accredited and extending it to contractors and suppliers.	
No surprises policy	The draft SOI explicitly commits CCHL to operating on a "no surprises" basis, including keeping Council informed of major developments affecting the Group while recognising commercial sensitivity and continuous disclosure obligations.

Options Considered Ngā Kōwhiringa Whaiwhakaaro

4.19 The Council can opt to:

4.19.1 provide feedback on CCHL's draft SOI, or

4.19.2 not provide feedback on CCHL's draft SOI.

4.20 Staff recommend that feedback be provided to the CCHL Board to specifically consider the potential impact of the evolving geopolitical environment on the future performance of CCHL and its subsidiaries, and to ensure that the linkage between CCHL's Climate Statement and its commitments to greenhouse gas emissions reduction in the draft Statement of Intent is clearly articulated. This feedback will be provided by 1 May 2026 to enable CCHL to finalise its Statement of Intent by 30 June 2026.

4.21 If the Council does not provide feedback by 1 May 2026, the CCHL board will finalise as the SOI as it considers appropriate.

5. Financial Implications Ngā Hīraunga Rauemi

5.1 The draft SOI does not create any additional operating or capital expenditure. Financial forecasts for CCHL are included in the Background above.

6. Considerations Ngā Whai Whakaaro

Risks and Mitigations Ngā Mōrearea me ngā Whakamātautau

6.1 Governance and accountability risks are minimised when the SOI provides clarity of objectives and deliverables, and meaningful and measurable targets.

Legal Considerations Ngā Hīraunga ā-Ture

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

6.2.1 The Council, as shareholder of CCHL and its subsidiaries, can provide comments on the draft SOI under Part 1 of Schedule 8 of the LGA.

6.3 Other Legal Implications:

6.3.1 Section 131(1) of the Companies Act 1993 provides for directors' duties and that directors must act in the best interests of the company.

6.3.2 Further detail on the legal requirements for SOIs is included in the Background section above.

Strategy and Policy Considerations Te Whai Kaupapa here

6.4 The required decisions:

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

6.4.2 Are assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy. The level of significance was determined by the extent to which the decisions are likely to impact the community.

6.4.3 Are consistent with Council's Plans and Policies.

6.5 This report takes into account the funding flows for CNZHL's activities in the Council's Long Term Plan (2024 - 2034).

Impact on Mana Whenua Ngā Whai Take Mana Whenua

6.6 CCHL has set out in its draft SOI its commitment to honouring Te Tiriti o Waitangi and CCHL's continued commitment to fostering strong relationships with Mana Whenua.

6.7 The decisions in this report do 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.

6.8 The decision does not impact on Council's agreed partnership priorities with Ngā Papatipu Rūnanga.

6.9 The decisions sought do not create or otherwise alter CCHL's operational deliverables.

Climate Change Impact Considerations Ngā Whai Whakaaro mā te Āhuarangi

6.10 The proposals in this report are unlikely to contribute significantly to adaptation to the impacts of climate change or emissions reductions. This is because they do not give rise to any new operational activities.

7. Next Steps Ngā Mahinga ā-muri

7.1 Pursuant to clause 1(2), schedule 8 of part 1 of the LGA, the CCHL board will consider feedback from the Council shareholder prior to finalising its SOI by 30 June 2026.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A	Christchurch City Holdings Draft Statement of Intent 2026/27	26/669639	673
B	CCHL Letter of Expectations	26/235887	686
C	Orion NZ - Draft SOI 2026/27	26/412191	691
D	Christchurch International Airport Ltd - Draft SOI 2026/27	26/412169	706
E	Lyttelton Port Company Ltd - Draft SOI 2026/27	26/412189	745
F	Enable Networks Ltd - Draft SOI 2026/27	26/412185	769
G	City Care Ltd - Draft SOI 2026/27	26/412176	784
H	EcoCentral Ltd - Draft SOI 2026/27	26/412181	799

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

Document Name – Location / File Link
Not applicable

Signatories Ngā Kaiwaitohu

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

Christchurch City Council

Christchurch City Holdings Limited

A WHOLLY OWNED SUBSIDIARY of CHRISTCHURCH CITY COUNCIL

Statement of intent 2027

Draft

Te Tauākī Whakamaunga Atu 2027

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Additional photography: ChristchurchNZ



About this report

Mō tēnei pūrongo

This Statement of Intent (SOI) for Christchurch City Holdings Limited (CCHL) sets out how it will operate over the 2027 financial year.

It outlines the organisation's performance targets and provides clarity on its operating objectives, including how it will work with the subsidiary companies it owns on behalf of Christchurch City Council (Council).

CCHL is a Council controlled organisation under the Local Government Act 2002 (LGA).

This SOI has been developed in partnership with Council as the owner of CCHL. It is CCHL's commitment to its shareholder.

CCHL adopts the principles of Integrated Reporting and this SOI reflects the organisation's four core operating capitals – the inputs from which CCHL delivers value.

These four capitals are:

Financial



Intellectual



Social



Natural



This SOI meets the priorities set under the LGA Act for Council controlled organisations and all relevant legislative requirements, including the LGA and its provisions relating to subsidiary companies.





CCHL's role in supporting Ōtautahi Christchurch*

Te wāhi ki a CCHL hei tautoko i a Ōtautahi, i a Te Pātaka-a-Rākaihautū hoki

Established in 1993, CCHL holds Council's shares in major economic infrastructure assets and service providers. This includes four 100% owned companies, Lyttelton Port Company Limited (LPC), Enable Networks Limited (Enable), City Care Limited (Citycare) and EcoCentral Limited (EcoCentral), as well as two organisations that are majority owned, Orion New Zealand Limited (Orion) (89.275 %) and Christchurch International Airport Limited (CIAL) (75 %). In addition, CCHL also holds investments in RBL Property Limited and Development Christchurch Limited (including a majority shareholding in the Christchurch Adventure Park).

What we do

CCHL's strategic intent reflects Council's desire to establish independent oversight and management of these commercial entities. CCHL's mandate and annual performance targets are established by Council through an annual letter of expectation and CCHL's Statement of Intent.

CCHL takes an active and prudent approach to managing the subsidiaries within the CCHL Group. This reflects the expectations of Council and the ratepayers of Christchurch, while managing the assets with an intergenerational approach – balancing the needs of today with the demands of investing for the future.

CCHL has developed a Responsible Ownership Framework to guide its direction and programme of work.

How we work

At CCHL, we support the current and future growth of Christchurch through our stewardship of Christchurch City Council's investments in local infrastructure companies that are commercially, environmentally and socially sustainable.

We take our role as stewards of these intergenerational investments seriously. We understand that how we operate and behave as an organisation matters, and that the decisions we make today will have impacts for our community and region, well into the future.

Our approach is built on a foundation of strong leadership and long-term value creation that balances financial and non-financial performance with evolving social, ethical and environmental considerations.

* Includes Te Pātaka o Rākaihautū Banks Peninsula

The portfolio

Te kohinga



Ownership/Investment Value*

Orion New Zealand Limited
89% $1.63B

Lyttelton Port Company Limited
100% $459M

Christchurch International Airport Limited
75% $1.72B

City Care Limited
100% $149M

Enable Networks Limited
100% $714M

EcoCentral Limited
100% $13M

Other

Development Christchurch Limited
100% $25M

RBL Property Limited
100% $22M

* Independently valued as at 30 June 2025

Value creation through responsible ownership

Te waihanga wāriu mā te pupuritanga haepapa

Our actions and decisions are guided by our Responsible Ownership Framework.

It supports the strategic priorities and community outcomes outlined in Council's 'Long-Term Plan' and is aligned with the 'Christchurch Economic Ambition' report, further detailing the pathway to intergenerational prosperity and well-being for Ōtautahi Christchurch.

The Framework aligns with the UN's Principles for Responsible Investment (shown below) that promotes long-term thinking and establishes a broad view of stakeholder value creation.



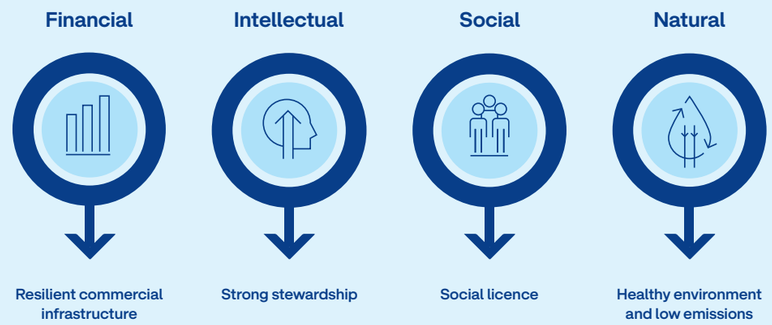
UN Principles for Responsible Investment

1. Incorporation	We will incorporate Environmental, Social and Governance (ESG) issues into investment analysis and decision-making processes.
2. Active ownership	We will be active owners and incorporate ESG issues into our ownership policies and practices.
3. Appropriate disclosure	We will seek appropriate disclosure on ESG issues by the entities in which we invest.
4. Promote acceptance	We will promote acceptance and implementation of the Principles within the investment industry.
5. Working together	We will work together to enhance our effectiveness in implementing the Principles.
6. Report activities	We will each report on our activities and progress towards implementing the Principles.

Responsible Ownership Framework

Te Anga o te Pupuritanga Haepapa

Objective	Shape resilient, sustainable and accountable businesses that enhance long-term value and positively contribute to Christchurch's economic, social and environmental well-being.
Purpose	Establish the guidelines for responsible corporate behaviour for CCHL and the subsidiaries by balancing Environmental, Social and Governance (ESG) considerations in their corporate practices and culture that aligns financial performance with positive community impacts.
Inputs	Decisions and behaviours are guided by four core capitals based on our value creation model. These reflect our values, culture and ambition as a responsible owner. They align with what we, our owner – Christchurch City Council – and our subsidiary companies care about:



Outputs	**Resilient commercial infrastructure**
	Strong stewardship
	Social licence
	Healthy environment and low emissions



Responsible Ownership Strategies

Financial

Intergenerational Investment

Manage assets transparently and sustainably to deliver long-term value, balancing current operational needs with growth to benefit generations of the people of Christchurch.

Sustainable growth

We will manage the portfolio to ensure there is a fair return to our owner today, while balancing the reinvestment needs of the assets to ensure financial and operational resilience.

Value creation

We will work actively with subsidiaries to make thoughtful, future focused investment decisions that achieve long-term value creation for the Group, ensuring sustainable intergenerational benefits.

Intellectual

Governance and Leadership Transparency and Accountability

Provide highly effective governance and leadership with strict adherence to compliance, regulations and ethical standards.

Governance and leadership

We will operate with a transparent and rigorous governance appointments process, undertake regular board reviews, and support director development.

Transparency and accountability

We will deliver open, honest, compliant reporting, while demonstrating our values-led ethical behaviour, ensuring stakeholders are well informed.

Social

Culture, Values and Equity

Invest in people, culture, safety and relationships to create engagement and a strong social license within the communities we serve.

Stakeholder engagement

We will actively engage with local communities, iwi, government bodies and stakeholders to understand their needs in support of fostering strong, open and transparent, working relationships.

People

We will foster a culture of safety, fairness, well-being and respect for all staff through developing equity, diversity and inclusivity across the Group.

Natural

Environmental Management and Climate Response

Recognise the impact and dependency of the Group's operations on the natural environment. Lead the Group's transition to a healthier environment and low-emission economy.

Carbon reduction

We will minimise greenhouse gas emissions in support of CCHL and Council's carbon emissions reduction targets, while managing climate risk and reporting in a transparent manner.

Resource management

We will protect the environment.

We will focus on efficiency and diversion from landfill to reduce the Group's use of natural resources and generation of waste.





Financial year 2027 priorities

Ngā Whakaarotau o te Tau Ahumoni 2027

1. Embed the Group's strategic approach to responsible ownership

Explore portfolio opportunities, options and risks to develop recommendations to Council with respect to the portfolio composition. Council will ultimately decide any material changes, with the people of Christchurch part of any engagement.

An ownership review of Enable is to be progressed to consider its future following the successful delivery of fibre internet infrastructure to the wider Christchurch region.

2. Retain resilience in our infrastructure

Strong financial management is required through a deep understanding of Group capital needs.

LPC proposes port development at Te Awaparahi Bay to provide for profitble growth, resilience and ensuring South Island port cpability is maintained in coming decades. Investment case under review, and jointly considering appropriate funding solutions for this, is in progress.

3. Build shared understanding of commercial risks and opportunities across the portfolio

This is inherent to navigating the challenge we face in balancing financial returns with a long-term view of evolving infrastructure threats and needs to best serve our communities now and into the future.

4. Protect the natural environment and respond to climate change

CCHL and its subsidiaries are committed to exercising leadership on reducing greenhouse gas emissions and contributing to Council's emissions reduction target for the district. This is reflected in the Group's climate change response and reported in its annual climate disclosure.

5. Prioritise people and impact with a focus on health and safety, equity, diversity and inclusion

Uphold our commitment as a good employer and honour the communities we are connected with across the Group, through CCHL's Impact programme. Underpinning our progress is CCHL's performance measures, structured by our integrated reporting framework encompassing four capitals (Financial, Intellectual, Social, and Natural) as outlined in this document.

CCHL is focused on delivering the outcomes requested by Council for FY27, on behalf of the city. Our commitment in this Statement of Intent affirms our alignment in purpose to support thriving communities, now and into the future.



Our performance commitments

Ō mātou takohanga whakatutukinga

Financial

Objective	How	KPI FY27		2027	Forecast 2028	2029
Long term value creation, stability, and improving returns over time	Sustainable dividends paid to the shareholder (Parent)	Dividends ($m)		65	66	76
	Growing returns and maintaining balance sheet strength (Group)	Earnings before interest, tax, depreciation, amortisation and impairment ($m)		555	612	647
		Net profit after tax ($m)		146	174	189
		Return on average capital (%)		6.1%	6.7%	6.9%
		Return on average equity (%)		4.8%	5.5%	5.8%
		Debt to EBITDA (times)		4.7	4.4	4.3
		Shareholders' funds/ total assets (%)		46.2%	46.5%	46.9%
	Ensuring CCHL maintains its interest cover requirements (Parent)	Parent interest cover ratio covenant (EBIT/ interest) >1.5x		3.2	3.7	4.0
Effective monitoring and meaningful reporting	Assess portfolio performance by undertaking annual benchmarking and report this to the Board	Achieved/not achieved				
	Quarterly portfolio reporting to Council	Achieved/not achieved				



Intellectual

Objective	How	Target/KPI
Diversity in leadership	Build fair and equitable career development pathways and leadership opportunities	Successful delivery of a CCHL led Women's Leadership Development Programme
Diverse, high performing boards across CCHL Group	Robust appointment process, through strategic recruitment and succession planning of boards of directors	Work towards a 40/40/20 male/female/any ratio across all boards Appointments are made in accordance with Council policy
Development of governance skills and expertise in Christchurch	Through the CCHL Associate Director Programme	Associate Directors successfully complete the Associate Director Programme (7)
Acknowledge the request of Council with regard to executive pay and directors fees	CCHL will give due consideration	Report back to Council by the end of June 2026

Social

Objective	How	Target/KPI
Leading health and safety practices	Health and safety-focused organisational culture Clear process for each subsidiary for management and mitigation of critical organisational risks	Quarterly subsidiary health and safety reporting of agreed lead and lag indicators to CCHL Achieve collaboration across the CCHL Group to encourage best practice health and safety practices Zero serious harm incidents across the Group
A strong social license to operate	To understand the issues most important to its stakeholders CCHL companies will deliberately engage with a wide range of stakeholders	CCHL and each subsidiary will maintain and implement a stakeholder engagement plan (7)
Honour te Tiriti o Waitangi	Foster working and strategic relationships with Māori and mana whenua	Deliver programme of work to enhance cultural understanding and competency of the CCHL Group
Demonstrable progress on diversity and equity	Annual monitoring of diversity metrics and documented recommendations for improvement	Progress towards a fair gender diversity ratio across all employees of 40/40/20
	All CCHL subsidiaries publicly report their Gender Pay Gap and provide their action plan to close any gap	Reduce the Gender Pay Gap for the CCHL Group
Strong employee engagement and culture	Subsidiaries to undertake a regular (at least annual) staff engagement assessment	Subsidiary staff engagement outcomes and trends are reported to CCHL (6)

Natural

Objective	How	Target/KPI
Tangible action to mitigate and adapt to climate change	Robust and verified measurement of scope 1, 2 and material scope 3 emissions across the Group Risk assessment of scenarios to test the resilience of the current strategy Ongoing investigation into alternative technologies, operating procedures and asset upgrades	Scope 1 and 2 emissions reductions targets set across CCHL limited to 1.5˚ warming Subsidiaries promote emissions reduction within their industry and supply chain (scope 3) CCHL and subsidiaries consider and report on climate change risks related to their investments, operations and infrastructure Each subsidiary (6) has an emissions reduction plan in accordance with the targets
Transparent reporting of social and environmental outcomes	Monitor a range of performance data aligned with UN Sustainable Development Goals	Evidence-based integrated report is published
	Align to UN Principles of Responsible Investment (UNPRI)	Satisfy annual UNPRI signatory reporting requirements
Long term environmental enhancement	Recognise environmental impacts, dependencies, risks and opportunities	Invest in natural infrastructure

Christchurch City Holdings Limited

Corporate Governance

Te anga o te mana urungi ā-rangatōpū

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

Role of the Board of Directors

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

The Chief Executive is responsible for the day-to-day management of the company. All directors are required to comply with a formal Code of Conduct, which is based on the New Zealand Institute of Directors' Principles of Best Practice.



Responsibility to shareholders

Te haepapa ki ngā kaiwhaipānga

Statement of Intent

In accordance with the LGA, the company submits a draft SOI for the coming financial year for consideration by CCHL's shareholder, the Council.

The SOI sets out the company's overall objectives, intentions and financial and performance targets.

Information flows

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

CCHL will provide quarterly updates to Council on SOI performance.

Board composition and fees

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

All Councillor directors are required to retire by rotation within three months following the triennial local government elections, but are eligible to be re-appointed. Where there are four or more independent directors, two of those directors must retire by rotation annually. That Director is eligible to be reappointed.

Appointments to CCHL are made in accordance with Council policy on Appointment and Remuneration of Directors' to Council Organisations. Fees for the CCHL board and all subsidiary boards are set triennially, in accordance with Council policy. (Appointment-and-Remuneration-of-Directors-Policy-2023.pdf)

In relation to the CCHL board fees, CCHL recommends fee levels to Council, based on commercial norms, but reflecting a public service element. In relation to subsidiary board fees, CCHL will approve the board fees, based on commercial norms, but discounted to reflect a public service element.

The CCHL board generally meets on a six-weekly basis.

Board committees

Audit and Risk Management Committee (ARMC)

The responsibilities of the ARMC include reviewing the company's accounting policies, treasury policy, reporting practices, financial statements, managing the debt capital market programme and oversight of CCHL's sustainable finance programme.

The committee will also consider external audit reports, audit relationship matters and fees, and risk management issues. The CCHL Chair cannot be the Chair of the ARMC.

CCHL acknowledges the importance of independence on ARMC and has appointed a Chair who is not a current director of the company.

Governance and Appointments Committee (GAC)

The GAC is responsible for recommending new and renewals of Chair and director appointments to the subsidiaries.

Impact Committee

The Impact Committee was established in 2023 to advise the board on CCHL's strategies, policies and practices in relation to Environmental, Social and Governance (ESG) issues, including external reporting on those areas.

Other committees

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

Christchurch City Holdings Limited

Accounting policies

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

The detailed accounting policies are available in CCHL's most recent annual report as published on its website: https://www.cchl.co.nz/annual-reports.

Remuneration policy

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

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

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

Subsidiary companies

Monitoring

Each subsidiary submits its own draft SOI annually for review by CCHL and sharing with Council for their consideration.

Representatives of the subsidiary board and management meet with CCHL regularly, to discuss the company's strategic direction, performance, and any significant issues that arise, including the content of CCHL's Letter of Expectation to subsidiary companies.

The board also receives other reports as are necessary to perform its monitoring function.

Board appointments

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

NZX listing rules

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

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

Distributions to shareholder

The CCHL Board will pay dividends to the shareholder subject to the requirement to meeting the solvency requirements of the Companies Act 1993.

CCHL's distribution strategy is based off consideration of the following key factors:

- Financial performance, actual and projected
- Maintaining balance sheet strength
  Supporting maintenance of CCHL's credit rating
- Consideration of subsidiary needs (climate action) that may require shareholder capital
- Meeting Council's needs
- Achieving a long-term sustainable dividend profile
- Potential new investment opportunities
- Meeting dividend projections.

CCHL targets dividends in a range of 60%-90% of CCHL Parent NPAT depending on the key factors noted above.

The Board's forecast dividend payments are as follows:

Forecast Dividend Payments	FY27	FY28	FY29
Ordinary dividend ($ million)	$65m	$66m	$76m

Statutory information requirements

CCHL will provide an annual SOI in accordance with Section 64(1) of the Local Government Act 2002.

CCHL will submit an annual report within three months of each year end to the market and its shareholder, noting the five business day allowance provided by NZX listing rule 3.5.3.

The annual report will include audited financial statements and commentary to permit an informed assessment of the company's performance and financial position during the reporting period, and to comply with the requirements of the Companies Act, Financial Reporting Act, Financial Markets Authority and the NZX listing rules.

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

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

The company will provide regular updates to the shareholder on its activities and that of the subsidiary companies.

It will operate on a 'no surprises' basis in respect of significant shareholder-related matters, to the fullest extent possible in the context of commercial sensitivity, confidentiality agreements and NZX listing continuous disclosure requirements.

Subsidiary of CCHL

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

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

Activities for which compensation is sought from any local authority

Currently there are no activities for which compensation will be sought from any local authority. Council has a contingent liability up to $1.5 billion in respect of uncalled issued capital in CCHL.

There is no current intention to make a call on any uncalled capital.

Commercial value of shareholder's investment

Council's investment in CCHL and the subsidiary companies was valued at over $4.0 billion in June 2025. This valuation is updated annually based on independent advice.

Christchurch City Holdings Limited

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

Christchurch City Council

4 February 2026

Mr Bryan Pearson, Chair
Christchurch City Holdings Ltd
By email: bryan.pearson@cchl.co.nz

Dear Bryan

Christchurch City Council's Expectations for 2026/27

This letter sets out the Council's expectations of Christchurch City Holdings Ltd (CCHL's) for the 2026/27 financial year. Please consider the expectations set out in this letter and reflect them as appropriate in CCHL's Statement of Intent (SOI) for 2026/27. We ask that you refer them to the subsidiary companies as you consider appropriate.

In December 2023 the Council issued an Enduring Statement of Expectations to all of its Council-controlled organisations (CCOs). The expectations in that document continue to be relevant and should be taken into consideration alongside this more CCHL specific Letter of Expectations.

Proposed reform of the local government sector

Proposed reform of the local government sector is the most significant since the 1989 reforms. Specifically, there are the Local Government (System Improvements) Amendment Bill and the Resource Management (Consenting and Other System Changes) Amendment Bill, both expected to become law in 2026. As currently drafted, both pieces of legislation will reshape local government powers and functions.

If CCHL or its subsidiary companies intend to make a submission to the Government on either or both of the above bills, the Council would like to receive a copy of the submission before it is finalised to ensure alignment.

Additionally, the Government has signalled legislation to cap rates increases. If the reform proceeds as outlined, the Council will have tight and constraining legislative limits on its ability to increase rates. The proposed limits are significantly below what has been forecast in planning documents. CCHL can assist the Council to manage this pressure by ensuring it upholds high standards of financial stewardship and risk management and ensures there is a culture of fiscal restraint across the group.

Council priorities

The Council expects CCHL to commit to the following in its SOI:

- support for the Council's strategic priorities and community outcomes as recorded in the 2024-34 Long Term Plan, and to the 10 key categories measuring progress towards the goals set out in the Economic Ambition;
- recognition of the principal objective of CCOs pursuant to section 59 of the LGA;
- acknowledgement that it is owned by the Christchurch City Council on behalf of the community, and that they will conduct themselves in a manner and make decisions that are consistent with public ownership being retained;
- to engage with the Council before progressing any proposed significant changes to its, or its subsidiaries' operating models; and
- to act as a good employer (as required by section 59(b) of the LGA), foster relationships of good faith and promote the Object set out in section 3 of the Employment Relations Act 2000, including strong employee and union relationships, support for collective bargaining, continuous improvement in health and safety and maintaining a commitment to a directly employed workforce at the Lyttelton Port Company Limited.

The Council advises CCHL that it is not supportive of leasing out the port operations nor any other significant operations involving directly employed staff.

Value for money

The Council expects CCHL's performance to represent a value for money investment for the Council. This should be demonstrated by the group placing a continuous focus on least cost delivery (for defined quality), cost control and minimisation, increasing revenue while containing business and financial risk, maximising dividends from profits and distributing surplus cash held on the group's balance sheets to shareholders.

The Council expects CCHL to:

- collaborate with other Council organisations (including with other CCOs) in pursuit of generating integrated and cost-effective outcomes;
- continue to deliver strong commercial outcomes and meet annual dividend commitments (as built into the 2024-34 Long Term Plan), while providing a return to the shareholder that is commensurate with the level of risk the Council assumes as an investor, particularly noting the heightened importance of dividends in a rates-capped environment;
- engage with Council staff on ways CCHL could increase returns from the portfolio in which the Council can share;
- provide benchmarking to underpin value for money and seek an independent review of the benchmarking undertaken in house to ensure the robustness of advice; and
- keep it informed of progress in developing capital plans, timing and financial analyses to support any requests for shareholder equity or where its financing could materially alter the Council's equity value in the group.

Reporting

The Council expects CCHL and its subsidiaries to set ambitious targets that are achievable and provide challenge. Expected and stretch targets could both be included in accountability documentation.

There are 249 performance targets across the group. CCHL should consider ways of reducing these to a more manageable level, noting however that the key drivers of performance should still be recognisable via the targets.

The Council would like CCHL to engage with staff to agree standardised financial measures of performance that reflect CCHL and each subsidiary's performance over time and that are comparable with performance metrics of other similar (benchmark) entities. In particular, measures for shareholder returns, profitability/efficiency, leverage and growth metrics should be given consideration.

The way in which the subsidiary companies report their quarterly performance to CCHL and the Council has improved markedly over the past two or so years, and Council expects this improvement to continue. It is important for the Council to understand the underlying drivers of performance variances against SOI targets and against performance in prior years.

To that end, the Council seeks the following in performance reports:

- Clear narrative of the reasons for material variances in performance;
- Inclusion of five-year (at a minimum) trends in key performance drivers (once per annum);
- Comparative information about the performance of reasonable benchmark companies and reasons for any material under- or over-performance (once per annum); and
- Definitions and formulas used to assess performance.

A calendar of potential workshops and committee meetings for CCHL reporting to the extent it is known is **appended** to this letter.

Engagement

Effective shareholder engagement is vital for fostering strong relationships between CCHL and its shareholder. Over the past 18 months or so, engagement among all parties has improved significantly, with the subsidiaries' annual strategic briefings playing a key role in that progress. To

continue this improvement the Council expects all communications between it and CCHL to be founded on openness and transparency.

Mana whenua are a recognised strategic partner of the Council. CCOs are expected to foster the working and strategic relationships between the Council and the six Papatipu Rūnanga who hold mana whenua status in their respective rohe across Waitaha Canterbury by maintaining high levels of engagement in areas of mutual interest. A broader expression of the Council's mana whenua expectations is in the 2023 Enduring Statement of Expectations.

Remuneration

The Government has signalled legislation to cap rate increases. While this legislation takes effect, it has called on local authorities to exercise restraint in non-essential spending. The Council hopes to work with the Government in good faith to ensure that a rates cap does not compromise its ability to maintain essential infrastructure. To demonstrate the Council's commitment to fiscal responsibility, it is important that the Council including its CCOs, reduces costs wherever possible.

To align with this strategic objective, the Council asks CCHL to work with its subsidiaries to investigate the possibility of a zero dollar increase for all board and executive remuneration for the 2026/27 financial year. The Council is mindful of the need for CCHL and its subsidiaries to act as a good employer and meet employment law obligations which includes existing contractual obligations.

Principle 5 of the NZX Corporate Governance Code sets out best practice for remunerating executives of listed companies, advising that "the remuneration of directors and executives should be transparent, fair and reasonable". In particular recommendation 5.3 provides that "An issuer should disclose the remuneration arrangements in place for the Chief Executive Officer (CEO) in its annual report. This should include disclosure of the base salary, short term incentives and long-term incentives and the performance criteria used to determine performance based payments".

The Council requests that CCHL advises CEO remuneration across the group annually for both the current and prior financial years having regard to Principle 5 and Recommendation 5.3 of the NZX Corporate Governance Code referred to above. CCHL and its subsidiaries should also consider making its executive remuneration policies readily available and accessible.

Greenhouse gas emissions reduction

It is vital that the Council and its family of organisations exercise leadership on reducing emissions. The Council has set the following emissions targets for its operations and for Christchurch City and District.

Target	2030	2045
Christchurch/District (excluding methane)	A 50% reduction from baseline financial year 2016/2017 levels	Net zero greenhouse gas emissions
Christchurch/District (methane)	At least a 25% reduction in methane emissions	A 50% reduction from the baseline year 2016/2017
Christchurch City Council	Net carbon neutral by 2030	N/A

The Council appreciates the work undertaken by CCHL and its subsidiary companies to reduce emissions. However, Council notes that more is needed in order to meet its targets set out above.

The Council expects CCHL and its subsidiaries to include in their SOI for 2026/27:

- acknowledgement of the Council's strategic policies to reduce emissions in Christchurch;
- a clear statement of CCHL's emissions targets and pathways towards meeting them; and
- consideration of how climate change is expected to affect its subsidiaries' operations and infrastructure.

The Council also encourages CCHL and its subsidiaries to seek opportunities to incorporate economic, social and environmental resilience into their climate change responses.

The Council would like to receive a briefing from CCHL in early 2026 and early 2027 on the group's progress against its emissions reduction plans. This should include advice from CCHL on what the

subsidiaries are doing to promote emissions reductions in their industries, including energy and transport emissions, international shipping and aviation.

Health, safety and wellbeing

The importance of the Council and its organisations demonstrating best practice heath, safety and wellbeing practices cannot be overstated. CCHL's work in the past 12 months to establish a group to share knowledge and information on best practices is commended, and extending participation to the Council is appreciated. The Council requests that CCHL considers whether participation could be extended to include other organisations in the Council group.

Governance

The Council expects CCHL to exercise strong and transparent governance at all levels including the board and executive and to, at all times act with high professional and ethical standards. Board interest registers should be kept and maintained.

The Council expects CCHL to continue its commitment to:

- best practice human resource and organisational culture management;
- undertaking annual board and director reviews;
- operating in a manner that is consistent with the guidance and advice provided on behalf of the government by the New Zealand Ministry of Foreign Affairs and Trade;
- showing leadership in innovative practices;
- promoting diversity at board, executive and employee levels across the group;
- enhancing cultural understanding and competency across the group through programmes like He Huanui Māori Pathways, and consider extending to the wider Council group; and
- paying the living wage to employees and consider becoming an Accredited Living Wage provider with Living Wage Movement Aotearoa New Zealand for itself and its subsidiary companies.

No surprises

We reiterate the importance of the group having and complying with a 'no surprises' policy, which includes informing Councillors well in advance of any material or significant events, transactions, and other issues that may be contentious or could attract positive or negative public interest.

If you would like to discuss the content of this letter, please contact Bede Carran, General Manager Finance, Risk and Performance/CFO, Finance on 941 7686 or Linda Gibb, Performance Advisor on 941 6762.

Ngā mihi nui

Phil Mauger
Mayor of Christchurch City

c.c. Matthew Slater: Chief Executive, CCHL (matthew.slater@cchl.co.nz)

Attachment

Reporting Calendar 2026

Due dates	Deliverables to the Council	F&P Committee Meetings 2026
January		28 January
		25 February
28 February	Half year Report / Quarter 2 Performance reports due	25 March
1 March	Draft SOIs	22 April
March	Governance – board fees report	22 April
31 March	End of Quarter 3	
March	Workshop – Climate Change	
March	Workshops – Subsidiaries' draft SOIs	
April	Workshops – CCHL & Subsidiaries' draft SOIs	
1 May	Council comments on draft SOI to CCHL due	
31 May	Quarter 3 performance reports	24 June
30 June	Final SOI due	22 July
June	Re-appointments of directors	22 July
30 June	End of financial year 2025/26	
31 July	Final SOIs to be published on websites	
		26 August
August	Appointments of new directors	23 September
30 September	End of Quarter 1	
30 September	Annual Report / Quarter 4 performance report due	28 October
October	AGM Notice of Proxy and Agenda	28 October
November	Letter of Expectations	25 November
30 November	Quarter 1 Performance reports due	16 December
31 December	End of Quarter 2	

The *Orion* Group

Draft Statement of Intent

FY27, FY28 and FY29





This Statement of Intent (SOI) is submitted by the Board of Directors of Orion, in accordance with section 39 of the Energy Companies Act 1992 (the Act). It sets out the Board's overall intentions and objectives for Orion New Zealand Limited and its subsidiary companies (The Orion Group) for the year commencing 1 April 2026 and the following two financial years. The companies that comprise The Orion Group are listed in the Appendix.

Our purpose is to power a cleaner and brighter future with our community.

Introduction

From the Rakaia to the Waimakariri, Banks Peninsula to Arthur's Pass, Orion owns and operates the electricity distribution infrastructure in Central Waitaha Canterbury, including Ōtautahi Christchurch city and Selwyn District.

Our network extends over 8,000 square kilometres and delivers electricity to more than 234,000 homes and businesses. We are Aotearoa New Zealand's third largest electricity distribution business. Our network is both rural and urban, serving diverse communities from the bustling city centre to remote alpine townships.

Central Waitaha Canterbury is experiencing rapid population growth, with Christchurch and surrounding townships the centre of this dynamic region and the main business hub of the South Island. One of the crucial services that underpins the wellbeing and prosperity of the people and businesses in this area is safe, reliable and resilient electricity distribution.

Our Group Strategy

This document sets out our strategy and key measures. Our strategy is divided into focus areas and key enablers. Our focus areas are:

- **Our Community** – our community is our anchor and is front and centre in our decision making. A positive impact on our people and place
- **Safe, reliable, resilient network** – this is the core of what we do, ensuring that the lights stay on and people are safe and can rely on us to invest wisely for future generations
- **Utilised and accessible network** – a highly utilised and accessible network is essential to keeping power affordable and enabling decarbonisation

Supporting our focus areas are three key enablers:

- Our people and partners
- Funding our future
- Digital and data driven

The following page sets out our 'embed and deliver' phase (FY27 to FY29) of our strategy.

** Our focus areas and enablers are aligned to the integrated reporting framework with key inputs noted with each focus area and enabler*

Group Strategy

Purpose	Powering a cleaner and brighter future with our community			
Focus areas	Our community	Safe, reliable, resilient network	Utilised and accessible network	
Key enablers	Our people and partners	Funding our future	Digital and data driven	
Strategy phasing	Match fit FY24 to FY26	Embed and deliver FY27 to FY29	Leverage FY30 to FY32	

How our key strategic measures are anchored in community partnership and decarbonisation

Our key performance measures in this Statement of Intent are deliberately anchored in how we work with our community to deliver electricity and enable decarbonisation.

As a community-owned organisation, our success is not defined solely by what we deliver internally, but by the outcomes we enable for the region we serve. That means our measures focus on whether our network, our decisions, and our way of working are genuinely helping households, businesses, iwi and local partners to electrify and decarbonise at the lowest long-term cost to the community.

We measure our performance based on how effectively we collaborate with our community and stakeholders. That includes working alongside customers to maximise the use of the existing network, enabling flexibility and non-network solutions, and ensuring our network does not become a blocker to electrification or renewable uptake. Success, in this context, is about enabling choice, access and participation.

Our measures:

1. Reflect partnership
2. Outcome focused for our region
3. Reflect long-term stewardship

Our Focus areas – *What our community receives*



Our community	Safe, reliable, resilient network	Utilised and accessible network

5

Our Community – *know how, communities and environment*

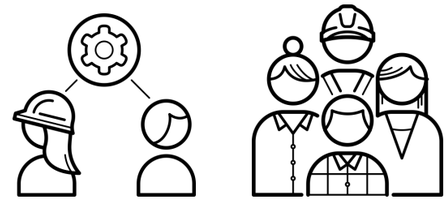


Key performance measures	Targets		
	FY27	FY28	FY29
Reducing the environmental impact of our operations			
Scope 1 & 2 Group greenhouse gas emissions (tCO2e)	2,550	2,412	2,389
Planting of native forest in partnership with Wairewa Rūnanga From FY30 we will provide measures for forest growth and carbon credits	70,000 seedlings planted	50,000 seedlings planted	35,000 seedlings planted
Households and communities (enhancing technical knowledge and capacity and empowering localised energy solutions)			
Number of households supported by our sponsorship of Community Energy Action including insulation of homes and curtain bank	220	220	220
Hours of pro-bono work with our community to empower energy solutions and technical knowledge	2,000	2,200	2,400

How we show up for our community:

- **Resilient:** we have built a network and provided alternative solutions to ensure our community needs are met
- **Efficient:** by doing this efficiently and thinking about the way we build we can reduce costs to our customers
- **Work with our community:** on key projects and mahi in the Community ensuring that we leverage sponsorships and relevant groups where we can make an impact

Safe, reliable, resilient network – *know how and people*

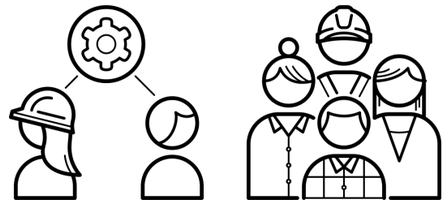


Key performance measures	Targets		
	FY27	FY28	FY29
Customer Experience/Network performance			
SAIDI – total minutes per customer	124.12	124.12	124.12
SAIFI – total number of interruptions per customer	1.1299	1.1299	1.1299
Resilience of our rural and urban network			
Hoon Hay zone substation upgrade and replacement of oil filled 66kV cables from Milton to Hoon Hay	Complete		
Replacement of oil filled 66kV cables from Milton to Hoon Hay	Complete		
Replacement of oil filled cables between Oxford Tuam and Milton Zone substation	In progress	Complete	
Replacement of 33kV switchgear and protection at Hororata Zone substation	In progress	In progress	Complete
Integrated view of our assets and processes			
Delivery of Integrated Asset Management – phase one	Complete		

What safe, reliable, resilient network means for our community:

- **Integrated, digital operating model:** Gives us real-time asset insights, smarter decisions, and faster responses – keeping the network reliable and efficient
- **Customer Experience**: Builds trust and satisfaction through clear communication, quick issue resolution, and services that meet customer needs. Exceeding performance benchmarks, satisfying stakeholders, and securing long-term advantages is key to securing favorable regulatory outcomes and the social licence / capacity to adapt to change
- **Network Performance:** Delivers reliable network at the best value - meeting regulatory targets while keeping costs down for everyone
- **Network resilience:** Ensures we can respond to disruptions and, where possible, avoid them altogether – protecting our community and service

Utilised and accessible network – *know how and people*



Key performance measures	Targets		
	FY27	FY28	FY29
Capacity unlocked through intelligence – keeping costs down by using our network smarter			
Accuracy of operational/day ahead load forecast used for network peak demand management	>=90%	>=92.5%	>=95%
Regulated Asset base/maximum system coincident demand	In top 25% of EDBs		
Organisational efficiency			
Total operational expenses to average our regulatory asset base (RAB) shows our efficiency through level of operational expenses against the value of our assets	5.6%	5.6%	5.6%

High utilisation ensures that our infrastructure (asset capacity) is used to its full, risk optimised, potential:

- Optimises investment by reducing or deferring network build or reinforcement
- Enabling more connections, distributed energy resources, and leverages demand flexibility

An **accessible network** means our network is available and affordable to all customers, technologies, and service providers:

- Ensures access and connectivity, is not a barrier - open for business - for new technologies and services, supportive of the changing demands and customers – a more responsive energy ecosystem
- Promotes equity by ensuring all customers – regardless of size or relative location – can access the network and its opportunities equitably and affordably
- Encourages innovation by allowing new energy solutions and business models to evolve

Our Enablers – *helping us make decisions in the best interests of our community*

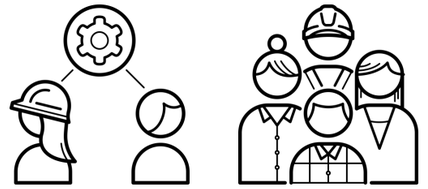
Our people and partners

Funding our future

Digital and data driven



Our People and Partners – *know how and people*

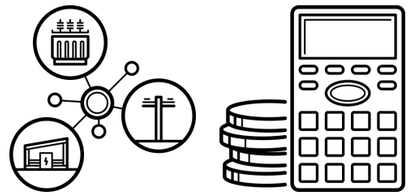


Key performance measures	Targets		
	FY27	FY28	FY29
Our People (reflect combined data from both Connetics and Orion)			
Engagement Score	>64% positive	>65% positive	>66% positive
Gender Pay Gap	<13.9%	<12.9%	<11.9%
Health, Safety and Wellbeing			
Event that did result in serious injury to employees (notified events)	≤1	≤1	≤1
Events that did result in serious injury to service providers (notified events)	≤1	≤1	≤1
Events that did result in serious injury to the public, excluding car versus pole incidents	≤1	≤1	≤1

Our enabler pillars and what they mean to us:

- **Service Deliver Partners (SDPs):** Skilled, responsive teams; investing in critical skills for future readiness
- **Employee Value Proposition (EVP) and Inclusivity:** Attracting and securing tomorrow's workforce through inclusivity and a compelling EVP
- **Culture, Capabilities and Skills:** Building new capabilities, including a digital and data driven culture, though a skills-first approach
- **Alliances & Collaboration:** Strong relationships with local stakeholders (including CCC and SDC), iwi, and our sector partners[1] for coordinated action
- **Health, Safety & Wellbeing:** Proactive risk management and a strong safety culture - everyone goes home safe

Funding our future – *assets and financial*



Key performance measures	Targets		
	FY27	FY28	FY29
Profit after tax ($m) (including conributions)	35.0	48.8	52.1
Earnings before interest, tax, depreciation and amortisation ($m)	171	201	220
Dividends ($m)	35	40	45
Total Shareholder Return (%)	6.7%	8.1%	8.4%
Return on equity (PAT including capital contributions/Average Equity) (%)	3.9%	5.3%	5.4%
Debt over EBITDA	4.9	4.7	4.8
Debt over Regulated Asset Base (%)	43%	45%	46%
Shareholders funds to total assets ratio	43%	42%	40%

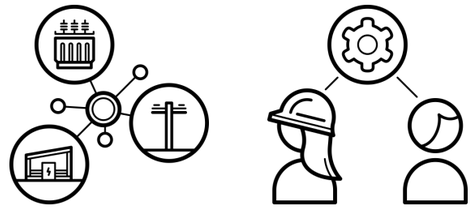
We recognise that our key broad sources of funding are:

- Capital Contributions – what our customers pay up front
- Line charges – what our customers pay over time
- Debt – accessing debt market funding to support CPP investment while remaining within agreed capital structure parameters
- Non-regulated returns – including Connetics and any other non-regulated income streams

We will manage these well to:

- Ensure we can deliver our work programmes that underpin our CPP and strategy
- Deliver our pricing strategy objectives and enable cost-reflective recovery from customers
- Ensure that our capital structure provides strong borrowing capacity and competitive debt pricing in multiple markets
- Ensure we can provide an appropriate return to shareholders

Digital and data driven – *assets and know how*



Key performance measures	Targets		
	FY27	FY28	FY29
Number of priority business processes enabled by automation or AI (value – assured)	>=4	>=10	>=15

- **Empowerment & Culture:** Orion is ready to adopt and exploit digital technologies - developing digital skills and a culture that embraces change.
- **Digital & Innovative:** AI, digital tooling and automation drive smart networks, grid flexibility, efficiency, and better ways of working - using modern tools to meet our energy future demands.
- **Data & Insights:** Our goal is to be “data-driven,” obtaining, curating and transitioning data into actionable intelligence enabling smart networks and customer value
- **Secure & Resilient Systems:** Underpins everything; without security and reliability, digital advancements can introduce risk. We need confidence that Orion’s digital evolution will not compromise privacy, safety or reliability

Governance

Board

Our shareholders appoint the directors to govern Orion New Zealand Limited. The Orion Board appoints the directors of Connetics Limited. The Orion Board is the overall and final body responsible for the direction and control of the activities and decision-making of both companies.

The boards' responsibilities include the overall strategy, objectives, stewardship, performance and reporting of the relevant entities and Group.

Board operation

Our boards are committed to best practice governance. Our boards' operations are subject to the companies' constitutions and the Board Charter. The Charter sets out how the boards and directors shall undertake their responsibilities.

The Orion Chair leads the Board and its relationship with shareholders and other major stakeholders. The Chair maintains a close professional relationship with the Group Chief Executive and leadership teams. New directors undertake an induction process to familiarise them with matters related to the company.

Policies

Both boards review their companies' key policies at regular intervals. We develop new policies as needed to provide clarity and guidance to our people on changes in an evolving work and social environment.

Board performance and review

Both boards regularly review their performance and the performance of the Group Chief Executive. The reviews identify opportunities and set plans for performance development and improvement. Orion maintains a regularly reviewed Orion directors' skills matrix with the skills and areas of expertise Orion needs mapped against our strategy and current capabilities.

Executive remuneration

We continue to be conscious of our community context and shareholding structure in setting remuneration for senior executives, which is closely managed by the Board and made publicly available via our Annual Report. We regularly compare our employee remuneration against relevant market data.

Board meetings and committees

Each board meets approximately eight times per year. Additional meetings are convened as and when required. The boards' annual work programmes are set by each board before the start of each calendar year. The boards receive formal agenda papers and regular reports, generally a week in advance of meetings. The Orion Integrated Leadership Team (ILT) and the Connetics Senior Leadership Team (SLT) and other business leaders in the Group are regularly involved in board discussions. Directors also have other opportunities to obtain information and may seek independent expert advice.

The boards delegate some responsibilities and tasks to board committees, but the boards retain the ultimate responsibility and accountability for any committee's actions or inactions. Subject to any conflict issues, all directors receive agenda papers for committee meetings, and all directors may attend committee meetings.

The Orion Board has two standing committees:

- **Audit Risk Committee:** liaises with the company's independent external auditor and reviews the effectiveness of internal controls, financial and regulatory information, and climate reporting.
- **People and Culture Committee:** reviews the company's remuneration policies and practices. It reviews and sets the remuneration of the company's Chief Executives and ILT as well as providing guidance and feedback on succession planning, talent development, inclusion and diversity and other people and culture policies and practices.

Connetics report Audit Risk and People and Culture activity to the full Connetics Board.

Liability insurance and indemnity

The Group arranges comprehensive liability insurance policies within the limits and requirements as set out in the Companies Act 1993 and the Group's constitution. The Group also indemnifies directors and employees within the limits and requirements set out in the Act.

Loans to directors or employees

The Group does not make loans to directors or employees.

Statement of Intent (SOI)

This SOI is prepared in accordance with section 39 of the Energy Companies Act 1992 and the Group's constitution.

Governance

Risk management

The Orion Group provides a flexible and purpose-built approach to the application of risk management and is consistent with ISO31000:2018 Risk Management Guideline. Our risk management processes and tools are embedded within our business operations, to drive consistent and accountable decision-making through an Enterprise Risk Management (ERM) approach. This ensures we have a complete, integrated, group-wide focus on managing our strategic and operational risks and enables the Group to make clear decisions around opportunities. Our risk management approach is reviewed by the full Orion Board and reported to the Orion Board at least twice yearly.

Legislative compliance

To ensure we deliver on our Purpose we need to balance what is in the best interest of our community while managing our compliance under relevant legislation and regulation.

Auditor

Audit New Zealand on behalf of the Auditor-General is the auditor of the Group.

Procurement practices

Where practical we are working with suppliers to move to 'All of Government' (AOG) contracts to gain efficiencies and lower rates.

Stakeholder engagement

We undertake annual stakeholder engagement surveys to engage with our community on their needs and how we are performing. This work is an integral part of our strategy and ensures we have the community's voice at the heart of everything we do.

Living wage

The Orion Group pays all employees on or above the living wage, except some apprentices while they are working towards their initial competencies and high-school aged youth participating in work experience programmes. Orion Group has considered pursuing Living Wage Accreditation, and we have decided not to due to the above exceptions

How we will report to our shareholders

We will deliver our Integrated Annual Report to our shareholders on or before 30 June each year. Our Integrated Annual Report will include:

- our audited financial statements
- our performance relative to the targets we set in our SOI
- how we are delivering on our Group Purpose and Strategy
- climate reporting
- other information to enable an informed assessment of the Group's governance.

We will deliver half-year reports to our shareholders that will contain unaudited information similar in content to our Annual Report and will comply with financial reporting standard NZ IAS 34 – Interim Financial Reporting. We will provide regular updates to our shareholders on our performance, which may include updates on financial, strategic, risk and operational issues.

Board and Management will meet regularly with shareholders to provide briefings and context on our five-year plan. We will also have a yearly investor day presentation to share progress with shareholders on our strategy and focus areas. Our public Annual Stakeholder Meeting is held in August every year.

We will continue to support and co-operate with shareholders sharing information to assist with forecasting and shareholder strategic reporting.

Our accounting policies comply with applicable NZ IFRS standards and interpretations and will be consistent with the accounting policies adopted by the Christchurch City Council consolidated Group. We have applied the same accounting policies when preparing our financial forecasts in this SOI that we applied for our audited financial statements for the year ended 31 March 2025, The Orion Group Annual Report 2025. Our actual accounting policies may change because of changes to NZ IFRS standards and interpretations.

Governance

Acquisitions and divestments

We will only consider acquiring securities in a company or organisation, or divesting part of an existing business, where consistent with The Orion Group Strategy and Purpose. When we consider a transaction to be significant, we will consult with our shareholders with as much lead-time as is commercially practicable in the prevailing circumstances.

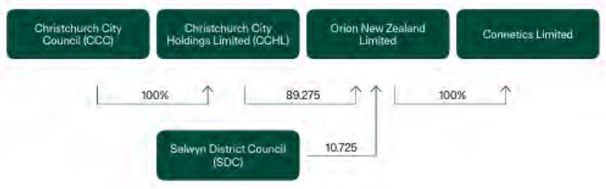
Major transactions as defined by the Companies Act 1993, will be subject to shareholders' approval by special resolution. Where we decide to incorporate or subscribe for shares in subsidiaries to undertake our commercial activities, we will ensure effective management.

Board control of any subsidiary is exercised by our Directors and Management. No material intercompany transactions are forecast to take place with our shareholders, or the wider CCC and SDC group, during the three years covered by this SOI, except the payment of dividends, services provided or received on an arms-length commercial basis and services received that are covered by local authority rates. We will advise shareholders of any additional material intercompany transactions which take place with our shareholders or the wider CCC and SDC group.

We operate on a "no surprises" basis with shareholders in respect of significant matters, to the extent possible in the context of commercial sensitivity and confidentiality obligations.

If a shareholder decides to sell shares in Orion, we will co-operate and work with that shareholder and its advisors, subject to our obligations at law.

Our Group structure



Appendix

Notes and definitions

Financial

- Our financial targets are for the consolidated The Orion Group and are in nominal terms – they include forecast inflation/escalation.
- Our key assumptions for our financial targets are:
  - our future electricity distribution revenues will be within the limits the Commerce Commission has set for Orion
  - our transmission charges from Transpower will be 'passed through' to customers
  - our future opex and capex will largely reflect the work programme in our 2025 Asset Management Plan, subject to our supply chain and resources
  - no future major investments/divestments
  - no future natural disasters, material adverse events or materially adverse decisions by regulatory agencies.

Reliability

- SAIDI and SAIFI are standard industry measures for network reliability:
  - SAIDI refers to our system average duration: the minutes of supply interruptions per customer
  - SAIFI refers to our system average frequency: the number of supply interruptions per customer
- Both measures exclude interruptions that are caused by electricity generators or Transpower, are caused by our low voltage (400V) network or last for less than one minute.
- The Commerce Commission sets performance limits for our network reliability as part of the Commerce Act (Part 4) price-quality control regime. Our annual targets are consistent with our performance limits for FY26 to FY30.
- The Commission assesses our actual unplanned network reliability against our limits each year after 'normalising' for the impacts of major events by 'capping' the measured impact of each major event. We will report our annual performance against our network reliability limits, after normalising for 'major events' using the Commerce Commission's methodology.

Group corporate emissions

Our total Group carbon emissions for our current benchmark year of 2020 were 17,203 tCO2e. 81 per cent of these are associated with electrical losses, directly linked to how New Zealand generates its electricity. We take steps to limit losses, for example by reducing peak load, but there are no viable solutions to eliminate them yet.

What we consider to be our Group corporate emissions are relatively small by comparison, comprising 2,550 tonnes per annum in FY27, which we propose to reduce 2,412 tonnes in FY28, with a goal to reduce to 2,389 tonnes in FY29. They include direct emissions, such as petrol or diesel used by the Group, as well as some indirect emissions, such as landfill gas and air travel by employees.

We use Renewable Energy Certificates to address our electricity consumption emissions and anticipate our reduction pathway will be assisted by the introduction of PHEV 4WD utility vehicles in FY27 and FY28.

Health and Safety

Events that did or could have resulted in serious injury are events defined in section 25 of the Health and Safety at Work Act 2015 as Notifiable Events.

Christchurch International Airport Ltd

STATEMENT OF INTENT

Year ending 30 June 2027



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INTRODUCTION

This Statement of Intent ("SoI") is prepared by the Board of Directors of Christchurch International Airport Ltd ("CIAL") in accordance with Section 64(1) of the Local Government Act 2002.

CIAL has five wholly owned subsidiaries. These wholly owned subsidiaries are currently non-trading and are not holding any assets or liabilities.

This SoI sets out for CIAL (and subsidiary companies) the nature and scope of the activities to be undertaken, the objectives, and the performance targets and other measures by which the performance of the company may be judged in relation to its objectives.

CIAL's achievements against the objectives outlined in last year's Statement of Intent will be reported on in this year's Annual Report.

The SoI is a public and legally required document, reviewed and agreed annually with its shareholders and covers a three-year period. This SoI covers the period from 1 July 2026 to 30 June 2029.

Contact details for both the Chair and Chief Executive are CIAL's registered office:

Address: Fourth Floor, Carpark Building
Christchurch International Airport
Memorial Avenue, PO Box 14-001, Christchurch

Telephone: +64 3 358 5029

Website: www.christchurchairport.co.nz

Christchurch International Airport Ltd is a council-controlled trading organisation ("CCTO") for the purposes of the Local Government Act 2002.

COMPANY OVERVIEW

Located 9 km to the northwest of the city centre, sitting on approximately 1,400 hectares of land, Christchurch Airport is New Zealand's oldest international airport (over 85 years old) and the second largest airport in New (based on annual passenger movements).

Below is an overview of the Christchurch Airport campus, which encompasses the airport and terminal facilities as well as its investment properties and land that it owns. The blue area approximates current land leased by CIAL from Environment Canterbury for the Kowhai Park solar development.



CIAL is the most strategically important air connection for South Island trade and tourism markets, underpinned by its ability to operate 24 hours a day, 7 days a week, and being one of only two airports in New Zealand capable of handling direct long-haul commercial international services operated by "wide-bodied' aircraft. The airport is also home to the International Antarctic joint logistics program.

NATURE AND SCOPE OF ACTIVITIES

CIAL's core activity is the safe and efficient operation of airport facilities, facilitating air connectivity through the provision of appropriate landside and airside infrastructure, to meet the needs of all airport users (including both commercial and non-commercial aviation users), our customers, staff and the travelling public. This includes pursuing commercial opportunities with wider complementary products, services and business solutions where needed.

OPERATIONS

The operation of the airport includes the provision of "landside" and "airside" infrastructure and associated facilities across the airport campus:

- Airside functions include the provision of safe and secure aircraft, freight and passenger facilities. CIAL is responsible for the provision of aeronautical infrastructure which includes an airfield, runways, taxiways, aprons and associated facilities
- Landside functions include the provision of a terminal facility, parking and ground transportation. This includes working with commercial tenants (e.g. duty free, retail, rental car and food & beverage operators), business partners and government agencies

CIAL is also responsible for managing assets not currently used directly for aeronautical activities, including the operation of a hotel and an extensive property portfolio.

As a lifeline utility, CIAL ensures the operational resilience of Christchurch Airport, allowing the airport to function as efficiently as possible during, and after an emergency event.

PRINCIPAL OBJECTIVES

CIAL's core objective is to operate as a successful commercial entity and through that deliver and balance sustainable benefits to customers, the travelling public, the regions it serves and our staff.

It will pursue initiatives to provide diversified and profitable revenue streams that will deliver growth in dividends and long-term value to shareholders in line with our shareholders long-term investment horizon.

Inter-generational projects are handled on a project-by-project basis, separate to operational activity.

Consistent with this primary objective, CIAL will:

- provide well-designed and maintained future-proofed airfield and terminal infrastructure that delivers the required outcomes for CIAL and existing/potential customers, with an emphasis on safe, secure, resilient and efficient airside activities
- focus on protecting our people, through strengthening foundations that underpin the achievement of positive Health & Safety outcomes
- pursue initiatives to grow shareholder value and provide sustainable, diversified and profitable revenue (and hence dividend) streams, including continuation of an appropriate level of investment in, and development of, the company's property and land holdings
- ensure that the company adopts a sustainable approach to the operation of all of its own controlled activities (including climate, water, circularity, biodiversity and energy) and pursues a commitment to minimising environmental impacts and use of natural resources where possible in respect to those activities
- strive to be a well understood and valued member of our community through fostering strong community and stakeholder engagement and recognising the importance of maintaining a strong and positive relationship with Iwi and mana whenua across all of the South Island
- utilise the culture, skills, knowledge and experience developed at the Christchurch campus to proactively evaluate opportunities to build further depth, diversification and resilience through expanding our footprint into new geographies and disciplines and partnering our strengths, including where they will enhance the provision of aviation services across regional New Zealand to the benefit of all stakeholders
- be a fair employer in providing a workplace that values people, understands inclusiveness and diversity and supports people leading themselves and developing skills to lead others. Ensures all are fairly rewarded

BEYOND CIAL

The Christchurch airport campus is the largest employment and logistics hub in the South Island with over 7,000 people employed. It is also the home of the International Antarctic Program, with CIAL playing a key role in supporting the Christchurch Antarctic Gateway Strategy through the various Antarctic entities based on campus. CIAL also facilitates the movement of over $4 billion of high value airfreight into and out of the South Island every year, including 90% of South Island parcel freight.

The economic contribution of the activity at the airport is significant. Historical economic analysis for the 2020 year previously estimated that the directly attributable and facilitated activity at Christchurch Airport contributes $5.3b in GDP to the Canterbury region and supports 60,000 jobs.

It is worth noting the significant role CIAL plays in handling displaced aircraft and passengers when major weather events or infrastructure limitations (e.g. fuel supply) impact other parts of the country. Aviation is a network so impacts at one of the nodes most often has flow on effects for the other nodes. As CIAL is the only truly wide body capable airport behind Auckland (including the divert airport for most international airlines), we will continue to play an active role in helping with national resilience.

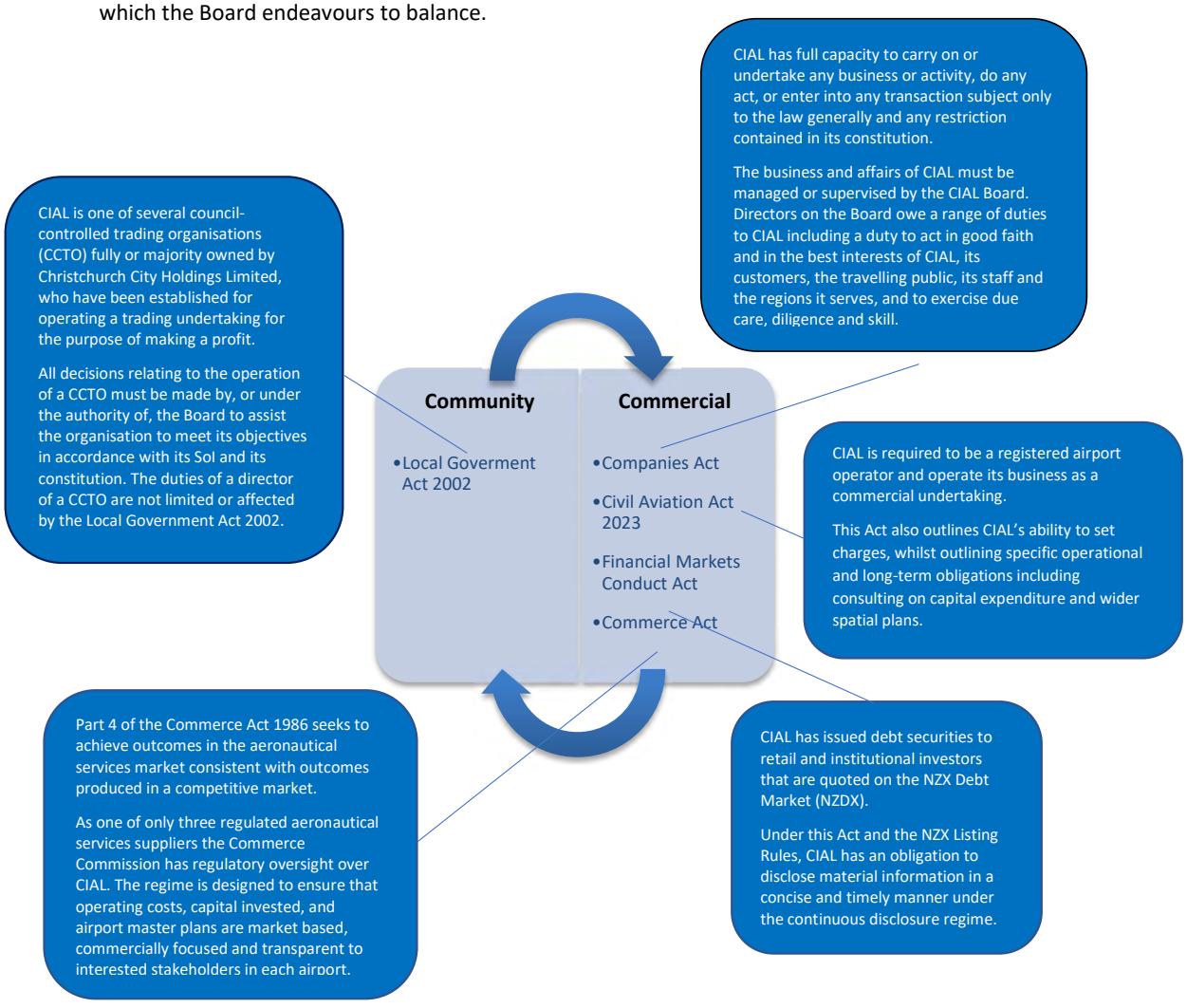
REGULATORY CONTEXT

CIAL operates in a commercially competitive environment both domestically and internationally, overlaid by a complex layered legal and regulatory environment with a wide stakeholder group.

The new Civil Aviation Act 2023 requires CIAL to operate its business as a commercial undertaking and outlines its ability to set prices, whilst outlining specific operational and long-term obligations including consulting on capital expenditure and wider spatial plans.

Since 2011, New Zealand's three largest airports including Christchurch have been subject to Information Disclosure regulation under Part 4 of the Commerce Act 1986, administered by the Commerce Commission. Under this framework, the Commission does not set prices for airport services but instead the focus is on monitoring airport performance through an annual information disclosure regime and ensuring there is transparency in pricing decisions.

The chart below demonstrates various aspects of commercial and non-commercial demands on CIAL, which the Board endeavours to balance.



OUR PURPOSE & ROLE

We are a purpose driven organisation, and our team have decided our purpose is best described as

"FOR A PROSPEROUS AND SUSTAINABLE TE WAIPOUNAMU"

Christchurch Airport is a key gateway for people and goods across the South Island, New Zealand and international markets. By performing our role effectively, we enable regional prosperity, create connectivity and economic opportunities for our communities, and grow long-term value for our shareholders.

Our core infrastructure connects communities, facilitates fast and efficient flows of goods and services, supports tourism and business growth, and unlocks trade opportunities for exporters.

In addition, our impact extends well beyond air travel. With significant land holding on campus, we are creating long-term value through master planned precincts, commercial property developments and partnerships that generate jobs, unlock investment and support future transition initiatives in areas such as renewable energy, advanced logistics and advanced manufacturing.

Further underpinning this is CIAL's track record of:

- aeronautical development success;
- high operational performance in a complex, safety critical environment;
- delivering future-proofed infrastructure that supports national resilience; and
- being great partners to our customers and other stakeholders on campus

OVER-ARCHING GOALS & BUSINESS MODEL

OVER-ARCHING GOALS

The cornerstones of our purpose, together with our over-arching goal of being a ***"HIGH PERFORMING RESILIENT BUSINESS"***, lead to us targeting the following outcomes:



- *Grow shareholder value, whilst providing an appropriately benchmarked return on capital*
- *Financial Resilience - strong balance sheet and diversified portfolio of future revenue streams*
- *Grow airline connectivity and passenger volumes to support tourism and business links, driving economic growth*
- *Expand capacity to improve freight flows and supply chain resilience*
- *Unlock value from land through property development that attracts investment, creates jobs and aligns with regional economic development opportunities*

- *Improving high-quality connectivity and provide compliant, safe, secure, equitable and positive customer experiences for all*
- *Strengthen partnerships with iwi, communities and other key stakeholders through engagement and shared value initiatives*
- *Protection of our people by creating healthy work where our people can thrive*
- *Investing in our people to grow capability, inclusion, resilience and purpose-lead work*

- *To be absolute zero emissions for our own airport operations (Scope 1 and 2) by 2035*
- *Support the wider aviation industry with de-carbonisation transition initiatives (Scope 3) – through appropriate investment in campus infrastructure and advocacy*
- *Strengthen climate resilience and infrastructure resilience through future-focused climate adaptation planning*
- *Protecting biodiversity, reducing waste and managing noise as part of broader environmental stewardship*

OTHER KEY PRINCIPLES

- CIAL's core objective is to operate as a successful commercial entity that aims to deliver strong, sustainable financial returns and long-term value growth, that support our shareholders and regional economy, while operating in a way that delivers and balances sustainable benefits for all our stakeholders – including customers, the travelling public, our partners and staff, communities and future generations

- CIAL takes a balanced approach, focused on optimising shorter term financial returns whilst ensuring that we continue to create shared and lasting long-term value
- We recognise our role as stewards of critical public infrastructure assets, and consequently we take a disciplined and long-term view of all of our investment decisions prioritising those with outcomes that align with our over-arching goals as noted above
- CIAL will continue to pursue its core philosophy of stakeholder equity (or stakeholder capitalism), where ***People & Planet & Prosperity*** across key stakeholders must be considered and balanced



BUSINESS MODEL

CIAL has undertaken several reviews of what makes airports strong and successful across Australasia, which led to the focus on a diversified business centred on three commercial pillars of planes, passengers and property. This has shown us that maintaining control over and balance between these three business portfolios is critical.

Like all strong airports, CIAL is a diversified portfolio business across aviation (planes), the terminal and ground transport business (passengers), and property development at its Christchurch campus (property), together with several inter-generational transition projects investigating future aviation demands, energy transition and the future of air freight and e-commerce demands.

CIAL organises its commercial activity under the three commercial pillars of ***PLANES, PASSENGERS and PROPERTY.*** Aviation ("Planes") is the foundation stone that enables opportunities in the other pillars to arise. Our three commercial pillars are balanced with a fourth – our commitment to ***PLANET.***



CIAL's core operational pillars will be supported by investment across several strategic enablers.



PEOPLE – Talented, Thriving and Engaged Workforce

DIGITAL/DATA – Smart Use of Digital Technologies

PARTNERING – Trusted Stakeholder & Strategic Relationships

CORE DELIVERY – Excellence Behind the Scenes

CURRENT STRATEGIC CONTEXT

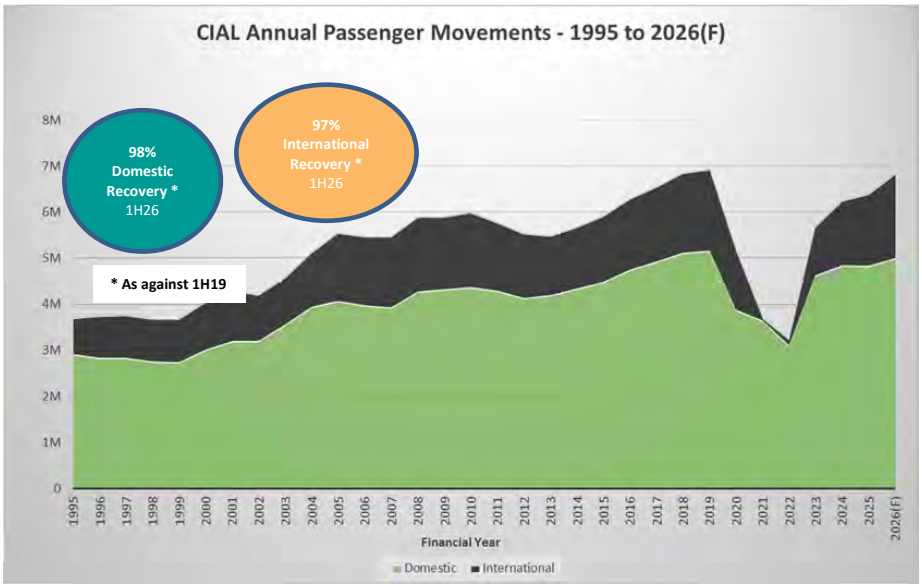
CURRENT MARKET ENVIRONMENT

It should always be remembered that aviation is an inherently volatile sector. CIAL is currently operating within a highly dynamic global environment, where economic and geopolitical uncertainties are increasingly influencing the aviation sector.

Key challenges include escalating trade tensions, rising protectionism, and policy unpredictability, all of which can disrupt supply chains and affect passenger demand. The aviation industry is particularly sensitive to such shocks currently, with events once considered rare now occurring more frequently, leading to the potential for rapid changes in trading conditions.

This volatility coupled with the increasing frequency of high impact events, means trading conditions can be materially and quickly impacted.

Short to Medium Term Aviation Demand Outlook

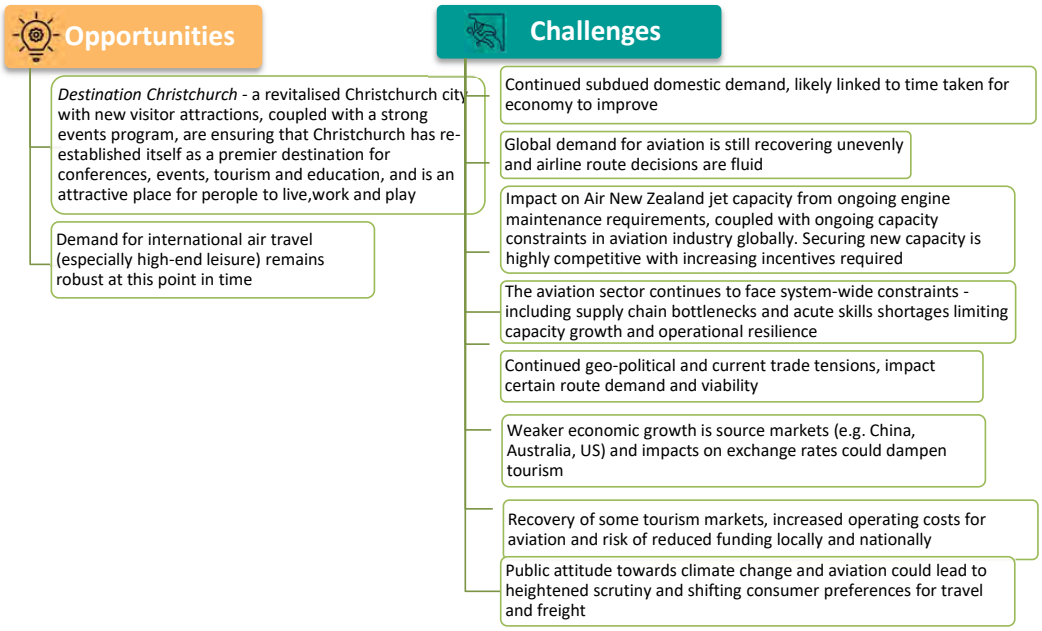


As of early 2026, New Zealand's aviation sector continues to navigate a complex landscape marked by a supply side picture that is mostly recovered but still constrained, together with mixed demand dynamics.

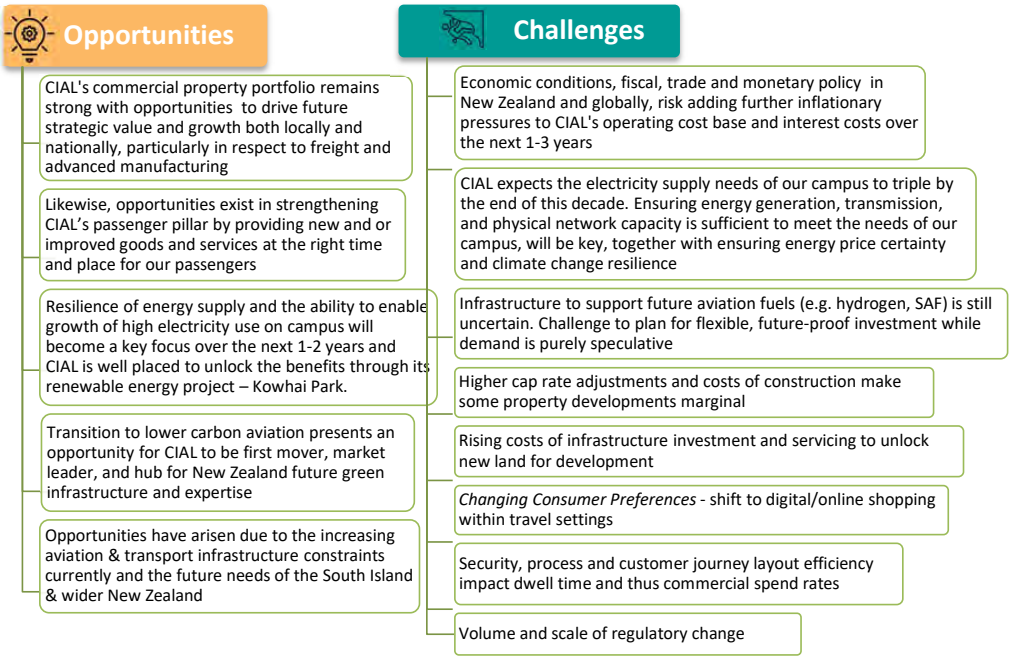
Seat capacity growth has been uneven with major operators continuing to face fleet availability headwinds, most notably Air New Zealand's ongoing engine maintenance issues. Internationally New Zealand is facing headwinds to get back to pre-pandemic levels of capacity due to constraints on the supply of new aircraft and strong competition from other destinations to attract the flying that is available.

On the demand side, outbound demand from New Zealanders has been resilient, while the domestic market remains comparatively subdued. Inbound tourism continues to rebuild, supported by Australia and gradually improving Asian flows.

Looking forward, there are some opportunities and challenges in respect to future prospects of above trend growth in passenger numbers over the next 1-3 year period of this SoI, as noted below.



Other Short to Medium Term Opportunities & Challenges



Our short-term financial outlook and forecasts reflect these opportunities whilst also acknowledging the challenges to growth.

LONG-TERM MEGATRENDS

The aviation industry – and the way people and goods move around the world – will change dramatically in the coming decades as global priorities shift, and new technologies become available.

Over the next 10-15 years, several megatrends are likely to significantly shape the aviation and airport landscape, and influence CIAL's strategic direction.

Emissions Reduction & Climate Change

We know that the changing climate is a significant shaping force for how we live and adapt to our changing planet, with key impacts across:

- *Adaptation & Transition*: adapt systems and infrastructure to mitigate changing climate conditions and extreme weather, together with societal scale energy transition/electrification
- *Mitigation*: continued reduction of emissions from our airport operations and supporting the transition of the wider transportation sector to a net zero carbon future
- Understand impacts on air travel demand and preferences, together with ground transportation links to the airport – multimodal transport integration (links to public transport, cycling, shared/electric/autonomous vehicles)

Technological Innovation

- Data, processing capacity and artificial intelligence combine to accelerate digitalisation of the passenger journey – e.g. biometrics, self-service/mobile apps, advanced screening
- Changing how airport retail is sold e.g. omnichannel sales, personalised offerings, dynamic pricing and data-driven advertising
- Adapting or changing traditional airport products and services to match a changing traveller demographic
- New aircraft types such as Vertical Take Off & Landing (VTOL's) craft will look to create new types of travel such as to destinations previously serviced by road (e.g. Christchurch to Ashburton)

Property Investment

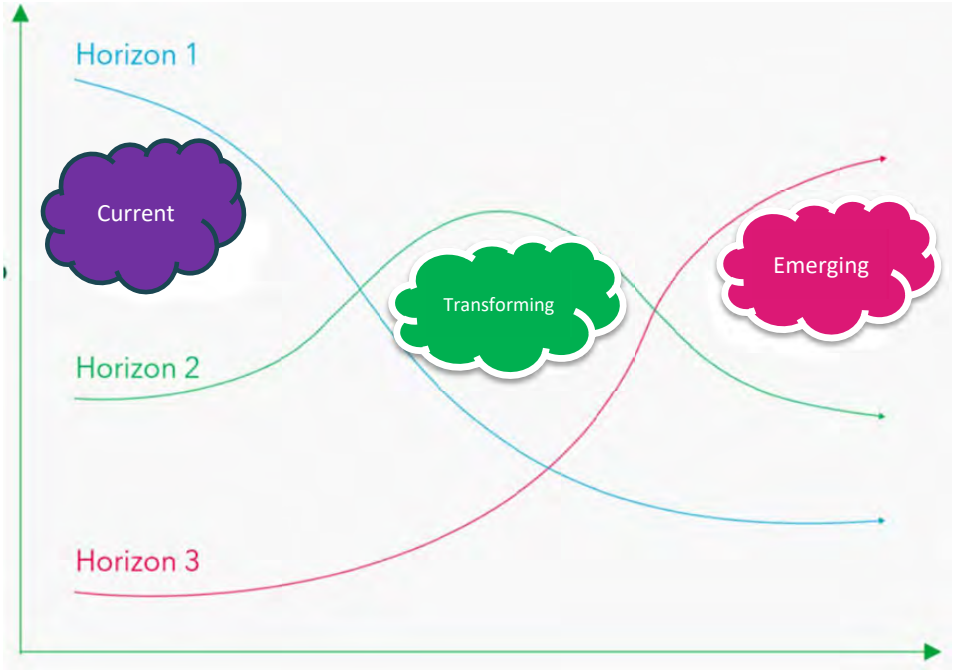
- Continued growth in e-commerce volumes and supply chain localisation could boost demand for on-airport and near-airport logistics investment (freight channels and capacity), together with enabling infrastructure e.g. energy, data
- Changes in market/tenant expectations/demand in respect to sustainable development become standard features, together with physical climate risk adaptation measures (e.g. flood protection, energy dependence)
- Demand for access to abundant and resilient renewable energy supply

Changing Demographics & Geopolitical Factors

- Ageing population, the growth of the global middle class and a changing expectation of an air travel experience will stand to influence new growth markets (i.e. India), the airport experience and future workforce planning
- Likewise, geopolitics and economic factors have the potential to impact the flow of tourism and trade

STRATEGY REFRESH – PREPARING FOR UNCERTAINTY

CIAL is currently finalising a refreshed long-term strategic planning process that has considered three distinct but inter-connected horizons.



Horizon 1 - CURRENT

The current horizon focuses on optimising performance within today's operating environment, to ensure that we deliver on our targeted outcomes whilst remaining adaptable in the near term.

Horizon 2 – SHARPEN OUR EDGE

The transforming horizon explores how we actively prepare for transition – investing in the capabilities, partnerships, transformational systems or changes needed to shift towards a fundamentally different future which remains uncertainty.

Horizon 3 – EMERGING FUTURE

The emerging future horizon is about looking to move beyond linear forecasts based on our current environment and instead start preparing for a range of potential plausible futures.

This will be based upon an analysis of potential scenarios across the core commercial and operating pillars of the business, such as *Continued Growth, Constrained or Stalled Growth, Disruption or Collapse, and Radical Transformation.*

This Statement of Intent remains focused on the current Horizon 1 objectives, whilst ensuring that we start to understand and prepare for the transition and investment required over the next 1-3 years, to be able to successfully navigate to whichever Horizon 3 scenario might eventuate, based on how the identified Megatrends unfold.

HORIZON 1 FOCUS AREAS & FY27 KEY ACTIVATIONS

NEAR TERM FOCUS AREAS

In Horizon 1, CIAL's near term focus will be on optimising our financial performance, strengthening the resilience of our business and infrastructure, and delivering valued customer service through disciplined and focused execution. Key short term focus areas include:



FY27 KEY STRATEGIC ACTIVATIONS

Considering each of our near-term focus areas noted above and how our commercial and organisational pillar activation framework will continue to be used to organise the activity under each – this leads to the following key activations/priorities for the next Horizon 1 period specific to this Statement of Intent

Optimise Commercial Outcomes & Operational Performance

Revenue Growth – will be driven through short and medium-term revenue initiatives within our commercial pillars of Planes, Passengers and Property

Productivity – how do we deliver on our future goals and activations without a significant increase in our inputs (in terms of human and financial capital). This will likely include:

- Operational efficiency through process automation and service standards (initiatives across our operating cost base)
- Asset efficiency – efficient use of existing assets and related infrastructure (maintenance) and ensuring appropriate return for future capital investment
- Human resource allocation – efficient use across all strategic enabling functions within CIAL

Resilience

Financial Resilience – maintenance of financial resilience through strong balance sheet and revenue diversification through our commercial pillars. Includes provision of 5% headroom in our gearing policy for high impact events

Resilient Infrastructure – to ensure operational continuity, safety and security, continued investment in adaptable, robust airport infrastructure remains essential. Key objectives for CIAL include:

- Developing Christchurch Airport as an alternative fully capable all-weather airfield to provide additional resilience to the country's long-haul capable airport infrastructure
- Protect CIAL's ability to operate on a 24/7 basis through noise contours in Regional Policy Statement
- Operational Resilience - flexibility built into Christchurch airport's physical infrastructure and the ability to quickly adapt operational procedures when disruptions occur. Tested through extensive preparation for emergency preparedness
- Develop physical climate risk adaptation plan which will identify key adaptation actions required for the most material physical climate risks together with timeframes and investment needs
- Develop an Energy Infrastructure Master Plan detailing the infrastructure requirements to cater for a renewable energy transition and resilient energy supply across the commercial pillars
- Complete CIAL's Master Plan to ensure we can provide and protect an infrastructure planning framework for long-term land use that supports delivery of CIAL's strategic goals

Future Proof

The long-term megatrends will shape the environment for CIAL over the next decade and beyond. These trends will create disruption across the sector and our business, so it remains important that CIAL looks forward to mitigating future risks whilst positioning itself to take advantage of future opportunities including:

- Strengthening our position as both a gateway and Tasman/domestic hub and spoke airport through quality of aeronautical network and of our long-term campus tenants and partners
- Continued focus on reduction in emissions from our controlled airport operations (scope 1 & 2) together with identifying opportunities where we can help accelerate the transition of aviation (scope 3) to a lower carbon future based on renewable energy resilience

- Continue to develop plans for the Kowhai Park ecosystem and grid connection infrastructure to enable CIAL to provide an electricity infrastructure capacity to support the growth and development in green energy needs within the commercial pillars, including:
  - Complete Kowhai Park Stage 1 and localised grid connection/sub-station
  - Partner to trial alternate fuels on campus, e.g. hydrogen, and to attract tenants that require large quantities of renewable energy
- Show leadership, through using our influence, advocacy and any available mechanisms to support our customers with their de-carbonisation goals, together with ensuring we have the infrastructure ready to support their needs
- Broadening our investment lens to evaluate growth opportunities beyond our current physical footprint, in a way which is aligned to our goals and delivers long term value to the wider business. In parallel with this, identify potential partnering opportunities which may develop mutually beneficial outcomes
- Continue to identify initiatives that build a collaborative, connected and engaged culture that enables each of our people to help deliver our purpose, mission and strategic priorities both individually and collectively
- Striving to be a well understood and valued member of our community through fostering strong community and stakeholder engagement

FINANCIAL CONTEXT

AIRPORT FINANCIAL MODEL

The challenges inherent within the day to day financial, operational and investment activities of an airport are often little understood by external observers. These constraints stem from several key dynamics that are often outside of an airports direct control and can be in conflict if not carefully managed. These include:

- *Aviation demand growth* – long term passenger growth approximates GDP growth and therefore there is limited ability to materially influence passenger volumes in the short term. Growth beyond that of long run GDP can be achieved, however only through significant investment with our airline partners. The current revitalised Christchurch city with new visitor attractions, coupled with a strong events program, will facilitate this over the coming period. Full value impact of new routes usually takes 1-3 years to crystalise. Because of this, it is challenging to achieve meaningful, immediate and profitable passenger growth above general GDP growth levels
- *Aviation capacity supply* – fleet renewal programs and engineering requirements are having a significant impact on the supply of aircraft for airlines. Airlines will prioritise the highest and best use of their capital which, for international airlines, is challenging for New Zealand routes due to distance. Domestically, due to the dominance of the national carrier, there are few competitive alternatives
- *Risk / reward asymmetry* – as noted above, passenger volume growth (or reward) is constrained in the long term, however as evidenced by the impact of the Christchurch earthquakes and the pandemic, downside risk to demand can be immediate and significant, with recovery taking many years. Mitigating this downside risk is challenging
- *Regulatory Context* – As one of New Zealand's three largest airports, CIAL has a portion of its operations subject to regulation overseen by the Commerce Commission. This regulation effectively limits the total allowable revenue that can be earned from CIAL's Regulatory Asset Base (airfield, apron and terminal) for each 5-year pricing cycle, to an industry mid-point weighted average cost of capital (WACC), which is currently 6.62% for the period out to the end of June 2027. Approximately 47% of CIAL's FY25 operating revenues were generated under this regulatory regime
- *Non-regulatory priced activities* – the remaining revenue streams of an airport fall into two categories, passenger related (including retail, food & beverage, duty free, rental vehicles, ground transport and car parking) or property related
  - Passenger related revenues are reliant on passenger volumes and maintaining customer service offerings that represent value for money, quality and current preferences
  - Property related revenues are constrained by the overall market demand and rental rate dynamics, while also requiring long lead times and capital investment to continue to grow a portfolio

- *Operating Cost base* – airports have a relatively fixed operating cost base, particularly in respect to their major terminal and airfield assets and productivity gains are incremental in nature. There are also significant levels of 'non-tradeable' costs (i.e. rates, insurance, electricity) that continue to show stubbornly high levels of annual inflation in New Zealand
- Efficient airports, including CIAL, hold land for long-term development, for which an expected market return is unable to be achieved in the short term

CAPITAL INTENSITY

CIAL provides the city and region with a network of essential lifeline infrastructure that underpins the movement of people and goods around New Zealand and connects us to the rest of New Zealand and the world. Airport infrastructure involves planning over 30-year cycles to meet the long-term needs of consumers and airlines and hence require continual investment in the following areas:

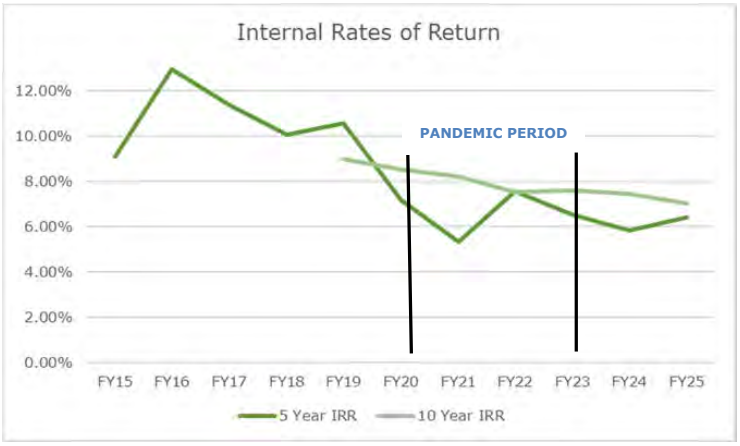
- *Maintaining operational resilience* – by their very nature, airport operational assets must be maintained to meet stringent standards regarding safety, security and availability. There are continual upgrades in safety and security needs driven by the needs of our people and customers, and it is essential that our critical infrastructure remains operational from a local and wider country perspective
- *Future focused investment* – decarbonisation of aviation. Following an extended period of relative stability regarding aeroplane design and operational requirements, the move to decarbonise is likely to create exponential change in the aviation ecosystem. Electrification of ground service equipment is already underway and electric, hydrogen propelled, or sustainable aviation fuel ('SAF') fuelled aircraft are on the near-term horizon. These technology changes require major infrastructure investment across an airport campus to meet the demands of airlines, supporting operators and consumers
- Over time airports will continue to need to invest for connectivity growth and regional development as well as to maintain our existing asset base to an acceptable level of services and to ensure operational resilience, including future climate change mitigation and adaptation
- *Grow, enhance profitability and improve revenue diversification* – continued capital investment in non-aeronautical revenue streams (e.g. terminal retail and food & beverage, ground transport and property development), is a key strategic requirement for airports to grow, enhance profitability, improve revenue diversification, enhance passenger experience, and provide long-term financial sustainability

BENCHMARKING CIAL OUTCOMES

CIAL continues to outperform against expectations for an airport of our size. By size CIAL does not make the list of the top 500 airports in the world, and yet (unlike airports of similar size within the region) in FY25 enjoyed over 8,000 international flight movements. It has international air connections to major regional airport hubs like Brisbane, Melbourne, Sydney, Dubai, Singapore, Hong Kong, Guangzhou and San Francisco. CIAL is the only long-haul airport outside of the top 100 that several of our airline partners operate schedule air services to.

CIAL's key objective is to operate as a successful commercial entity, actively benchmarked against relevant industry peers. Achieving this objective, requires balancing several different priorities, including both financial and non-financial expectations specific to our two shareholders.

When benchmarking past performance, it is appropriate to use a 5- or 10-year Internal Rate of Return ('IRR') to assess total shareholder returns, as IRR reflects an annualised rate of return over a full investment period. Historically, CIAL has delivered an IRR >8.5%, consistent with the regulatory framework within which CIAL operates and its NZ industry peers and as compared to a CIAL Weighted Average Cost of Capital ('WACC'), last assessed independently at 8.2% as at 30 June 2025.



Generally, when assessing the IRR performance of CIAL, it is important to fully consider the constraints of an airport financial model as outlined in the paragraph above.

Obviously more recent returns, from FY20 onwards, have declined, consistent with the unprecedented impacts of the pandemic, followed by sharp increases in inflation and interest rates. It will take until FY28 and FY33 respectively for the pandemic impacts to be removed from the 5- or 10-year IRR measures. Looking forward, despite the challenges to future growth in aviation, the primary financial objective for CIAL remains on growing dividends and long-term value to an appropriately benchmarked level.

For measuring and managing future annual performance, CIAL will track and target a series of specific financial metrics focused on annual financial returns, operating efficiency/productivity, and capital structure measures.

These shorter-term targets will also be benchmarked against the performance of peer companies and the broader infrastructure sector where possible, to assess CIAL performance.

FINANCIAL PERFORMANCE MEASURES

PROFITABILITY

For the purposes of the FY27 SoI, CIAL has continued to adopt a mid-point passenger demand scenario for FY27-29. This approach reflects a prudent forecasting passenger demand methodology which incorporates both upside and downside demand risks within the current economic environment and aviation.

The key factors influencing CIAL's passenger demand (and hence aeronautical and commercial revenue streams) relate to uneven global economic growth, inflationary pressures and interest rate settings impacting household discretionary expenditure, business travel recovery trajectories, and airline network and fleet deployment decisions.

While medium-term demand fundamentals are supported by population growth, continued recovery in inbound tourism, and the relative resilience of the Christchurch and South Island visitor economy, aviation markets remain exposed to volatility arising from shifts in fuel prices, exchange rate movements, and geo-political events.

$m	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Total Operating Revenue	261.6	269.8	282.6	291.2
EBITDAF [1]	163.8	169.1	179.7	186.3
Net Profit (Loss) Before Tax	84.9	87.6	92.8	97.2
Net Profit (Loss) After Tax	58.0	59.4	64.9	69.7
EBITDAF as % of Revenue	62.6%	62.7%	63.6%	64.0%
Return on Invested Capital [2]	5.1%	5.1%	5.4%	5.5%

N.B. the forecast statement of financial performance outlined above excludes:

- any non-cash investment property revaluation gains/losses *(given amounts are non-cash related)*
- any other asset impairment assessments
- any accounting adjustments related to revenue or expense gross-up
- any lease accounting adjustments (FY27-29)
- any non-cash deferred tax adjustments

[1] Earnings before interest, tax, depreciation, amortisation and fair value movements
[2] Earnings before interest & tax / (total productive assets)

Passengers	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Domestic	4,997,566	5,113,034	5,215,294	5,319,600
International	1,757,917	1,800,346	1,836,353	1,873,080
Total Passengers	**6,757,509**	**6,915,407**	**7,053,676**	**7,194,709**

Notes & Assumptions

Revenue

- *Aeronautical:* the updated passenger forecast reflects the current trends that are being seen in domestic and international demand. Forecast also considers:
  - domestic and international seat capacity filed by airlines up to Jan 2026; and
  - Short-term capacity and passenger projections from the industry with a medium-term stable growth factor
- *Lease Rental:* Underlying lease rental will continue to grow through FY27-29, predominantly reflecting a market rate rental return from the forecast property development program and ongoing market annual rent review arrangements
- *Terminal & Commercial Concessions and Ground Transport:* the majority of commercial arrangements have returned to a basis that correlate to passenger growth trajectories, including both Minimum Annual Guarantees (MAG) and concession revenue elements
- Baseline parking, taxis and rideshare revenue will follow a similar rebound path to domestic and international passenger numbers and carpark developments.
- *Hotel:* Base occupancy levels with continued growth in occupancy over medium term.

Operating Costs

CIAL has a relatively fixed operating cost base, particularly in respect of its major terminal and airfield assets, even where passenger throughput levels vary.

As CIAL moves through the FY27–29 period, terminal and airfield operating costs are expected to remain reflective of sustained passenger activity levels, together with continued focus on asset stewardship.

CIAL has forecast the majority of its operating costs to increase from the current base at the rate of long-term inflation across the SoI period. Staff costs are forecast to increase in line with prevailing labour market conditions and are then assumed to compound at long-term wage growth levels consistent with Treasury guidance.

- Insurance & Rates – These costs remain largely outside of CIAL's control and are expected to continue increasing at rates above forecast average annual CPI over the medium term. Insurance premiums have been rebased in recent years; however, ongoing market conditions and asset revaluations may continue to place upward pressure on costs

- Maintenance – CIAL's consolidated maintenance contract with Citycare remains in place through to November 2027. Upon expiry, the forward forecast assumes that the successor contract will be priced consistent with prevailing market conditions, with cost increases aligned to CPI inflation over its term
- Cleaning, Waste, Waste minimisation and Quarantine – CIAL outsources these activities. Contract terms allow for underlying rates to increase in line with living wage increases and passenger volumes

Interest Costs

CIAL runs a corridor interest rate hedging strategy for a forward period of 10 years, with minimum and maximum hedge cover levels across each year. Whilst CIAL has approximately 75%-80% of its drawn debt hedged over the next two financial years, the residual amount of unhedged debt (circa 20%) is exposed to current floating rate increases and related volatility.

Interest costs in FY27 are expected to flatten out and remain consistent with FY26 and then stabilise over future years of the period of this SoI.

Taxation Expense

CIAL's effective current tax rate over the SoI period is forecast to remain elevated at approximately 31%–32%, primarily due to structural differences between accounting and tax depreciation. The removal of tax depreciation on long-life buildings means several of CIAL's building assets are now fully depreciated for tax purposes while continuing to be depreciated for accounting purposes, resulting in higher taxable income relative to accounting profit.

Over FY27–29, tax cashflows will also reflect the timing and scale of the capital programme, with qualifying expenditure eligible for the Government's 20% Investment Boost providing an upfront deduction and associated tax benefit. This will partially offset the higher effective tax rate by delivering accelerated deductions on eligible capital investment across the planning period.

CAPITAL STRUCTURE

The Board's Treasury Policy targets a minimum stand-alone BBB+ credit rating and caps gearing at 40% (debt / debt + equity). Of this, 5% is reserved as a buffer for major external shocks, resulting in an effective operating cap of 35%.

This disciplined framework has proven resilient, most notably through the global pandemic — one of the most significant shocks to the aviation sector. A recent independent external review endorsed the policy as providing an appropriate balance between financial flexibility, resilience and contingent debt capacity for stress events.

The forecast Capital Structure, ratio of shareholders' funds to total assets and gearing ratios for the next three years are:

$m	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Debt	628.5	660.8	680.2	705.4
Equity	1,625.2	1,633.6	1,643.2	1,652.7
Shareholder Funds/Total Assets %	64.9%	64.2%	63.9%	63.5%
Gearing (debt/(debt + equity)) %	27.9%	28.8%	29.3%	29.9%
Debt / EBITDAF	3.8	3.9	3.8	3.8
EBITDAF Interest Cover x	5.5	5.6	5.6	5.7

Cash flow forecasts show our debt levels will marginally increase during FY27-29. This could change should there be any movement on proposed future regulatory driven capex projects including regional screening and related terminal re-configuration which will be driven by government timing. Other major capital expenditure in relation to specific project activity will be assessed on a business case basis during the period of this SoI.

CIAL will remain compliant with all of its bank and bond financial covenants over the period of the Business Plan.

DISTRIBUTIONS

CIAL aims to distribute funds surplus to its on-going and forecast investment and operating requirements, subject to meeting the solvency requirements of the Companies Act 1993.

The Directors will review dividend policy annually and recommend such dividend payments as are consistent with CIAL's earnings, capital expenditure, future investment and benchmark requirements, subject to targeting a gearing ratio which does not exceed 40% (35% when excluding the 5% major event risk buffer) and maintaining CIAL's targeted stand-alone credit rating of BBB+.

In addition, CIAL remains cognisant of Shareholders' expectations regarding dividends and understands that certainty and growth in dividend stream is a key requirement.

Current forecast dividend flows are as follows:

$m	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Dividend Forecast	48.6	52.8	57.7	62.8
Dividend Pay-outs (Cash Flows)				
Current Year Interim Dividend	24.1	26.4	28.8	31.4
Prior Year Final Dividend	23.4	24.5	26.4	28.9
Forecast Dividend Cash Flow	47.5	50.9	55.2	60.3

CAPITAL EXPENDITURE

As outlined in the 'Financial Context' section earlier, regular CIAL capital investment is required across several broad categories including regulatory, compliance and operational resilience, including future climate change mitigation and adaptation.

Furthermore, CIAL will also need to invest significantly in Horizons 2 & 3, in future focused infrastructure that meets the changing needs of our airline customers, provides services that our campus tenants require and helps enhance profitability through growing revenue and improving revenue diversification.

When considering strategic, growth or commercial capital investment decisions, CIAL utilises a "competition for capital" process across its Planes, Passengers and Property pillars, of which Internal Rate of Return ('IRR') relevant to overall companywide ROIC, is the key underlying measure.

CIAL's competition for capital approach allows new initiatives and projects to compete for available funds, being prioritised based on those that will add the most value. When considering returns on investment, it is relevant to keep in mind that CIAL makes investment decisions across land, infrastructure and buildings, leases and operations. Each of these areas operates to a different timeframe (between 3 – 50 years) and therefore carries different risk and value profiles. Additionally, it is not uncommon for a single proposed investment to touch on more than just one of these areas, therefore bringing different time lenses into the decision-making process.

The table below outlines the current forecast capital expenditure investment over FY26-29:

Capital Project Expenditure ($m)	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Airfield and Terminal	44.7	19.1	45.6	55.4
Commercial and Ground Transport	6.8	11.7	4.5	1.5
Property and Property Infrastructure	57.4	27.9	19.6	21.7
Campus Infrastructure, Digital and administration	1.1	27.6	10.1	3.8
TOTAL	109.4	86.3	79.8	82.4

Airfield and Terminal

The Airfield and Terminal category includes both base capital expenditure and major enhancement projects. Base capital expenditure reflects recurring infrastructure investment, maintenance and plant replacement programmes across airfield, terminal and operational environments. This expenditure is relatively consistent year to year and includes:

- Airfield Pavement Maintenance Programme (APMP)
- Electrical, lighting, mechanical and water infrastructure renewals

- Terminal asset management programme works (including baggage systems, display and communication systems, software, and end-of-life replacements)
- Vehicle, plant and equipment renewal programmes supporting airfield and operational control areas
- ICT hardware, software and network renewals associated with operational resilience

Major projects across FY27–FY29 include:

- Stop bars and guard lights installation, together with transfer and upgrade of Airfield Power and Lighting Equipment (APLE) assets from Airways
- Terminal reconfiguration to create a single integrated customer journey

Commercial and Ground Transport

Commercial and Ground Transport expenditure reflects investment in revenue generating ground transport infrastructure and related commercial assets. This includes enhancements of new carparking options and renewals that support parking, forecourt operations, and ground access optimisation aligned to passenger growth and customer experience objectives.

Property and Property Infrastructure

Property and Property Infrastructure investment is forecast at $57.4m in FY26, reducing thereafter as currently committed developments reach completion. This category includes:

- Completion of Board-approved investment property developments, including Pratt & Whitney and Freightways
- Core property development aligned to the long-term aeronautical and commercial master planning framework
- Enabling infrastructure directly associated with property developments

Campus Infrastructure, Digital and Administration

Campus Infrastructure, Digital and Administration investment supports enabling infrastructure required across the wider airport campus.

The significant increase in FY27 ($27.6m) reflects planned upgrades to the electrical distribution network and other enabling infrastructure required to support both property development and future aviation demand.

PLANET

Our Planet Strategy is CIAL's approach to embedding Environmental, Social & Governance ("ESG") principles into business. It represents how our team bring to life our ambitions to elevate the needs of people and planet, so we can contribute to our society and communities.

We have developed the CIAL Planet "donut". This is a visual framework that combines economic and social needs together with environmental impact at a business level. It shows how the needs of our community sit alongside the needs of our planet, and those environmental areas CIAL is most materially impacting, and where we have opportunities to do more.



EMISSIONS REDUCTION

CIAL has committed to maintaining net zero Scope 1 and 2 GHG emissions,[3] which we achieved in 2021, and to eliminating all Scope 1 and 2 emissions from our operations by 2035. In FY25 this represented a 93% reduction of our Scope 1 and 2 emissions against a 2015 baseline and placed CIAL ten years ahead of science-based targets projections.

Our Emissions Reduction Plan (ERP) sets out initiatives to help in addressing our remaining scope 1 & 2 emissions, (as well as barriers and dependencies). Key focus areas are our ongoing fleet transition and replacement of our backup generators.

CIAL is now taking an active, practical, and intellectual leadership role in supporting the wider aviation sector (scope 3 emissions) attributed primarily to domestic and international aviation. This will be done through initiatives such as Sustainable Aviation Aotearoa, hydrogen trial partnerships, and Kowhai Park (see below), together with continuing to participate in a range of other working groups including Sustainable Business Council, Airports Council International (ACI) Asia Pacific and New Zealand Airports Association.

[3] We define 'net zero' according to the GHG Protocol, as having reached 90% absolute CO2e emissions reductions in Scope 1 and 2 with the remaining balance between the amount of greenhouse gas (GHG) that's produced having been removed from the atmosphere. To achieve net zero, we utilise offsets as described on page 33 of CIAL's Climate-related Disclosure for the year ended 30 June 2024

For our scope 3 emissions, which include emissions from flying, we recognise that these are outside of our direct control. The ability of the sector to reach net zero by 2050 will rely on several external factors including a supportive policy environment, the ability of our airline partners to decarbonise, the commercialisation and availability of alternative forms of sustainable aviation fuel, and the commercialisation and availability of next-generation aircraft.

CIAL's emission reductions to date and ongoing initiatives support the Christchurch City Council's ambition to reduce emissions across the Christchurch District by 50% from baseline 2016/2017 levels by 2030 and to net zero by 2045.

ENERGY TRANSITION

The energy transition presents the most material and immediate climate transition risk to CIAL. Within our climate action pathway, it is one of the most impactful activations that is within our control.

Christchurch Airport set aside 400 hectares of land to the western side of the airfield for the development of Kōwhai Park. Kōwhai Park is intended to be developed under an ecosystem approach where the total system, rather than a single development, can enable a range of potential future technology and opportunities across solar generation, battery storage, national transmission and local distribution, future aviation charging, and hydrogen production (noting that such future technology and opportunities are dependent on a range of external factors outside of CIAL's control (including government policy, viability of technology, appropriate investment and customer demand)).

Facilitating on-site solar generation and potential future storage is expected to help in addressing a climate related risk as it provides us, and the wider network, with a degree of energy supply resilience. The ability to support potential future development of green hydrogen using energy generated from Kōwhai Park may also provide a degree of supply chain resilience.

Kōwhai Park will be complemented by a localised grid connection/sub-station to ensure CIAL has future energy resilience and supply for its campus as well as increasing the supply of renewable energy to the national grid.

ADAPTATION AND RESILIENCE

We recognise the physical impacts of climate change may present risks to our assets in the long-term future, and the consequent need to adapt and future proof our assets and operations and reduce our vulnerability to climate hazards. To help us respond to this, we are now completing a process to update our 30-year master plan, which will consider a wide range of aspects across the airport campus including the electrification of our terminal and ground transport strategy, investment property strategy, capacity and resilience of energy supply, climate adaptation requirements and operational resilience.

It is worth noting the role CIAL plays in handling displaced aircraft and passengers when major weather events or infrastructure limitations (e.g., fuel supply) impact other parts of the country. Aviation relies on a network, which means that an impact on one node has flow-on effects for the other nodes. As we are the only wide-body capable airport behind Auckland International Airport, and the diversion airport for most international airlines, we will continue to play an active role in supporting national resilience.

As part of the development of our transition plan, we intend to develop our physical risk adaptation plan which will identify key adaptation actions required for the most material physical climate risks together with timeframes and investment needs. None of the required initiatives are likely to be material in the short- to medium-term.

BIODIVERSITY

Biodiversity is a key planetary boundary that is currently being exceeded and requires global action to address. CIAL has an interest in positively impacting the biodiversity on our campus, while managing unique airport operational challenges, such as limiting bird activity in and around our runways.

CIAL has developed a biodiversity baseline and framework within which to measure and monitor progress against the global biodiversity goals. We will be activating a biodiversity transition plan to support the global goals and continue work to embed this into practices across the organisation.

NOISE

Air noise contours are the key to Christchurch Airport's ability to operate safely and efficiently – both now and into the future. Noise contours identify areas around Christchurch Airport that are exposed to aircraft noise at levels which may impact the long-term amenity of communities in those areas. Noise contours are designed to protect both local communities and the efficient operation of Christchurch Airport as a significant infrastructure asset and vital gateway for Canterbury's and the South Island's economy.

Christchurch Airport is one of only two airports in New Zealand that can operate 24 hours a day, 7 days a week. It is also the only South Island airport that can accommodate wide body aircraft. Its 24/7 operation facilitates significant domestic and international leisure and tourism, generating employment, investment and indirect benefits to local businesses. Our producers and community rely on the efficient and reliable connectivity to local and international markets we provide, for high value produce (including perishable goods) and overnight parcel and small freight deliveries. Its operation is also critical for providing a lifeline for remote communities and enabling a rapid response when disasters occur.

Noise contours are a key tool in regional and district planning. They ultimately will guide land-use decisions around Christchurch Airport, and consequently it is important that all planning decisions effectively balance the critical need for 24/7 airport operations, with urban development and community interests. CIAL will work with our shareholders to build their understanding of that framework.

Performance Measures	Performance Targets	
	2027	2028 & 2029
Climate Deliver ongoing reduction in emissions from our airport operations, together with supporting stakeholders with the transition to a lower carbon future	▪ Continue airport operational greenhouse gas ('GHG') emissions reductions of 90% or greater (scope 1 & 2 emissions) ▪ Support our Scope 3 supply chain partners to meet their own emissions reduction goals	▪ Maintain airport operational GHG emissions reductions of 90% or greater (scope 1 & 2 emissions) ▪ Support our Scope 3 supply chain partners to meet their own emissions reduction goals – notably in the area of future fuels
Energy Onsite renewable energy to power CIAL's decarbonisation and support aviation's lower carbon future	▪ Large-scale onsite generation of renewable electricity, with new substation, and expand campus electricity network distribution access. ▪ Explore role of BESS and HVO fuel in place of back-up generators	▪ Investigate potential pathways and partners to enable future fuels including green hydrogen generation onsite
Biodiversity Maintain, enhance and restore Aotearoa's native and endemic species.	▪ Continue measuring and monitoring framework for CIAL biodiversity	▪ Engage in long-term partnerships with local community to implement projects within work program
Noise Our responsibility and preference are to collaborate with all stakeholders, especially residents and businesses close to Christchurch Airport and its flight paths in relation to noise impacts	▪ Noise complaints are limited to 10 per 10,000 aircraft movements per annum ▪ Continue to participate in the consultation process in Canterbury on how the latest noise contours are to be integrated into regional and district planning ▪ Offers of acoustic mitigation to noise impacted properties currently eligible ▪ Long term and ongoing program to protect CIAL from noise reverse sensitivity affects	▪ Noise complaints are limited to 10 per 10,000 aircraft movements per annum ▪ Offers of acoustic mitigation to noise impacted properties currently eligible ▪ Long term and ongoing program to protect CIAL from noise reverse sensitivity affects

PEOPLE

Our People Strategy is a key enabler of our H30 strategy, ensuring CIAL has the capability, leadership, and culture required to deliver long-term growth, resilience, and commercial success. As the organisation continues to grow in scale and complexity, our focus is on building a high performing, values led, and future ready workforce that can safely deliver for customers, shareholders, and the wider community.

CULTURE & ENGAGEMENT

CIAL's strong and engaged culture is a strategic asset underpinning delivery of our business priorities. Our focus is on deepening and differentiating this culture to sustain high performance, safety, and trust as the organisation grows. We are shifting from measuring engagement to actively using it as a lever for performance, ensuring leadership behaviours and ways of working consistently reinforce our values and strategy.

TALENT, DEVELOPMENT AND LEARNING

Delivering H35 requires a deliberate focus on workforce planning, capability development, and succession planning, particularly in safety-critical, technical, and leadership roles. Our learning approach is blended and practical, combining formal training, digital learning, and on-the-job experience aligned to business priorities. We actively identify and develop talent to strengthen internal pipelines, reduce organisational risk, and support continuity. Leadership capability remains a priority, with targeted development for current and emerging leaders.

DIVERSITY, EQUITY & INCLUSION

CIAL is committed to being a fair and inclusive organisation that reflects the communities we serve. Inclusion is embedded as a core enabler of strong performance, better decision making, and sustainable talent attraction and retention. We continue to build inclusive leadership capability, set measurable aspirations, and track progress to ensure diversity and inclusion efforts are sustained and aligned with organisational outcomes

FUTURE OF WORK & CAPABILITY

Advances in technology, digitisation, automation, and AI are reshaping how we work. In support of H35, CIAL is leveraging these tools to improve productivity, decision making, safety, and service outcomes, while reducing low value work. At the same time, we are strengthening our change management capability, recognising that transformation is now continuous. A consistent change methodology is being embedded to support adaptability, engagement, and resilience through change.

REMUNERATION AND FAIR PAY

Our remuneration framework supports commercial performance by attracting and retaining the talent required to deliver H35, while ensuring fairness, transparency, and public accountability. Addressing pay equity remains a priority. Progress has been made in reducing the gender pay gap, with targeted actions underway and annual monitoring continuing until the gap is closed. Remuneration is regularly

benchmarked to market and aligned to performance. CIAL pays above the living wage and actively promotes fair pay practices. We are conscious of our public responsibilities in the setting of remuneration for senior executives, which is closely managed by the Board and made publicly available via the Annual Report.

Performance Measures	Performance Targets	
	2026	2027 & 2028
Future of Work & Capability	▪ Track success of AI pilot and identify future test case uses to include into wider digital transition roadmap ▪ Digitise priority People & Culture processes and tools, reducing manual effort and improving access to people information for employees and leaders	▪ Support the implementation digital roadmap activations across the business including identified AI test cases ▪ Embed and standardise digitally enabled People & Culture processes, with consistent adoption across the organisation and demonstrated efficiency gains
Talent, Development & Leadership	▪ Increase annual learning and development hours per employee ▪ Continued retention of identified critical talent ▪ Improved Management & Leadership results in annual engagement survey ▪ Expand the inhouse Leadership Development Programme to increase participation and build leadership capability across a wider group of people leaders	▪ Demonstrate improved capability outcomes from learning investment, with targeted development aligned to priority skills and roles critical to H35 delivery ▪ Maintain high retention of critical talent while building internal succession pipelines for key roles ▪ Improved Management & Leadership results in annual engagement survey
Culture & Engagement	▪ Average Voluntary turnover remains <10% ▪ Sustain improved engagement results, with reduced variation across teams and key demographic groups	▪ Average Voluntary turnover remains <10% ▪ Sustain high engagement outcomes, with leaders demonstrably accountable for acting on engagement feedback and results
Inclusion (Diversity & Equity)	▪ Conduct Gender and Ethnic Pay Gap analysis ▪ Continue actions that work towards a zero gender pay gap by 2030 ▪ Improve gender diversity in CIAL's leadership group towards a goal of 40/40/20 (female/male/any gender)	▪ Sustain momentum toward closing the gender pay gap, with evidence of progress and effectiveness of interventions ▪ Deliver continued progress toward a 40/40/20 gender balance across CIAL's leadership group

HEALTH, SAFETY & WELLBEING

Our integrated Health Safety and Wellbeing approach focuses on protecting our people by creating healthy work where our people can thrive. Our 2026/27 priorities focus on strengthening people leader capability, integrating our people and aviation safety systems, and embedding critical risk control and psychosocial hazard verification.

Performance Measures	Performance Targets	
	2026	2027 & 2028
Culture & Leadership - continue to develop a positive culture that enables the health, safety and wellbeing of our people	▪ Improve on the HSW factor insight in our annual culture and engagement survey ▪ Year on year improvement in quality, coverage and number of HSW leadership interactions/events	▪ Year on year improvement on the HSW factor insight in our annual culture and engagement survey ▪ Year on year improvement in quality, coverage and number of HSW Leadership interactions/events
Management systems – continuous improvement in systems to manage health safety and wellbeing	▪ Full integration of aviation and people safety management system ▪ CIAL Protection workplan delivered on schedule including critical risk management program	▪ External audit of integrated aviation and people safety management system without major findings. ▪ CIAL Protection workplan delivered on schedule including critical risk management program
Wellbeing – enabling healthy work where our people can thrive	▪ 90+% of people leaders trained in psychosocial risk awareness & response. ▪ Maintain or increase the wellbeing, psychological safety and work/life blend scores in our annual culture and engagement survey	▪ Complete psychosocial risk "baseline" assessment across all teams and agree the top 3 risk priorities ▪ Maintain or increase the wellbeing, psychological safety and work/life blend scores in our annual culture and engagement survey

WIDER CIAL IMPACT

STRATEGIC ROLE IN REGIONAL GROWTH

CIAL's strategy extends beyond airport operations. As the South Island's international gateway, we play a direct role in strengthening tourism, trade and economic development across Christchurch, the South Island and New Zealand.

We actively invest in destination growth through partnerships with ChristchurchNZ and Tourism NZ, alongside regional collaboration initiatives such as the **'South'** program, positioning South Island regions collectively in international markets. These investments, funded from visitor-related revenues, drive connectivity that underpins tourism, high-value exports, international education and skilled migration, while delivering broader social benefits.

Christchurch's revitalisation — supported by new attractions and a strengthened events pipeline — has re-established the city as a premier destination for conferences, tourism and education. Sustaining this momentum is central to growing aviation demand and strengthening our core earnings platform.

In parallel, CIAL enables over $4 billion of high-value airfreight annually, including approximately 90% of South Island parcel freight, reinforcing our strategic role in export supply chains.

COMMUNITY ENGAGEMENT

CIAL is a proud, active and responsible member of the Christchurch, Canterbury and South Island community, committed to delivering positive social outcomes and maintaining strong stakeholder relationships.

Support is provided through the Community Fund, terminal-based charity partnerships, and the provision of promotional space to showcase regional events and initiatives. These initiatives reinforce our role as a civic gateway and strengthen regional identity.

We remain committed to deepening community connections through proactive engagement, participation in regional forums and events, and sharing expertise across the city, region and nationally.

MANA WHENUA

CIAL recognises the need for and is building cultural competence and is actively engaged with iwi in various ways across a number of areas of its activities.

CIAL is focused on an ongoing programme of work designed to embed Mātauranga Māori, Te Aō Māori, Tikanga Māori and Te Reo Māori in ways that are appropriate for our people, iwi, business and visitors. CIAL is committed to building enhanced partnerships with mana whenua in line with the aspirations of both its shareholders and will continue to leverage off the wider CCHL He Huanaui work program.

CIAL continue to work at improving the cultural fluency and competency of our people through the provision of regular development programs, coaching and exposure to opportunities.

INTERNAL GOVERNANCE FRAMEWORK

COMMITMENT

The Board and management are committed to undertaking their governance role in accordance with accepted best practice appropriate to the company's business, as well as taking account of the company's listing on the NZX Debt Market. A sound and effective governance framework is essential to meeting the needs of our stakeholders, which includes a set of systems and processes, supported by people with the appropriate competencies and principles.

Changing commercial circumstances require regular review and continually evolving systems that implement newly developed techniques and industry best practice.

GOVERNANCE OBJECTIVES

The Board has adopted the following governance objectives:

- Approve Corporate Strategy and direction, laying down solid foundations for management and oversight
- Structure itself to utilize the expertise of Directors to add value at a governance level
- Promote ethical and responsible decision-making
- Safeguard the integrity of its financial reporting and make timely and balanced disclosure
- Recognise and manage risk and encourage enhanced performance
- Ensure the occupational health, safety and wellbeing of the company's people and contractors working for CIAL across the Christchurch International Airport campus
- Remunerate fairly and responsibly
- Respect the rights, and recognise the legitimate interests, of all stakeholders.

ROLE OF THE BOARD OF DIRECTORS

The Board is ultimately responsible for approving CIAL's strategic direction; supervision of the management of the company and achievement of its business strategy, with the aim being to increase long term shareholder value while sustaining and ensuring the obligations of the company are properly met.

The Board's charter recognises the respective roles of the Board and management, which are outlined in CIAL's Annual Report. The Board delegates day-to-day operations of the company to management under the control of the CEO. Such day-to-day operations are required to be conducted in accordance with strategies set by the Board.

All directors are required to comply with a formal code of conduct, which is based on the New Zealand Institute of Directors Code of Proper Practice for Directors.

The Board regularly critically evaluates its performance, its processes and procedures to ensure that they are not unduly complex and that they assist the Board in effectively fulfilling its role and performing its duties. The Board and Committees and each director have the right to seek independent professional advice to assist them to carry out their responsibilities.

RESPONSIBILITY TO SHAREHOLDERS

Shareholders articulate their key focuses to the Board in an annual Letter of Expectation. Having received and considered that Letter of Expectation from shareholders, and in accordance with Section 64 of the Local Government Act 2002, the company submits a draft SoI for the coming financial year to Shareholders. The SoI sets out the company's overall objectives, intentions and financial and performance targets.

After due consultation and discussion with the Shareholders and completion of the annual business planning and budgeting, the final SoI is approved by the Board of Directors and delivered to the Shareholders before the end of June.

BOARD COMPOSITION, APPOINTMENT AND FEES

The composition of the Board reflects an appropriate mix of skills, experience and attributes required to discharge the duties and responsibilities of the Board and aligns to the interests of the shareholders as a whole, establishing the company's strategy and ensuring that it is effectively implemented.

A fully constituted Board consists of six directors: four appointed by majority shareholder, Christchurch City Holdings Ltd (CCHL), and two appointed by the Minister of Finance and the Minister for State Owned Enterprises (on behalf of the New Zealand Government).

Directors' appointments are for such period as determined by the relevant shareholder, but each term shall not exceed three years. Retiring directors may be reappointed by the relevant shareholder for further terms of three years as circumstances warrant, considering the unique characteristics of the aviation and regulatory environment in which CIAL operates, the long-term investment horizon for critical infrastructure such as airports, and the need to minimise succession risks for both shareholders and bond holders considering the overall composition and tenure of the existing Board.

The Board has a broad range of commercial, financial, marketing, tourism and other relevant experience and expertise required to meet its objectives. Fees for the Board are reviewed by the shareholders using independent advice.

The Board has four formally constituted committees, the Risk, Audit and Finance Committee, the People, Culture and Safety Committee, the Property and Infrastructure Committee and the Aeronautical Committee. All committees have Board-approved terms of reference outlining the committee's authority, duties and responsibilities and relationship with the Board. Additional committees may be established based on need. Each committee must include a representative of each shareholder.

COMMUNICATION WITH SHAREHOLDERS

NO SURPRISES

CIAL is committed to keeping its shareholders informed and places a high degree of importance on open communication and transparent reporting. The company will operate on a "no surprises" basis in respect of material shareholder-related matters, to the extent possible in the context of commercial sensitivity and confidentiality obligations. Any sensitive issues that could result in community or media attention or issues will be communicated to the Shareholders as soon as possible.

SHAREHOLDER ENGAGEMENT

The Board aims to ensure Shareholders are informed of all major developments, including future material strategic investments or transactions, affecting the company's state of affairs, while at the same time recognising commercial sensitivity and New Zealand Stock Exchange ("NZX") continuous disclosure obligations (due to CIAL's listed debt), may preclude certain information from being made public.

Within this constraint, information is communicated to the shareholders through:

- quarterly updates on the ongoing performance of the company which may include financial, strategic, risk and operational updates
- six monthly briefings
- both the annual report and the half-yearly report; and
- "No surprises" updates

CIAL will ensure that the company's shareholder reporting meets their requirements.

STATEMENT OF INTENT

The Statement of Intent will be submitted to the shareholders for consultation annually, as required by the Local Government Act 2002. The directors will include any other information they consider appropriate. Where appropriate revised forecasts will be submitted to shareholders.

ANNUAL AND HALF YEAR REPORT

An annual report will be submitted to the shareholders. The annual report will include audited financial statements and other details which permit an informed assessment of the company's performance and financial position during the reporting period provided to the shareholders.

Half-yearly reports will also be provided to the shareholders. These reports will contain unaudited information and comply with NZ IAS 34.

ANNUAL GENERAL MEETING

CIAL recognises that the annual meeting is an important forum at which shareholders can meet with the Board, and it encourages shareholders to use the forum to ask questions and make comments on the performance of the company. CIAL will work with shareholders to agree on the form of the Annual General Meeting each year.

ONGOING ENGAGEMENT

Our commitment to working closely with our shareholders and keeping other stakeholders well informed as our understanding of our strategic risk and opportunities evolve, will continue.

This extends to consulting on matters such as airport master planning, or any potential investment of large-scale capital beyond the existing campus footprint in advance of any decisions being required or capital deployed.

WIDER STAKEHOLDER ENGAGEMENT

CIAL will also look for more proactive engagement with our aligned stakeholders (including other CCO's, CCTO's and ChristchurchNZ), and other parties (including Ngai Tahu and the wider communities). This will be activated through a detailed stakeholder engagement plan across each key partner.

ACQUISITION/DIVESTMENT PROCEDURES

CIAL will continually assess the best way to maximise its contribution to New Zealand's sustainable aviation growth and its contribution to the social and economic value added to the regions. CIAL's business development activity may include direct investment or partnership activities with appropriate organisations.

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

When the subscription, acquisition or divestment is considered by directors to be significant to the company's business operations, it will be subject to consultation with the shareholders.

Major transactions as defined in the Companies Act 1993, s129 (2), will be subject to shareholders' approval by special resolution.

Notwithstanding the above, if CIAL is considering a significant acquisition or disposal of assets or securities, the shareholders will be consulted with as much lead-time as is commercially practicable in the prevailing circumstances.

Where the company decides to incorporate, or subscribe to, shares in subsidiaries to undertake its commercial activities, the company will ensure effective management, with Board control of any subsidiary being exercised by CIAL's directors and staff.

As a part of its ongoing master planning approach, CIAL will continue to regularly engage in the acquisition of property and land assets which support the company's commercial, renewable energy, biodiversity and operational and financial resilience strategies over that long-term master planning horizon. As noted above, major transactions as defined in the Companies Act 1993 will be subject to shareholders' approval, and other transactions will be advised in accordance with CIAL's "No Surprises" approach.

ESTIMATE OF VALUE

The directors note the commercial value a shareholder may realise on any sale of its investment in CIAL will almost certainly differ from the value estimated in this SoI, depending on the circumstances of sale, the identity of the buyer, and market conditions applicable or forecast at the time.

The most recent estimate of the equity value of Christchurch International Airport is $2,294 million.

The primary approach for this assessment is a discounted future cash flow (DCF) approach related to the airport operations, plus investment properties and surplus land at independent market value assessments.

The current investment property market value assessments are based on independent valuations performed as at 30 June 2025. More recent valuations are currently being prepared but were not finalised as at 30 June 2026.

The current equity value of the Shareholders' investment of $2,294 million, was calculated by taking the midpoint range of the enterprise value of $2,865 million and deducting net debt of $568 million as at 30 June 2025.

The directors note that the estimation of the commercial value of CIAL each year is somewhat of an "academic" exercise. In particular, the approach used for the purposes of this SoI would almost certainly come up with a different estimate to:

- A valuation for financial statement purposes – prepared in accordance with the rules set out in the relevant accounting standards; or
- An earnings multiplier approach – used predominantly for transactional purposes.

This value is re-estimated annually.

ACCOUNTING POLICIES

CIAL has adopted accounting policies that are consistent with New Zealand International Financial Reporting Standards, generally accepted accounting practice and the policies adopted by the Christchurch City Council group.

The company's current detailed accounting policies are available in our most recent annual report for the year ended 30 June 2025, as published on our company website

https://www.christchurchairport.co.nz/globalassets/about-us/who-we-are/financial-reports/2025-Annual-Report-Financial-Statements.pdf

Statement of Corporate Intent

Lyttelton Port Company

For the period ending 30 June 2029





Tihei Mauri ora.

Me mihi whakawhetai ki te Rūnga Rawa nāna nei ngā mea katoa.

Ngā mate, kua wehe atu ki te pō, haere ki te Pūtahi nui o Rehua, haere ki tua o Paerau, haere ki te okiokinga, haere, haere, haere.

E ngā mana, e ngā reo, e ngā Iwi, e rau rangatira mā, huri noa ngā tāngata katoa e noho ana i Te Waka O Aoraki, tēnā koutou katoa. Me mihi hoki ki te Mana Whenua o Whakaraupō me Ngai Tahu whanui.

Kā mihi nunui ki ngā kaimahi hei mahi nui i a rā, i a pō, i te Kamupene Whakaraupō. Mā te whiritahi, ka whakatutuki ai ngā pūmanawa ā tāngata!

Ka nui o ngā wero i ngā tau, ā ko te tautoko i te rangai te tino aronga mō te Kamupene Whakaraupō. Ka nui te mihi i ō mātou hoa me ngā kaipakihi mō tō ratou manawaroa, manawanui hoki i runga i ngā piki me ngā heke o te wā.

Ka mahi tahi te Poari me ngā Kaimahi o Te Kamupene Whakaraupō ki te whakatinana i ngā moemoea me ngā wawata o ngā tangata e noho ana i konei.

Ko to mātau kāinga tēnei.
He rere ke, he tangata auaha.
He angitu, he mea pai mo Te Waipounamu.
Kia toitū te taiao mo ake tonu atu.
Whakaraupō! He wāhi mo te katoa.

Give praise and thanks to that which is the source of everything.

To those passed on, departing to the constellation of the stars, travel to the place beyond, go to your resting place, farewell, farewell, farewell.

To all people, all speakers, all the chiefly speakers, all groups who live in the South Island. Greetings to you all. We acknowledge Mana Whenua and their tribal authority in Lyttelton harbour South Island.

We recognise the important work that our staff manage, day and night at Lyttelton Port Company. Collectively weaving the realisation of potential!

It has been a challenging time over the years and supporting the sector has been a major focus for LPC. We acknowledge and thank our partners and businesses for their resilience and responsiveness as we navigate through these uncertain times.

The Board and staff of Lyttelton Port Company are working together to support the visions and aspirations of all those who live here.

This is our homeland.
We are its diverse and innovative people.
Driving opportunity, enterprise and prosperity for the South Island.
Building a legacy of sustainability for the environment and the future.
Lyttelton Harbour a place for everyone.

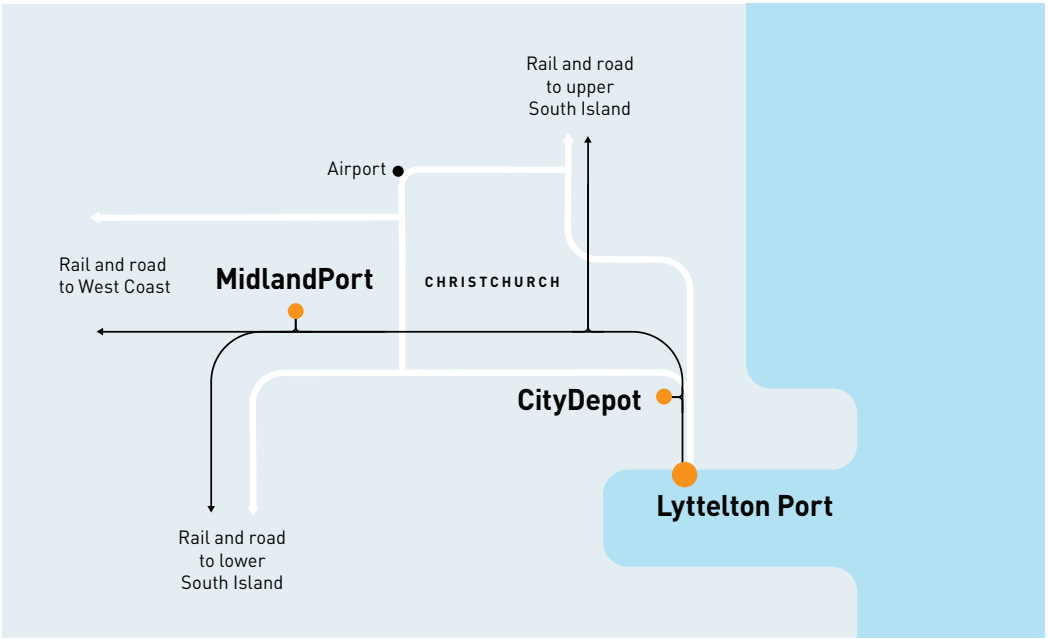
03

Introduction

The Statement of Corporate Intent (SCI) sets out for Lyttelton Port Company Ltd (LPC) and its subsidiaries the objectives, nature and scope of its activities. It also sets out performance targets and other measures by which the performance of LPC may be judged in relation to its objectives and other requirements.

Lyttelton Port Company (LPC) is the largest port by container volume in the South Island and a vital part of New Zealand's supply chain. LPC plays a crucial role in the import and export trade, facilitating the direct shipment of South Island cargo to international markets and driving economic growth.

We aim to promote sustainable trade growth for Christchurch, Canterbury and the South Island. This requires boosting Port performance, securing long-term trade connections, expanding the port and developing the South Island Hub.



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

This SCI covers the 3-year period from 1 July 2026 to 30 June 2029.

LPC is a port company governed by the Port Companies Act 1988, wholly owned by Christchurch City Holdings Ltd on behalf of the community. This SCI is prepared in accordance with LPC's obligations under the Act. LPC remains committed to meeting its principal obligation under s.5 of the Port Companies Act to be a successful business, while ensuring we are a good employer, environmentally responsible, take into account our impact on the community and operate safely and efficiently.

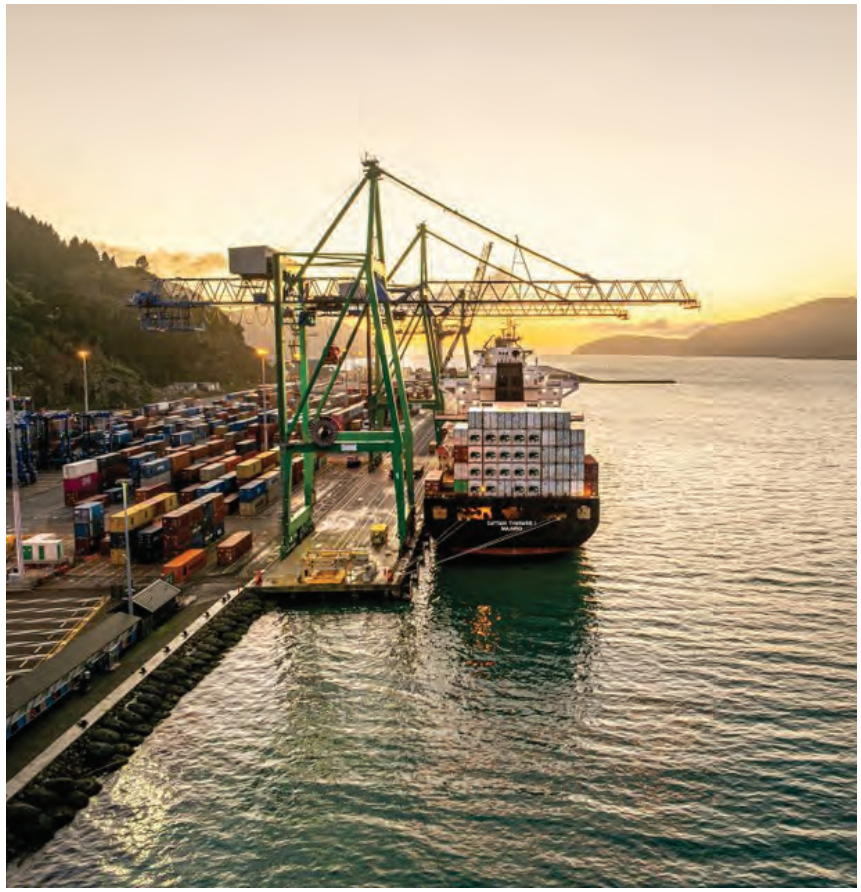
This SCI also draws on key aspects of integrated reporting, presenting our business strategy, business model and value chain. Each section of this report is linked to the various forms of capital we depend on for our success: financial, manufactured, human, social and relationship and natural.

We believe this framework lines up with the priorities that the Local Government Act 2002 lays out for Council-Controlled Organisations (although noting that LPC is a Port Company under the Port Companies Act 1988, not a CCO). We also believe it lines up with the Christchurch City Council's six strategic priorities as expressed in the 2024-34 Long Term Plan, and the Economic Ambition adopted on October 2023.

We also believe our framework lines up with CCHL's "four capitals" Integrated Reporting Framework. LPC is committed to supporting CCHL's Impact Programme and helping to deliver positive environmental, social and cultural outcomes for our region.

LPC has maintained and updated sustainability targets since the adoption of our first sustainability strategy in 2019. We have updated those targets, setting emissions targets in FY24 that aligned with the Science-based targets initiative and in FY25 adopted a Biodiversity Positive Roadmap.

We intend to continue this work in FY27 and beyond, ensuring that the Port continues to have a positive impact across all our capitals. LPC will do this while demonstrating our ongoing focus on strong financial management, fiscal constraint and delivering a fair return to our shareholder.



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Our Strategy

Vision

To be New Zealand's most sustainable and innovative maritime gateway, enriching our communities and driving economic prosperity.

Purpose

To facilitate the growth of trade for Christchurch, Canterbury and the wider South Island.

Strategy

Profitably, safely and collaboratively deliver an efficient import and export maritime gateway using the ability to expand our already unique infrastructure capacity, connected landside supply chains, improved systems and technology. This will be driven by a performance culture.

Our vision: to be New Zealand's most sustainable and innovative maritime gateway, enriching our communities and driving economic prosperity.

Central to our vision is the understanding that our people's commitment, dedication and expertise is vital in enabling LPC to enhance local communities and foster economic prosperity.

We are committed to developing a profitable Port that can handle the projected volume growth and is sustainable in the long term while delivering value to our shareholder and our region's people.

LPC is dedicated to environmental protection and actively participates in Whaka-Ora, which aims to restore the ecological balance of Whakaraupō Lyttelton Harbour.

LPC is focused on future developments and the South Island Hub strategy.

The Te Awaparahi Bay reclamation project is an important initiative for the Port and the wider Canterbury and South Island economies. The expansion aims to develop a deep-water berth to accommodate large container ships.

Expanding Port facilities is essential to meet the growing demands of New Zealand's supply chain.

LPC's infrastructure serves Christchurch, Canterbury and the South Island, requiring strategic upkeep and development. We aim to enhance social capital by creating lasting value for our communities.

06

Key Themes

Sustainable Profitability
Financial Capital

We will deliver sustainable profitability that enables LPC to deliver customer, cultural and commercial excellence while providing a fair return to our shareholder.

Material issues
- Sustainable financial performance
- Business continuity planning
- Sustainable funding for growth

SDGs

Whanaungatanga
Human and Intellectual Capital

We will build relationships at LPC through shared experiences, working as one LPC team where everyone feels they belong and can contribute to building a stronger LPC whānau together. We will achieve this through improved safety, a cooperative approach to employee relations, staff development and the management of talent.

Material issues
- Health, safety and wellbeing
- Culture and values
- Future of work
- Employee attraction, development and retention

SDGs

Infrastructure for the Future
Manufactured Capital

We will ensure LPC has the right infrastructure it needs, at the right time and at the right cost to deliver sustained profitability and growth.

Material issues
- Infrastructure investment
- Efficient allocation of Port space
- Asset management

SDGs

Manākitanga and Kaitiakitanga
Social and Relationship Capital
Natural Capital

We are committed to contributing positively to our communities and working in partnerships to value and protect the natural environment. We are focused on addressing climate change, delivering a positive effect on biodiversity, and waste minimisation and avoidance.

Material issues
- Communication and relationship management
- Collaboration and partnerships
- Industry engagement
- Social licence to operate
- Biodiversity
- Environmental and community impacts

SDGs

Christchurch City Council

Value creation and chain

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Capitals	Inputs	Outputs FY25	Material issues	Outcomes	Work-ons
Sustainable Profitability	• Banks • CCHL • Retained earnings • History of investment	**Underlying NPAT** $25.2m +63% **Total NPAT** $71.6m	• Sustainable financial performance • Business continuity planning • Sustainable funding for growth	**Profit and loss** *Sustainable profitability:* Returning a dividend for our shareholder and the people of Canterbury. Facilitating over $10b of two-way trade and the creation of employment in our region.	• Return on equity • Profitability • Efficiency
Whanaungatanga	• Our team • Unions • Expertise • Skills • Development	**Exports** $7.58b +0.3% **Imports** $6.38b +1.0%	• Health, safety and wellbeing • Culture and values • Future of work • Employee attraction, development and retention	**Jobs and employment** *Whanaungatanga:* Creating a safe and inclusive workplace where everyone feels they belong and can contribute to building a stronger LPC whānau together.	• Health and safety culture • Workplace culture • Diversity • Onboarding
Infrastructure for the Future	• Assets • Infrastructure	**EBITDA** $63.4m +21% **Containers** 431,556 TEU -3.7%	• Infrastructure investment • Efficient allocation of Port space • Asset management	**New infrastructure** *Resilient infrastructure:* Creating and maintaining long-term assets to support the region's economy and future demand.	• Asset management • Digital systems • Future planning
Manaakitanga	• Partnership with mana whenua • Community • Whakawhanaungatanga	**Imports** Fuel 1,079,515t +4.4% Cars 35,233 +3.0% Bulk 833,116t +24.1% **Exports** Logs 385,500t -2.3% Coal 1,151,035t -9.4% Refrigerated containers 35,376TEU +4.8%	• Communication and relationship management • Collaboration and partnerships • Industry engagement • Social licence to operate	**Community initiatives** *Business for good:* Being a good neighbour that is responsive to our community's needs. Supporting and growing community initiatives and continuing our commitment to partner with mana whenua to achieve our shared objectives.	• Noise mitigation
Kaitiakitanga	• Whakaraupō, Lyttelton Harbour • Areas set aside for restoration including Port Saddle and Gollans Bay • All renewable and non-renewable environmental resources	**Other services** Cruise 71 vessels **Other vessels** • Antarctic research vessels • Military vessels **Dry Dock** Only civilian dry dock in New Zealand **Recreational vessels** 189 berths at Te Ana Marina	• Social licence to operate • Biodiversity • Environmental and community impacts	**Biodiversity improvements** *Biodiversity and climate action:* Achieving a net positive effect on biodiversity. That means we're working to actively improve biodiversity rather than maintaining the status quo as well as biodiversity protection and regeneration and climate change action.	• Carbon reduction • Community engagement • Waste minimisation

Sustainable Profitability

08

Our purpose is to facilitate the sustainable growth of trade for Christchurch, Canterbury and the wider South Island. To do this, we must increase the profitability of the port, guarantee long-term trade connections for the South Island and ensure that LPC remains economically sustainable.

We are committed to ensuring that the port is able to handle strong projected growth in volumes, delivers a fair return to its shareholder and is sustainably profitable in the long term. We need to provide the infrastructure, services and connectivity that our customers require while ensuring good shareholder returns.

LPC has been focusing on delivering consistent improved returns on its asset base. Longer-term delivery of returns will require improved levels of profitability delivered through operational improvements utilising the best available technology and processes. Our goal remains being able to fund replacement capital, deliver growth and pay an acceptable dividend to our shareholder.

Crucial in meeting our financial and shareholder obligations and expectations is our continued focus on operating safely, efficiently and sustainably. We must focus on our efficiency and reliability to ensure port operations provide customers with the service they need, delivered cost-effectively and utilising best practices and technologies. Continued evolution and innovation in service delivery and product pricing will form a core part of our work over the period.



Our services are critical to the success of a diverse range of exporters and importers, and consequently, the lifestyle and prosperity of all people living in the South Island. As a critical blue water hub we support an integrated network of ports providing value to the wider NZ Inc economy. The Port is proud to support thousands of jobs and the creation of billions of dollars of wealth.

We are dedicated to delivering operational excellence, optimising the use of LPC's infrastructure assets and developing infrastructure at the right time and at the right cost to deliver sustained profitability and growth.

Sustainable Development Goal

Sustainable Profitability

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Profitable and financially sustainable

- LPC continues to develop initiatives to increase our profitability. We will have a strong focus on sustainable financial performance, fiscal restraint, increased returns and delivering prosperity to our region.
- We have an emphasis on effective cost control, productivity and revenue optimisation. We continue to focus on cost reduction through decreasing fixed costs, exercising restraint, reducing overhead costs and prudent price increases to reflect the cost of delivering services and ensuring the provision of future fit infrastructure.
- We will continue to invest in sustainable productivity enhancing technologies and processes.
- LPC monitors its current and forecasted debt levels on a regular basis. LPC ensures that it has enough debt headroom to meet all of its financial obligations and enable capital investment back into the company. This is balanced against shareholder requirements for dividend certainty over the short and medium term, and we recognise our shareholder's requirement to deliver real growth in dividends over a 10-year planning period. We also maintain an approved facility to act as a contingency in the case of unforeseen threats to business continuity which we consider an important protection for the operation of critical infrastructure.
- We have expanded our non-financial reporting through the recognised standards of integrated reporting. We are also focused on other non-financial measures such as remuneration (for example, gender and other internal differentials). LPC will continue to align with best practice environmental reporting standards and closely integrate those alongside our financial measures.
- LPC will exercise continued careful discipline around capital expenditure control over the period. Capital investment will be justified and prudent and subject to appropriate levels of scrutiny, testing, and approval escalation, ensuring the right balance between maintenance and growth of assets and acceptable dividend levels for our shareholders.

Great connectivity to the South Island and global markets

- LPC will continue to invest in new equipment, technology and infrastructure to meet the evolving needs of our customers. We will focus on innovative methods of service delivery. LPC will continue to seek improved proven technology solutions to increase our productivity and service levels.
- LPC owns two inland ports, providing efficient and seamless options for importers and exporters transporting cargo within the region. We are focusing on increasing volumes through the inland port network, as well as delivering increasingly sustainable services through the modal movement of freight from roads to rail.

Maintain efficient and reliable port operations

- Our customers care about their cargo moving through our port and inland ports in an efficient way. We are focused on constantly improving the performance of our operations while ensuring:
  - all operations are focused on meeting customer needs
  - we use our labour as efficiently as possible
  - we develop and utilise innovative and disruptive technology.

Risk Management

- Managing risk spans all levels of governance, leadership and operations at LPC. Risk is managed under the LPC Risk Management Framework, which provides overall guidance and methodology.
- Annually, the Board reviews the appropriateness of organisation wide risk settings and confirms LPC's Risk Appetite Statement. This statement sets out the areas with little or no appetite for risk and provides guidance as to the expected mitigation responses from management when responding to and managing identified risks. This statement is published in our Annual Report.
- Risk is managed in the various business units, functions and departments across LPC. This period our focus is on achieving an enterprise-wide view of operational risks, ensuring their identification and management meets the expectations of the Risk Management Framework.

- Beyond risks that are owned within business units, the Board, the Audit and Risk Committee and senior management engage twice yearly in the identification and review of LPC's strategic risks. Mitigation of the strategic risks are developed and delivered by LPC management and staff. This period, prioritising the elevation of risk identification and management has seen the appointment of a Principal Risk Advisor who will take an increasingly lead role in assisting business units and the Board and Audit and Risk Committee in Risk Management practices
- As additional risk mitigation strategies we will ensure that appropriate business continuity planning is in place, critical incident management functions are maintained and reviewed and LPC's insurance portfolio and programme is fit for purpose.

Notes to the table

The dividends proposed below relate to the respective financial years. Cash timing differs as LPC typically pays an interim dividend during each financial year, and a final dividend after the end of each financial year.

This table excludes the Te Awaparahi Bay Terminal and Wharf Project as it is not approved at the point of publication of this draft.

Forecast volatility

LPC operates in a dynamic commercial environment, influenced by short, medium and long-term global volatility and uncertainties. LPC maintains a long-term plan and produces regular forecasts and best estimates of business outcomes for our shareholder and for group financial planning purposes. In the short term LPC provides quarterly, half yearly and annual forecasts. These forecasts are increasingly informed by the use of scenario planning to enhance longer term decision-making and resource allocation. The Board is required to balance competing demands on capital investment and operating expenditure, as well as manage debt to prudent levels.

Objectives	Key Performance Measures	Targets		
		2027	2028	2029
Financial	Revenue ($m)	231	241	250
	TEU Volume (000)	453	462	471
	EBIT ($m)	52.2	56.6	59.6
	EBITDA ($m)	78.0	83.5	87.6
	EBITDA %	33.7%	34.6%	35.0%
	Net profit after tax ($m)	30.8	32.9	35.6
	Shareholder funds to total assets	58.2%	59.9%	61.6%
	Interest cover ratio	5.5	5.2	5.9
	Debt ($m)	247.2	233.8	218.8
	Equity ($m)	485.1	500.9	518.0
	Debt/Debt + Equity	33.6%	31.6%	29.5%
	Return on Equity	6.4%	6.7%	7.0%
	Return on Total Assets	3.8%	3.9%	4.3%
	Dividend proposed ($m)	15.9	17.2	18.5
	Dividend Return on Equity	3.3%	3.5%	3.6%

Whanaungatanga

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LPC's purpose to facilitate the growth of trade for Christchurch, Canterbury and the wider South Island is powered by building a safe, engaged, high-performing workforce that can deliver today and transition to tomorrow's operating models.

Our People

We are preparing for the future of work through workforce transition (skills, roles, scheduling), modernised training (competency profiles, verification of competency, safe work methods and standard operating procedures), and preparing for future technology through a robust change and engagement layer.

LPC is enhancing today's operations through continuing to lift safe production, reduce lost time injury, stabilise rostering and pay integrity, and improve manager capability in performance and rehabilitation.

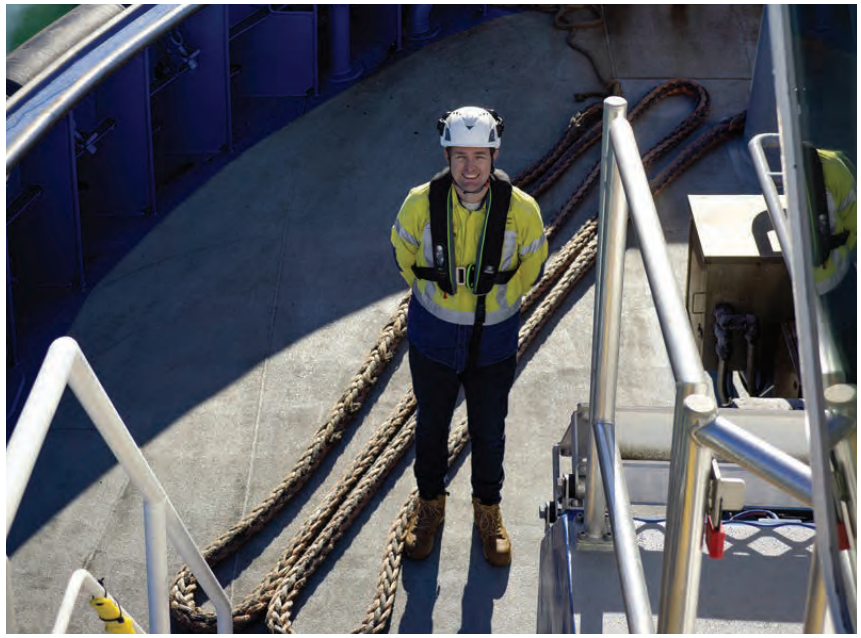
To build our culture and the trust of our employees, our focus is to embed leader-led engagement, maintain good-faith industrial relations and structured bargaining, and make diversity, equity, inclusion and belonging visible in recruitment, development and policy.

Performance Culture
Embedding a consistent, measurable performance culture— objectives and key results linked to enterprise key performance indicators and benchmarks, coaching for high performance and safety, and fit-for-purpose organisation design – is a key priority. Focus areas include manager capability, role clarity, and accountability for results in productivity, safety and cost.

Collaborative Relationships
In FY27 we will continue to operationalise the refreshed approach to collaborative employment relations and problem solving, maintaining good-faith consultation, and using interest-based methods to resolve issues while we consider structural and work-design changes required for the future operations of the Port.

Our focus will be:

- Delivering the 2026 bargaining cycle and also variation/consultation programmes that support productivity improvements and workforce transition.
- Pragmatic sequencing of bargaining/ variations, joint problem-solving and work design



Sustainable Development Goal

Whanaungatanga

Operational Initiatives
We will deliver targeted People and Capability Team support for enterprise programmes: Future port operations, security management, workforce planning, and digital enablement.

Our focus will be:

- Workforce planning to include role structures, skills pathways, redeployment and training streams, and change impacts by cohort.
- Capability building, competency profiles for new terminal roles, multi-year training wave plan through our LearningHUB; build resource development capacity to author assessments and e-learning at scale.
- Strengthening manager accountability for rehabilitation and lost time injury management with clear process, training, and dashboards.

Build Internal Capability
In FY27 we will stand-up a whole-of-business training and competency system (policy, scheme, learning management system, assurance) and deliver talent mapping to fill critical roles, especially in operations and future automated terminal modes.

Our focus will be:

- Embedding the Training & Competency Management Scheme, with line-owned accountability and People and Capability assurance (auditing and reporting).
- Embedding the learning management system, completing business unit competencies, making reporting enhancements, training coordinators & managers; moving all mandatory & business unit role profiles to LearningHUB with assurance of evidence.

Engagement
LPC will lift participation and engagement through leader-led action planning, values activation, and two-way feedback channels (including an employee consultation tool).

Our focus will be:

- Ensure leaders lead the engagement with the teams and champion the development of actions in response to surveys; restore Operations engagement via focus on leadership, values, DEIB drivers; stand-up and scale an Employee Consultation Tool.
- With proactive employee engagement, develop and implement change management plans that drive faster adoption of new initiatives, reduce resistance and maintain morale throughout transitions

Diversity, Equity, Inclusion and Belonging (DEIB)
Our priorities will be to deliver the DEIB framework with a practical action plan (gender balance, Māori development, PRIDE & neurodiversity), close the gender pay gap over time, and strengthen Te Whakaroopu as our internal employee-led engine for inclusion.

Our focus will be:

- Continue to support and implement collaborative projects and initiatives across CCHL, such as the Impact programme and He Huanui

Optimise people and capability services
In FY27, we will align the People and Capability team structure to business performance goals, through the introduction of change management skills to the team, the automation of routine processes, the further enhancement of people data and trend reporting, and ensuring consistent compliance with legislative and policy requirements.

Measure	FY27 Target	FY28 Target	FY29 Target
Turnover (Total / CEA / IEA)	7–12%	7–12%	7–12%
Engagement (overall)	⩾ 64 Participation ⩾70%	⩾ 65 participation ⩾70%	⩾ 66 participation ⩾70%
Belonging / DEIB index	⩾ 70	⩾ 71	⩾ 72
Female % (all staff)	⩾ 15.3%	⩾ 16.5%	⩾ 17.0%
Gender Pay Gap (median)	⩽ 14.4%	⩽ 14.0%	⩽ 13.6%
Safety Leadership Programme completion (leaders)	100%	100%	100%
Mandatory competency evidence completeness	⩾ 100%	⩾ 100%	⩾ 100%
Entitled Leave Liability	< 10,000 days	< 9,700 days	< 9,400 days

Health, Safety and Wellbeing

Safety is our highest priority, and this extends to the wellbeing of everyone working or visiting an LPC site.

Reducing operational risk across all business activities remains a consistent focus, and LPC has a comprehensive Health and Safety programme to continue to strengthen safety accountability and advance broader Health, Safety, and Wellbeing initiatives. These are aligned with our strategic objectives of visible safety leadership, fundamental risk management, simplified systems, and wellbeing.

The strategic objectives are defined as:

Safety leadership

- All senior and operational leaders will complete a two-day Safety Leadership Programme.
- Operational leaders have specific Health & Safety KPIs with regular monitoring to achieve the required outcomes
- Leadership time In Field to complete and document Health Safety Interactions, Critical Control Checks & Planned task observations
- Direct collaboration with our PCBU's to monitor Health and Safety performance and assurance.
- Life-Saving Commitments reviewed and refreshed
- Safety innovations and adoption of technology opportunities.
- Safety recognition awards to reinforce positive safety behaviours.

Fundamental risk management

- Continued improvement in our management of our Assets including planned and reactive maintenance processes.
- Refreshed Safe Work Planning training and resources
- Refreshed Simplified Personal Risk Assessment Tool now incorporating Critical Risk and Key Controls
- Permit to Work and Authority to Work to be integrated into the LPC HomeSafe Safety Management System

Wellbeing

- Continue to deliver the LPC Fitness for Work programme and the LPC Health monitoring programme
- Refreshed Injury Management Processes
- Implement the Sustained Manual handling programme

LPC promotes workforce engagement and visibility of our leaders, accepting the responsibility to call out unsafe practices and behaviours to further reduction our operational risk.

Underpinning the Safety Leadership programme is our comprehensive Critical Risk Verification Review (CCVR), workshops. These Health and Safety led workshops are comprised of our people who do the work as well as their operational leaders. The focus of these workshops and review sessions is on Safe Production and how this is further enhanced.

The LPC Critical Risk Assurance Programme examines our operational safety performance against the three elements listed:

- Plant and Equipment
- Process
- People

The outputs of these workshops are owned by the CEO and result in actions assigned to operational business units which have tangible outcomes empowering our workforce, improving safety in the design and maintenance of plant and equipment, clarifying responsibilities and accountability and simplifying process to manage and mitigate risk.

Key Performance Measures	Targets		
	2027	2028	2029
Reportable injuries/incidents	0	0	0
Total recordable injury frequency rate (per million hours)	<9	<9	<8
Lost-time injury frequency rate (per million hours)	<9	<9	<8
Health and safety interactions per year	>1000	>1000	>1000
Senior Leaders Critical Control Checks	>600	>600	>600

Infrastructure for the Future

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LPC's infrastructure is a shared asset for the entire region, owned by the people of Christchurch. The port is also of national importance as it is the largest port in the South Island, and is key to supporting ongoing growth and prosperity.

Sustainable Development Goal

Strategic Long-Term Master Plan

We are currently developing a strategic long-term master plan for the port. The port master planning process is reviewing our capacity and considering development scenarios for the next 30 years. This will provide LPC with strategic development layouts including road and rail alignments, operational regimes, berth alignments, navigation aids, buildings, interfaces and other port functions and services defined, along with phasing and staging information. Key tenets of this long-term plan includes:

- All capital expenditure will be carefully scrutinised for affordability, and we will engage with CCHL on long-term capital planning to appropriately manage the capital requirements associated.
- Safety, sustainability and environmental management remain at the core of all future development projects
- Any new infrastructure will be delivered to meet capacity and customer needs in a timely way that is affordable and does not compromise shareholder value or returns.
- The work being driven by demand, and the programme being developed in a way that is affordable and delivers an appropriate level of return.
- Invest in our existing assets as appropriate.
- Digital systems to ensure we are able to meet customer and planning needs and run our business efficiently
- Scope will be continually monitored to ensure projects remain on scope, on programme and on budget

Te Awaparahi Bay Expansion

Thanks to the range of consents that came out of the Lyttelton Port Recovery Plan process, LPC remains in a good position to deliver critical national infrastructure needs in the future. All requisite consents are in place to enable LPC to meet projected volume growth over the next few decades, and as such we have also commenced the next stage of reclamation work in Te Awaparahi Bay and the design work for the new wharf and associated infrastructure.

The reclamation of Te Awaparahi Bay has been ongoing in phases since being first authorised by an Order-in-Council in July 2011. Sixteen hectares of reclamation, along with the engineered seawall for the new container berth, have already been constructed, and the full reclamation was consented in 2018.

During FY27 we will complete the next stage of reclamation that began in FY25, delivering another 7 hectares of Port land and enabling the future development of the Te Awaparahi Bay wharf and terminal, should it receive shareholder support.

The Te Awaparahi Bay expansion is vital to enable resilience for the Port in the event of another major seismic event, and to ensure that the Port can handle the volume demands of the Canterbury and South Island economy. It will be crucial to delivering the forecast container vessel berth requirements and accommodate the increased size of the vessels of the shipping companies by the early 2030s.

The future development of the wharf and terminal infrastructure associated with the new berth at Te Awaparahi Bay is a major capital investment, requiring approval at a shareholder level. The business case for the investment has been completed and approved by the LPC Board, and LPC is now working with CCHL on the next steps for approval of the project.

Strategic Asset Management

Our asset base consists of all manner of fixed and mobile port infrastructure and equipment and having a strong understanding of their capabilities and condition is critical to be able to ensure the port remains operational and that we can plan ahead for maintenance needs and have appropriate replacement strategies in place.

Strategic asset management of all of these assets is essential to meeting the needs of Christchurch and Canterbury, today and beyond.

The aim of LPC's asset management policy is to ensure all assets are managed consistently throughout their lifecycle to cost-effectively achieve LPC's strategic business objectives.

The core stated outcomes of the policy include:

- Safe, sustainable and environmentally responsible operation and maintenance of assets.
- Realising maximum value from each asset.
- A fit-for-purpose Asset Management System, continually improved to match business maturity.
- Strategic plans and focus areas for short-term and long-term implementation to achieve LPC's organisational strategies and objectives.
- Identification and mitigation of asset risk creating resilient assets and infrastructure to ensure business continuity, linked to asset criticality.
- Data-driven decision-making to provide assurance and optimise timing of interventions.
- Financial certainty through predictable and stable cash flows associated with asset maintenance, repairs and replacements.



Key Performance Measures	Targets		
	2027	2028	2029
Tier One Asset/ Equipment Availability	85%	90%	95%
Tier Two Asset/ Equipment Availability	95%	95%	95%
Te Awaparahi Bay Development	Complete Reclamation	Start Berth Construction subject to business case approval	Berth Construction on-going

Tier 1 assets – critical with little/no redundancy. Tier 2 assets – critical with some redundancy.

Manaakitanga

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Our ambition is to grow social capital by creating long- term meaningful value for our communities. We are also focused on developing a strong customer culture, ensuring we deliver great experience and value.

Sustainable Development Goal

Being a good citizen is a responsibility LPC takes very seriously. We act on this duty through a balance of activation, monitoring and transparent communication. Activation means contributing to our communities through sponsorships and programmes that create long-term, meaningful value. Monitoring means being conscious of how Port operations can affect local communities and working to minimise those effects such as noise, light, and air emissions to the extent possible.

We are constantly looking to improve our customer engagement, and deliver innovative solutions for the region's supply chain. Collaboration is key to developing supply chain opportunities, and we are committed to a transparent and open relationship with our Port User community.

We are committed to becoming a more productive and efficient port, recognising our obligation to customers to be an enabler for their business success. Over the period of this SCI, we will focus on initiatives to deliver productivity and efficiency on the Port, particularly in container operations, as well as working closely with customers and Port Users to ensure we are delivering to their expectations.

In FY25, we developed a KPI to reflect global best practice in ship turnaround time, reflecting the key priority for our shipping-line customers.



LPC will continue to have a focus on communication. By having open, candid conversations with people around us we are building trust. By understanding what our communities and customers need we are creating lasting value.

We will continue to place importance on our partnership with iwi in Whakaraupō. LPC takes seriously the obligation to reflect the partnership created by Te Tiriti o Waitangi/ The Treaty of Waitangi in our day-to-day work. The recognition and valuing of Te Ao Māori continues to be a part of the way LPC operates.

The Manawhenua Advisory Group (MAG) has been an important engagement forum for LPC and Te Hapū o Ngāti Wheke since 2014. The purpose of MAG is to provide a regular forum for conversations between LPC and Te Hapū o Ngāti Wheke to recognise and provide the shared vision for Lyttelton Harbour/Whakaraupō. We are currently reviewing the Terms of Reference for the MAG, and hope to complete this in FY27.

LPC will continue to work with CCHL's He Huanui Ropu, and will work to help deliver CCHL's Impact Programme ambitions. We also remain committed to ensuring alignment with the Christchurch City Council's wider strategic partnership with mana whenua.

Manaakitanga

Our Port Liaison Committee continues to be a forum for LPC and the local harbour communities to communicate issues of mutual interest. The committee has elected representative members from the local community, Port users, local councils and LPC. LPC will continue to support the Committee by convening regular meetings, presenting updates on port activities and maintaining open channels for community feedback.

Our sponsorships range from one-off donations to ongoing partnerships with leading organisations, such as our principal sponsorship of the Banks Peninsula Conservation Trust. We continue to support a number of local sporting clubs, community groups, projects and other local organisations, with a particular focus on youth development and support. We also retain a key focus on supporting environmental programmes around Whakaraupō, to support our commitment to having a positive impact on biodiversity in the Harbour.

LPC also supports Christchurch's Antarctic Gateway Strategy with particular focus on two of the four priorities of the strategy. We provide world-class logistics for Antarctic vessels and have a clear focus on sustainability as demonstrated in this SCI. We also continue to support the Christchurch Economic Ambition, and will work with City partners to help enrich our local communities and drive economic prosperity.

We will maintain our regular community engagement, including:

- Free monthly Port boat tours during summer, supplemented by week-long programmes of bus tours twice-yearly.
- Our community newspaper, LPC Update, delivered to nearly 10,000 homes and regular monthly email newsletters to the community and key stakeholders
- LPC maintains a Stakeholder Engagement Plan, and in FY26 we will update our materiality assessment and report it in our annual report.

As outlined in the Port Lyttelton Plan, we are committed to moving the port's operations east over the long term to free up land and provide increased public access to the waterfront. This remains a key part of our strategy moving forward, and is a key factor in the development of our master plan. We remain focused on building on the public space and access created by Te Ana Marina over time

Key Performance Measures	Targets		
	2027	2028	2029
Port Liaison Committee Meetings per year	4	4	4
MAG Meetings per year	6	6	6
Landside turnaround time	<22min	<21min	<20min
Port Turnaround (hours)	<35	<34	<33
Gross Crane Working Rate	>23.3	>23.5	>23.7

Kaitiakitanga

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A healthy environment is fundamental to our success as a business. Operating within the Whakaraupō Lyttelton Harbour and Ōpāwaho Heathcote River catchments and Paparua Water Race Scheme across the Canterbury region, we are committed to protecting and enhancing these environments in which we operate.

Sustainable Development Goal

Our sustainability strategy recognises three key priorities for LPC: greenhouse gas (GHG) emissions reduction, waste minimisation and biodiversity positive.

We have two greenhouse gas (GHG) emissions targets aligned with the Paris Agreement's goal of limiting global temperature rise to 1.5°C:

- Short-term target: LPC commits to reducing absolute Scope 1 and 2 emissions by 50% and absolute selected Scope 3 emissions by 30% by 2030, against a 2018 baseline.
- Long-term target: LPC commits to reducing absolute Scope 1, 2 and selected 3 emissions by 90% by 2050, against a 2018 baseline.

LPC has set these targets with reference to guidance from the Science Based Targets initiative (SBTi) Corporate Near-Term Criteria and Corporate Net-Zero Standard, which provide a rigorous framework for aligning corporate decarbonisation pathways with the Paris Agreement.

Our procurement team continues to take a partnership approach with suppliers to identify ways we can accelerate our emissions reduction. We will continue to review timelines for low and zero- emissions equipment and inform them of our requirements as a customer.

We recognise the importance of collaboration and partnering with our peers, including CCHL companies. We are committed to working with the CCHL Group to determine appropriate GHG emissions reduction targets and will continue to play a leading role in the Group's sustainability working group. We will also continue our involvement in the Sustainable Business Council, the New Zealand Climate Leaders Coalition, World Ports Sustainability Programme and New Zealand ports network.

In FY25 we produced our second Climate-related Disclosures (CRD) report, in line with the New Zealand External Report Board (XRB) Climate Standards 1, 2 and 3, and as required for CCHL reporting purposes. We will continue building on and integrating our climate risk adaptation and transition plans into the business.

LPC's long-term goal is to transition to zero solid operational waste to landfill by focusing on making better purchasing decisions, collaborating with suppliers, and considering how we deal with products at end of life. In FY25 we focused on education and training across the business and updated our bin infrastructure to match the waste streams we produce. We also began a partnership with Workwear Recycled, to transform our old PPE into products. Textiles are processed into packing mats and signage. Plastics from helmets and glasses are processed into bench tops.

LPC has a biodiversity positive ambition, with the goal to ensure we undertake our activities in a way that positive outcomes for nature outweigh the negative impacts.

In FY25 we launched LPC's Biodiversity Roadmap 2025–2030. This plan sets out clear, science-based actions that go well beyond regulatory compliance. It reflects our commitment to contributing towards the restoration of the catchments we operate in and supporting global efforts to halt and reverse biodiversity loss by 2030, as outlined in the Kunming-Montreal Global Biodiversity Framework.

Within the next three years, we will focus on:

- Integrating climate risks and opportunities into our business strategy, working alongside CCHL.
- Actively contributing to the CCHL Group emissions reduction strategy in line with the Christchurch City Council's carbon reduction targets to halve emissions by 2030, compared with 2016-2017 levels, and to achieve net zero greenhouse gas emissions by 2045, with at least a 50% reduction in methane emissions by 2045.
- Ongoing implementation of the Whaka-Ora/ Healthy Harbour Plan aimed at restoration of the ecological and cultural health of Lyttelton Harbour/Whakaraupō,
- Continuing to develop and refine our GHG reduction strategy and targets, and implementing initiatives as capital availability allows.

- Measuring and monitoring Scope 3 emissions, including from all vessels visiting the Port. Over the period of the SCI we will continue to develop partnership plans and work with CCHL, the Christchurch City Council and all relevant stakeholders to accelerate impact in supplier emission reductions.
- Progressing a multi-stage programme to provide shore-to-ship power to fishing vessels in the inner harbour, aimed at reducing emissions, fuel consumption, and noise
- Implementing our Biodiversity Roadmap with aspirational targets and robust metrics for measuring progress over time.
- Continuing ecological enhancement of LPC land including the 17 ha Port Saddle and 11 ha Gollans Bay covenant sites in Lyttelton in partnership with Banks Peninsula Conservation Trust.
- Enhancing port structures through eco-engineering habitat units to increase the diversity and abundance of intertidal and subtidal species on new and existing revetments.
- Collaborate with others on marine biosecurity initiatives to prevent the introduction and spread of unwanted marine organisms on port structures.
- Setting area-specific goals for waste reduction and applying circular economy principles that can be owned by the operational teams.

Key Performance Measures	**Targets** 2027	2028	2029
GHG emissions reduction	• Achieve 2027 target for Scope 1 and 2 emissions reductions • Actively influence Scope 3 emissions reductions	• Achieve 2028 for Scope 1 and 2 emissions reductions • Actively influence Scope 3 emissions reductions	• Achieve 2029 science target for Scope 1 and 2 emissions reductions • Actively influence Scope 3 emissions reductions
Waste Minimisation	• Continued implementation of Waste Management Framework • Develop 2-3 circular waste stream programmes	• Continued implementation of Waste Management Framework • Develop 1-2 circular waste stream programmes	• Continued implementation of Waste Management Framework • Develop 1-2 circular waste stream programme
Biodiversity positive	• Continued implementation of Biodiversity Roadmap 2025-2030 • Assess biodiversity impacts of value chain	• Continued implementation of Biodiversity Roadmap 2025-2030	• Continued implementation of Biodiversity Roadmap 2025-2030
Environmental Management	• 100% compliance against resource consent monitoring	• 100% compliance against resource consent monitoring	• 100% compliance against resource consent monitoring
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	• 10 audits completed against the ethical procurement declaration. • All suppliers requested to provide emissions created in service of LPC, supplying materials and/or services.	• 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	• Integrated reporting ongoing	• Integrated reporting ongoing

Other important information

Corporate governance

LPC is committed to best-practice governance. The Board operates in an open and constructive manner, in accordance with guiding principles and in recognition of the fact that genuinely held differences of opinion can bring greater clarity and lead to better decision making.

Our approach, combined with a commitment by Directors to participate fully, frankly and constructively means that all Board members bring the benefit of their particular knowledge, skills and abilities to the Boardroom.

The role of the Board is to effectively represent and promote the interests of the Company with a view to adding long-term value and ensuring a fair return to the Shareholder. Having regard to its role, the Board will direct and supervise the management of the business and affairs of the Company including, in particular:

Strategic Oversight
Ensuring that the Company's objectives are clearly established and articulated, and strategies are in place for achieving them (such strategies being expected to originate, in the first instance, from Management).

Risk Management and Executive Oversight

- Setting policy settings and risk appetites aimed at strengthening the performance of the Company including ensuring that Management is proactively seeking to build the business through innovation, initiative, technology, new products and the development of its business capital
- Ensuring the Company has appropriate risk management practices and regulatory compliance policies in place
- Monitoring the performance of Management
- Appointing the CEO, setting the terms of the CEO's employment contract and, where necessary, terminating the CEO's employment with the Company

Compliance and Governance

- Directing whatever steps are necessary to protect the Company's financial position and the ability to meet its debts and other obligations when they fall due
- Ensuring the Company's financial statements are true and fair and otherwise conform with the law
- Ensuring the Company adheres to high standards of ethics and corporate behaviour
- Ensuring the Company has appropriate health, safety and wellbeing policies and procedures in place.

Accountability to Stakeholders and Shareholders
Shareholder relations and stakeholder interests are detailed below and reflect the boards' fiduciary role in ensuring the Company operates in the best interests of these parties.

Our full Board Charter and other relevant governance information can be found here

Remuneration

The LPC Board has a clear policy for setting executive remuneration. Remuneration is fair and reasonable and competitive in the market for the skills, knowledge and experience required. The company empowers all employees to reach their potential and thrive in an inclusive and diverse workplace. The Board monitors established reporting and trend analysis on age profile, gender profile and employment tenure.

The company is conscious of its public responsibilities in the setting of remuneration for senior executives, which is closely managed by the Board and made publicly available via the Annual Report.

The executive leadership team receive total remuneration that reflects their skills, experience and contribution to the company and is referenced to the market. Their remuneration does not include any incentive-related payments and no executives decide their own remuneration.

LPC will continue to report to CCHL on wage relativities for employees annually, and will provide reporting on the average remuneration for the highest paid 10% of employees compared to the average remuneration for the lowest paid 10% of employees. We will also report on the average percentage increase for FY24 and FY25 awarded to the highest paid 10% of employees and the lowest paid 10% of employees.

The Board recognises the importance of full, fair and transparent disclosure of the Chief Executive Officer's (CEO's) salary. The CEO receives a total remuneration that reflects skills, experience and contribution to the company and is referenced to the market. Full disclosure of the CEO's remuneration is made in the annual financial statements.

The shareholder, by ordinary resolution from time to time, sets a total maximum aggregate annual amount payable to the directors in their capacity as directors. The fees paid to each of the directors in the previous financial year are detailed in the directors' interests section of the company's Annual Report.

LPC discloses its remuneration policy to shareholders via the annual SCI.

LPC pays all staff at least the living wage, unless they are involved in a training scheme. Any adjustments in the living wage rate will be reflected in LPC pay rates.

Shareholder relations and stakeholder interests

LPC maintains a positive and proactive relationship with CCHL. As part of our annual SCI, the Board includes clear policies for our communications and interactions with CCHL.

The Board will ensure CCHL is informed of all major developments affecting the Company's state of affairs, while at the same time recognising commercial sensitivity may preclude certain information from being made public. Information is communicated to CCHL through a "no surprises" policy on issues of importance as they may arise, as well as through formal communications.

LPC will formally engage, early and openly with CCHL on any transactions that are considered material to either LPC or the wider CCHL group. LPC acknowledges that we are wholly owned by CCHL on behalf of Christchurch City Council.

We will keep CCHL advised of any significant interactions with key stakeholders in common such as Christchurch City Council, Iwi and Government.

Annual Report
The Annual Report is provided direct to shareholders, and it includes audited financial statements and other details that are required to permit an informed assessment of LPC's performance and financial position during the reporting period.

Half-year and quarterly reporting
Half-year and quarterly reporting contain unaudited information.

Statement of Corporate Intent
The SCI is prepared based on the requirements within the Port Companies Act 1988 and the Company's Constitution. The directors include any other information they consider appropriate.

Briefings
The company provides briefings to CCHL and its Board and we will continue to be involved in regular direct briefing to Christchurch City Council, in line with the timings requested.

CCHL bonds
LPC acknowledges its responsibilities under the continuous disclosure regime in relation to CCHL bonds and has implemented a policy to manage those disclosure requirements.

LPC publishes up-to-date information on the LPC website providing:

- a comprehensive description of its business and structure
- commentary on its goals, strategies and performance
- key corporate governance documents.

LPC has a clear focus on the needs of its key stakeholders (including customers, employees, the public, the Council and government) and recognises it is critical to meet their needs to ensure LPC has a successful business. The business will develop a board-approved stakeholder engagement plan.

The Board will use its best endeavours to familiarise itself with issues of concern to all relevant stakeholders including Te Hapū o Ngāti Wheke and Te Rūnanga o Ngāi Tahu. The Board recognises that the Company's long- term survival and prosperity are closely intertwined with the environments and markets within which it operates and the extent to which the Company is seen as a responsible corporate citizen. As part of our approach to Integrated Reporting and understanding what is important to our stakeholders, we undertake a materiality assessment every two years with key stakeholders. The material issues identified in this process are reflected in our business strategy and planning.

Over the period, we will continue to work with CCHL on the refinement of the reporting framework, acknowledging the need to improve both financial and non-financial metric development and reporting.

Shareholder returns

LPC will work closely with CCHL to provide assurance that LPC's capital programme, together with other business initiatives, will add shareholder value and consistent returns.

LPC continues to focus on creating long-term shareholder value by:

- maintaining focus on improvement in underlying business performance
- championing long term commitment to sustainable operations and policies
- prudently investing in infrastructure to meet future demand, and
- ensuring all business investment decisions are subject to rigorous commercial scrutiny.

In discussion with CCHL, LPC intends to:

- direct effort and strategic focus on strengthening our position as a leading and highly competitive New Zealand port servicing the South Island's importers and exporters
- seek feedback from and alignment with CCHL on major capital development spend.

Dividend policy

LPC seeks to maximise shareholder value through investing available LPC cash resources at the highest and best use, while balancing the needs of its shareholder for cash dividends.

Subject to meeting the solvency requirements of the Companies Act 1993, the Board will continue to assess distributions based on:

- the interests of the shareholder
- working capital requirements
- capital expenditure programmes
- the timing of reinstatement and reinvestment projects
- free cash flow available for distribution
- funding and covenant headroom constraints

The company's current dividend policy is to pay 50% of underlying net profit after tax to the shareholder each year.

Estimate of commercial value of shareholder investment

LPC uses a long-term discounted cash flow model to estimate the fair market value of its assets. This model is updated each financial year, including review of the key assumptions around trading performance and capital expenditure. As at 30 June 2025 this assessment placed the company's equity at $391 million.

Inherently, there is uncertainty about LPC's current value due to assumptions around the ongoing evolution of import and export volumes, and the timing of large capital expenditure which may be required over the next 10-15 years. The valuation is sensitive to assumed growth rates and forecast margins for key cargoes, commercial decisions by key customers, and the timing and quantum of capital expenditure. LPC uses an independent review process to provide a degree of assurance regarding the reasonableness of assumptions and the weighted average cost of capital used in the model.

Acquisition and divestment policy

The subscription or acquisition of securities in any company or organisation or a divestment of part of the existing business will only be considered where it is consistent with the long-term commercial objectives of LPC. When the subscription, acquisition or divestment is considered by directors to be significant to the company's business operations, it will be subject to consultation with the shareholder.

Risk Management

The LPC Board ensures there are rigorous risk management processes and internal controls in place.

The Board receives and reviews reports regarding the management of risk in accordance with the Risk Management Framework and internal control processes throughout the year via the Audit and Risk Committee. Strategic risks are formally reviewed by management and discussed at the Board every six months or more regularly if required. The Critical Control Verification Review process that focuses primarily on Health and Safety risk is reported regularly through the Health, Safety and Environment Committee and the reviews themselves are regularly attended by Directors.

Directors have continued access to LPC's strategic risks register and the associated mitigations being taken to manage them.

As part of our approach to Integrated Reporting, we include comprehensive information on our risk management approach and key risks.

Scope of activities

LPC is the fully integrated operator of Lyttelton Port, which includes the South Island's largest coal export facility and two inland ports, MidlandPort and CityDepot. Our activities include:

- container terminal handling services – receipt, delivery, transit storage and stevedoring of a wide range of import and export cargoes
- the receipt, delivery and loading of coal
- marine services – pilotage, towage and lines
- providing wharves, land, facilities, plant and labour for the receiving, delivery, stockpiling, stacking and shipment of a wide range of products
- maintenance of wharves, plant and machinery
- ownership of land and facilities necessary to maintain LPC's commercial assets
- the berthing of commercial passenger cruise vessels, and associated passenger movement facilitation
- provision of dry dock facilities associated with the repair and servicing of vessels
- ownership and operation of walk-on marina facilities, and
- operation of two inland ports, which involve the storage, receipt and delivery, repair and washing of containerised cargo.

Accounting policies

LPC has adopted accounting policies that are consistent with New Zealand International Financial Reporting Standards and generally accepted accounting practice and in accordance with the Companies Act 1993 and the Financial Reporting Act 1993 and any amendments thereto.

A full statement of LPC's accounting policies is included in LPC's Annual Report for 30 June 2025 (available on LPC's website at www.lpc.co.nz).

Intra-group cooperation, procurement and Strategic Review

LPC recognises the importance CCHL places on intra-group cooperation, closer integration, and better group strategic alignment. LPC recognises that such co-operation has the ability to expand group capability, accelerate knowledge transfer and innovation and improve the profitability of the group.

In relation to CCHL Group co-operation, LPC has taken leadership roles in He Huanui and the CCHL Sustainability Working Group, and has been an active participant across all other Group initiatives. This involvement and commitment remain the same for FY26. They will continue to be funded for and supported by staff as part of their business-as-usual roles.

LPC will continue to focus on operational performance that ensures we deliver sustainable dividend payments to our shareholder.

LPC has commercial relationships within the following CCHL group entities:

- Orion and Connetics – electricity suppliers to the port and maintenance contractors on high-voltage systems.
- Citycare – facilities management and civil construction works.

LPC will also continue to build on the relationships established with ChristchurchNZ, in particular regarding cruise tourism, the Christchurch Antarctic Gateway Strategy and the Christchurch Economic Ambition

Registered Office

Lyttelton Port Company Limited
Waterfront House
37–39 Gladstone Quay, Lyttelton
Christchurch, New Zealand 8082
Private Bag 501, Lyttelton 8841

Telephone: (03) 328 8198
Email: office@lpc.co.nz
www.lpc.co.nz

Lyttelton Port Company

2027 Statement of Intent

Enable Services Limited



2027 Statement of Intent

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DIRECTORY

Address	PO Box 9228, Christchurch
Registered office	Iwikau, Level 3, 93 Cambridge Terrace, Christchurch
Board	Justin Murray (Chair) Geoff Lawrie Nina Lammiman Keiran Horne Debra Blackett Penny Hoogerwerf
Chief Executive	Johnathan Eele
Telephone	03 741 3812
Website	enable.net.nz
Email	johnathan.eele@enable.net.nz

INTRODUCTION

This 2027 Statement of Intent (**SoI**) is submitted by the Board of Directors of Enable Networks Limited (**Enable**) and is prepared in accordance with Section 64(1) of the Local Government Act 2002.

Christchurch City Holdings Limited (**CCHL**) owns all but one share in Enable, with that one share being the Government Share, held by the Minister of Finance. Enable is a council-controlled trading organisation (**CCTO**) for the purposes of the Local Government Act 2002 and this SoI covers the activities of Enable.

The SoI specifies the objectives, the nature and scope of the activities to be undertaken, and the performance targets and other measures by which the performance of Enable may be judged in relation to its objectives, amongst other requirements.

The process of determination of an acceptable SoI is a public and legally required expression of the accountability relationship between Enable and CCHL. The SoI is reviewed annually with CCHL and covers a three-year period.

OBJECTIVES

Our Purpose is:

Connecting our community with unlimited opportunity

Our vision is:

Our fibre network is the essential enabler of an economically and socially vibrant, connected, innovative and globally competitive greater Christchurch

Access to high-quality broadband connectivity is a necessity for societal growth and advancement. Enable is committed to delivering its world-class fibre connectivity to meet the needs of our community now and into the future, including the following considerations:

- Fast, reliable broadband services empower businesses within our community to innovate and grow in almost every way, locally and globally.
- Individuals and families depend on broadband services for entertainment, connection with each other, education, and other online services.
- Essential service providers – councils, government agencies (such as health and education), and community support organisations – are reinventing how they deliver services to our community using broadband connectivity.
- Cities themselves are being transformed through Smart City initiatives – in areas such as Data Management, the Internet of Things, and Artificial Intelligence, to name a few – to deliver greater community value, a better living experience for residents, and a sustainable future.

World-class broadband is critical to support communication and commerce both domestically and internationally as global uncertainty and the increasing incidence of environmental disasters increases the need for high-quality and resilient services.

We continue to support our community to be flexible and responsive in the way they live and work, including how they connect with colleagues, family and friends, access services, conduct business, learn, shop, and enjoy entertainment.

Our purpose and vision define our role as the kaitiaki (guardian) of the essential broadband infrastructure that empowers our community. We are focused on building on our achievements of completing our network build to over 222,000 homes, businesses, and schools, connecting over 165,000 customers to our network, while being profitable and delivering dividends to our community.

We are committed to:

- Operating and managing our fibre network to a high level, ensuring the delivery of services with a positive customer experience, and keeping ahead of customer demand.
- Driving sustainable commercial growth through effective market-led strategies based around product development, outstanding internet service provider relationships, and customer marketing activity.
- Maximising our fibre network asset performance to secure a commercial return on investment that meets or exceeds the cost of capital, considering the long-term nature of this infrastructure

investment.

- Advocating for the enormous potential of our world-class connectivity services to businesses, consumers, and community groups to truly embrace and realise unlimited opportunities.
- Supporting more of our community to participate fully in, and benefit from, our digital society through initiatives focused on digital equity.
- Protecting and enhancing our community's future through sustainable business practices.
- Building a capable and resilient company that provides meaningful work, development opportunities for our people and supports their health, safety and wellbeing.

We will continue to grow our relationship with iwi and mana whenua in conjunction with CCHL to build our knowledge and better understand Enable's relationship with the land and our community and to realise community growth outcomes that support local iwi.

NATURE AND SCOPE OF ACTIVITIES

Our core business is to provide wholesale services leveraging our fibre network infrastructure. Our wholesale services form the basis of retail fibre broadband, voice, internet, TV, video calling, content, gaming, and IT services provided to customers (such as homes, businesses, and schools).

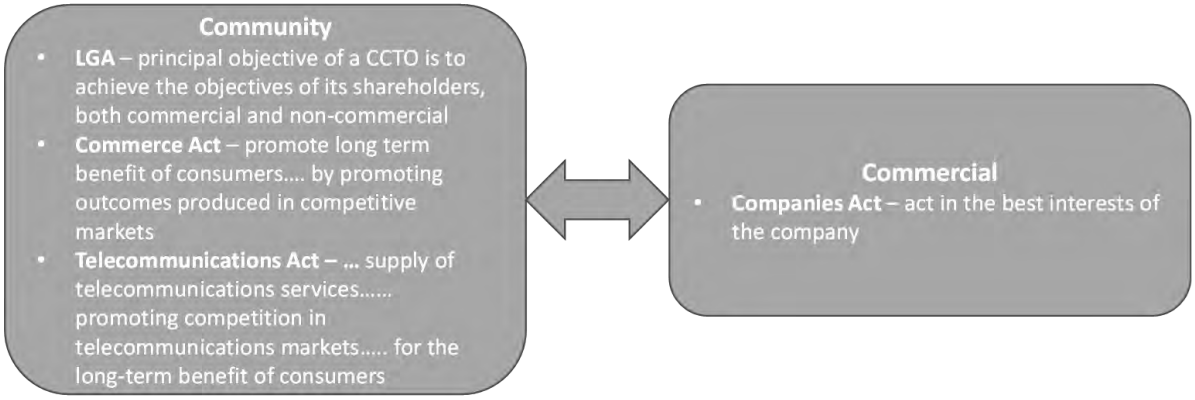
We were established in 2007 as the commercial need for businesses to access fibre broadband services in Christchurch became clear. Our parent company, CCHL, established Enable in alignment with its intent 'to own and manage key strategic infrastructure investments' that make Christchurch internationally competitive.

We are focused on ensuring all connected customers constantly enjoy world-class connectivity that exceeds their needs and expectations in terms of speed, reliability, performance, and overall customer experience. Furthermore, we are connecting more customers to the fibre network to both grow our business and deliver on our purpose for more people within our community.

We continually seek to provide our community with more value and new opportunities to benefit from our network and its capability. We also seek to invest in broader opportunities to deliver connectivity services to our community and generate greater value and returns to CCHL and our community.

Our operations are guided by the expectations of a CCTO and a business operating in a commercial telecommunication market as depicted in the following diagram.

2027 Statement of Intent



Through our core business:

- we provide affordable wholesale fibre broadband services;
- our services support our community's increasing demand for quality high-speed connectivity;
- we provide efficient access to fibre services for local businesses and schools;
- new greenfield developments (subdivisions) have access to our fibre broadband network, within and beyond our existing network footprint;
- our network infrastructure is deployed in a way that minimises the impact to the environment; and
- we maximise the opportunity to ensure any new commercial and residential buildings are designed and built with provision for our network included.

We work closely with key stakeholders to ensure our fibre network, and the world-class connectivity it enables, supports wider community growth and wellbeing.

CONTRIBUTION TO BROADER GROWTH STRATEGIES FOR ŌTAUTAHI – CHRISTCHURCH

As a subsidiary of CCHL, we actively support wider group initiatives aimed at collaborating, sharing resources, and identifying opportunities to collectively deliver greater value to our ultimate shareholder, Christchurch City Council, and the people in our community.

We are committed to support and contribute to CCHL's standard of excellence across our environmental, social and governance practices. We support the Integrated Reporting framework incorporating the four capitals – financial, intellectual, social and natural, and we contribute to this framework through our business strategy.

We continue to support CCHL's Impact Programme and will work with CCHL to support the programme's priorities across environmental, social and cultural outcomes.

We acknowledge and directly contribute to Christchurch City Council's objectives through alignment with its draft Strategic Framework and strategic priorities.

Our services are fundamental to the future growth and sustained economic and social wellbeing of our community.

GROWING A STRONG BUSINESS

We are committed to continued growth for our business to maximise shareholder value while ensuring the maximum number of people across our community benefit from our services. We do so in an increasingly competitive market where consumers have a choice of alternative access technologies (e.g. fixed wireless access). Consequently, price pressure and churn (disconnections) are issues that need to be managed.

Customer Connection and Network Operation Performance

Although we are beyond the period of peak growth of our fibre broadband services, and now have 70% of properties passed actively connected to our fibre network, we continue to grow through connecting additional properties passed, network extensions into new areas, including beyond our existing network, and through urban densification within our existing footprint.

We remain focused on delivering an excellent experience for our customers through outstanding customer service, resilience of our network in terms of service reliability and performance, and continuing to innovate to meet the needs and expectations of our customers now and in the future.

We recognise the role we play in ensuring our customers get all the support they need to maximise their broadband experience, and we continue to strive to connect the remainder of our addressable market to fibre, being cognisant of the competitive landscape we operate in.

Network Performance	2027	2028	2029
Connection SLA achievement[1]	>95%	>95%	>95%
Total network availability[2]	>99.97%	>99.97%	>99.97%

1. Connection SLA achievement pertains to the delivery of operational services within contracted SLAs.
2. Total network availability pertains to all components of our fibre broadband network but excludes downtime due to planned work and customer caused faults. The 99.97% equates to a maximum average downtime of 120 minutes per service per annum.

CONTINUED FINANCIAL PERFORMANCE

We are committed to ensuring responsible investment and strong financial management, to ensure our continued growth and contribution to the city through dividend payments.

Financial Targets

Financial Targets ($m)	2027	2028	2029
EBITDA	101.1	107.0	109.9
NPAT	39.7	42.8	45.9
Debt/EBITDA	2.7	2.5	2.3
Return on invested capital % (EBIT *(1-0.28)) / (Opening Equity + Opening Debt)	6.3%	6.6%	7.1%
Shareholder's Funds to Total Assets Ratio	55.3%	56.5%	57.6%

Dividends

Enable is committed to maximising dividend within a prudent framework of capital structure measures. Dividends remain at the sole discretion of the Board.

Dividend payments to CCHL will be determined by the Board after consideration of working capital requirements, future funding requirements, the requirement to meet the solvency test under the provisions of the Companies Act 1993, debt repayments and CCHL expectations.

Enable will provide early and regular communication regarding any factor that is likely to have an impact on projected dividends or the timing of payments.

Payments to CCHL ($m)	2027	2028	2029
Dividends	25.0	35.0	40.0

Enable is maturing its Risk Management Framework and will continue to undertake regular reviews and provide CCHL with updates if there are any material changes to key risks, as well as providing regular reporting of risk management issues.

Under CCHL's leadership, we are committed to the CCHL Group reporting requirements to provide greater alignment and standardisation. We will continue to work closely with CCHL to support the Integrated Reporting Framework and CCHL's climate reporting.

OUR FOCUS ON A SUSTAINABLE FUTURE

Enable is committed to operating all aspects of its business with a focus on protecting and enhancing our community today and in the future.

We are close to finalising our B Corp recertification and remain focussed on continuing to make a positive impact for the environment, our community, customers, suppliers, employees, and shareholders, which is compatible with CCHL's objectives.

SUPPORTING A DIVERSE AND ATTRACTIVE PLACE TO WORK

Our people strategy is to:

- attract, retain, grow, and inspire the very best people to address our business challenges and meet the needs of our community;
- embrace diversity – including gender, gender identity, age, ethnicity, disability, beliefs, sexual orientation, family responsibilities, work style and experience, socio-economic background, thinking style, and personality type – across our business and support our customers, partners, suppliers, and other stakeholders to do the same;
- better understand and grow the diversity of thought within Enable as we believe in the potential of greater diversity to deliver better decision-making and, therefore, better outcomes for our business

and community;

- actively work to provide an environment where everyone feels they can fully participate at work and where each person is valued for their unique perspectives, skills, and experiences; and
- continue to deliver health, safety and wellbeing (HSW) for our people with a whole-of-business commitment to looking after our people, partner organisations and their people, customers, and community.

Enable People Goals	
Goals	Measures
• Maintain provision of the living wage for all Enable (direct) and primary contractor employees • Deliver programme of work to measure and maintain Pay Equity, and remove barriers to gender equity • Maintain regular people surveys to measure staff engagement. • Build leadership diversity and capability through talent identification and focused development • Actively engage in CCHL leadership programmes to strengthen group-wide leadership	• Living wage maintained • Measure and externally report on Gender Pay Gap • Maintain an action plan to close any identified Gender Pay Inequity issues • Monthly surveys completed and eNPS reported annually • Diversity and Inclusion programme carried out • Talent Management Programme carried out • Enable participation in joint CCHL people initiatives
Enable Leadership Goals	
• Strive to achieve board gender diversity, balanced with ensuring we maintain the skills and experience we need • Maintain a directors skill matrix, with skills and experience mapped against Enable's strategy and capabilities	• Maintain 40/40/20 male/female/any gender ratio at Board level • Skills matrix reviewed bi-annually

Like many sectors that require specific skills, we continue to face challenges recruiting some specialist roles and this has the potential to impact pay equity strategies; however, we are mindful of the restraint needed in this area and will endeavour to ensure our focus remains on our medium-term commitment of equity and restraint in compensation.

OUR FOCUS ON HEALTH, SAFETY AND WELLBEING

Enable will monitor and strive to continuously improve, health, safety and wellbeing (HSW) practices to keep our people, our suppliers, our customers, and our wider community safe.

2027 Statement of Intent

Enable will implement initiatives to ensure our critical HSW risks are managed safely and our people's HSW is supported and protected. We will also take learnings from industry incidents to strengthen our systems and processes.

Enable Health, Safety & Wellbeing Goals	
Goals	Measures
• Continue to deliver a best practice HSW model that ensures our people, suppliers' organisations' people, customers, and community are kept safe and well • Continue to report any WorkSafe notifiable events to CCHL • Further strengthen our critical risk management through measurement and verification of critical controls	• Conduct bi-annual review of key field services supplier, with reporting an overall rating of satisfactory, as a minimum • Report on the trend in the reporting of potential incidents, including key lead indicators such as near misses, demonstrating a healthy, safety-focussed organisational culture • Target of 240 Health and Safety site inspections carried out by Operations in the year • Leadership (Board and SLT) Health and Safety Interactions– at least one per person per year • Processes are documented and reviewed in accordance with a timetable approved by the Board • Critical control assurance measures for each critical risk completed annually

ENGAGEMENT WITH OUR STAKEHOLDERS

We will work with key stakeholders to continue to generate greater community value by:

- embracing and responding to advancing technology innovations and exploring disruptive ways to solve societal challenges through innovation and partnership; and
- continuing to leverage our existing partnerships and assets to support community growth and exploring new business and social good opportunities to grow the value of Enable to our community.

Specifically, we are focused on leveraging our fibre assets, our technology capability and expertise, and our position as a community-owned company to enhance and grow our community.

Community Goals	
Goals	Measures
• 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 • 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 key strategic partnerships or 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	• Achieve outcomes as per agreed stakeholder engagement plan which is reviewed bi-annually

Te ao Māori– enhanced relationships with local iwi and mana whenua

We continue our journey towards a better understanding of Te Ao Māori (the Māori World) and are committed to continuing to build our knowledge and understanding in this area and grow our understanding of our relationship with the land and our community.

We will use Te Tiriti o Waitangi / Treaty principles of partnership, protection, and participation to form the basis of positive engagement with iwi, particularly Ngāi Tahu, and mana whenua. Enable will work with and take guidance from CCHL to strengthen engagement and partnership with Māori, Ngāi Tahu, and Papatipu Rūnanga as part of the CCHL-led Impact Programme.

Te ao Māori Goals	
Goals	Measures
• 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 • 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 • 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	• Engagement with iwi and mana whenua to advance agreed outcomes • Engage with the CCHL group to incorporate kaupapa Māori into our work

WORKING TOWARDS ENVIRONMENTAL SUSTAINABILITY

We will operate our business in an environmentally responsible way aimed at reducing greenhouse gas emissions, acknowledging the Council's emission reduction targets, and we will continue to support CCHL's Integrated Reporting and climate-based disclosures.

2027 Statement of Intent

To address environmental challenges and to help the CCHL group manage and mitigate greenhouse gas emissions, we will:

- maintain the adopted science-based targets (SBTs) approach to scope 1 and 2 greenhouse gas (GHG) emissions reduction to ensure we achieve our targets necessary to help limit warming;
- strive towards achieving net zero emissions by 2030 in ways that make financial sense;
- support our community to make sustainable connectivity purchasing decisions;
- understand and disclose our climate-related risks in line with CCHL's Climate Reporting Framework; and
- embed sustainability considerations (including ethical considerations) in a culture of excellence across the entire business.

We are an active and contributing member of the CCHL Sustainability Working Group (SWG), which is a collaboration of the CCOs to deliver positive impact, in partnership with CCHL. We will work to achieve the above through collaboration and partnership within the CCHL Group (as outlined in the Group's sustainability objectives) and ensure we align our emission reduction strategy to the Group strategy and reporting model to leverage our combined scale to have maximum positive impact.

Consistent with the Group approach, following an initial focus on improvements in our direct operations (scope 1) and purchased energy (scope 2) our sustainability goals will expand to our partners and suppliers (indirect – scope 3). All emission reduction targets are set and will be measured against our audited FY20 financial year baseline.

Environmental Sustainability Goals	
Goals	Measures
• Continue to measure greenhouse gas emissions: Enable commits to reducing scope 1 and 2 emissions by 62% by the end of FY30, on a 2020 base year (market-based) • Adopt CCHL's Group Climate Disclosure framework that will provide the required data to support CCHL's climate-related disclosure reporting requirements	• Emissions reported against base year FY20 • Data provided as required
• Deliver Enable's Stakeholder Emissions (Scope 3) Engagement Plan	• Year 1 of Stakeholder Emissions Engagement Plan is delivered

GOVERNANCE

Govern Enable through best practice to ensure the business delivers the best possible outcomes for our community.

Directors and management are committed to best-practice governance. Governance requires competent people committed to good governance and an effective set of systems and processes. This provides shareholders and other stakeholders with the assurance that Enable is appropriately governed.

Directors and management recognise the need to have high-calibre people, backed by excellent systems and processes, for Enable to be a world-class service-led organisation.

Role of the Board

The Board is ultimately responsible for setting the strategic direction of Enable and overseeing the management of our business, with the aim being an increase in shareholder value and the development of communications infrastructure for the economic and social benefit of our community. The Board is accountable to CCHL for the performance of Enable.

Responsibilities of the Board

In carrying out its principal function, the Board's specific responsibilities include:

- reviewing and approving Enable's business strategies and objectives;
- reviewing and approving Enable's budgets and business/operating plans and monitoring the management of capital, including the progress of any major capital expenditure, acquisitions, or divestments;
- providing leadership of Enable within a framework of prudent and effective controls, which enable risk to be assessed and managed;
- appointing the Chief Executive Officer (CEO), approving their contracted terms, monitoring their performance and, where necessary, terminating the CEO's employment;
- providing health, safety and wellness leadership by understanding, directing and monitoring Enable's health, safety and wellness framework, management system and performance, ensuring prudent and effective controls are in place;
- identifying the principal risks faced by Enable and taking reasonable steps designed to ensure that appropriate internal controls and monitoring systems are in place to manage and, to the extent possible, reduce the impact of these risks;
- monitoring the operational and financial position and performance of Enable;
- requiring that financial and other reporting mechanisms are put in place by the executive which result in adequate, accurate, and timely information being provided to the Board and CCHL to ensure they are fully informed of all material developments relating to Enable;
- reviewing and approving Enable's remuneration policies;
- establishing procedures to ensure that financial results are appropriately and accurately reported on a timely basis in accordance with all legal and regulatory requirements;
- adopting appropriate procedures to ensure compliance with all laws, governmental regulations, and accounting standards;
- approving and regularly reviewing Enable's internal decision-making and compliance policies and procedures, including any codes of conduct, the Board Charter, and the charters of the Board's committees;
- ensuring that Enable's internal decision-making and compliance policies and procedures are adhered to, to ensure that the business of Enable is conducted in an open and ethical manner; and
- leading (with the support of Management) the relationship with CCHL.

Delegation of Responsibilities to Management

The Board has delegated management of the day-to-day affairs of Enable to the Chief Executive to deliver the strategic direction and goals determined by the Board. The Board has also reserved several powers and responsibilities to the Board.

Delegation of Responsibilities to Committees

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

Current operational committees include a Health, Safety, Wellness and People Sub-Committee, an Audit and Risk Sub-Committee, and a Future Technology and Products Sub-Committee.

The Board is responsible for the oversight of its committees. This oversight includes, in relation to each committee, determining and reviewing its composition and structure and regularly reviewing its performance.

Executive Remuneration

We remunerate our people at a competitive market rate, noting that we are conscious of our public responsibilities in setting senior executives' salaries, and this is closely monitored by the Board and reported in the Annual Report. We ensure all our people are remunerated at or above the living wage and we are committed to narrowing the gap, where appropriate, between the highest and lowest remuneration levels within our organisation.

INFORMATION TO BE PROVIDED TO SHAREHOLDERS

An Annual Report will be submitted to shareholders. The Annual Report will include audited financial statements and such other details as are necessary to permit an informed assessment of the company's performance and financial position during the reporting period.

In addition to an Annual Report and Annual General Meeting, the Enable Board Chair and CEO will be part of the six-monthly meetings between CCOs and Council. We will take guidance from CCHL in the development and management of group-wide stakeholder engagement policies and partnership principles.

The SoI will be submitted to CCHL for consultation annually, as required by the Local Government Act 2002. The directors will include any other information they consider appropriate. Where appropriate, revised forecasts will be submitted to CCHL.

Enable will provide regular updates to CCHL on the ongoing performance of the entity which may include financial, strategic, risk, and operational updates for any given period. The format and information within these reports will be reviewed on an ongoing basis with the intention of meeting the needs of CCHL and its group reporting deadlines. We will work closely with CCHL to continue to support the Integrated Reporting framework and the preparation of Climate-related Disclosure.

The company will operate on a "no surprises" basis in respect of significant matters to the extent possible in the context of commercial sensitivity and confidentiality obligations.

2027 Statement of Intent

The company will provide information requested by CCHL in accordance with the requirements of the Local Government Act 2002 and continuous disclosure requirements of the NZX.

ACQUISITION / DIVESTMENT PROCEDURES

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

When the subscription, acquisition, or divestment is considered by directors to be significant to the company's business operations, it will be subject to consultation with and, where required, approval of CCHL.

Major transactions as defined in the Companies Act 1993, s129(2), will be subject to CCHL approval by special resolution.

ESTIMATE OF COMMERCIAL VALUE

The estimated fair value of UFB network assets on 30 June 2025 was $845m. Further information on this asset valuation is provided in the 2025 Annual Report.

The commercial value is considered by the directors to be at least the equity contributed by CCHL as recorded in the financial statements.

ACCOUNTING POLICIES

Enable has adopted accounting policies that are consistent with New Zealand International Financial Reporting Standards, generally accepted accounting practice, and the policies adopted by the Christchurch City Council group. The detailed accounting policies are available in our most recent Annual Report as published on our company website, refer www.enable.net.nz.


Citycare Group
Statement of Intent
26/27

Christchurch City Council

Nau mai, haere mai

KIA ORA KOUTOU.



Nau mai ki te Tauākī Whakakoro o Citycare 2026/27.

Kei tēnei puka ngā whāinga me te āhua o ngā mahi ka whāia e mātou o Citycare.

Ka whakaatu hoki i te puka nei ngā paearu me ngā paeine e tohu nei mena ka tutuki rānei ngā whāinga o te kamupene nei.

The Statement of Intent (SoI) is a public and legally required document, reviewed and agreed annually with the Shareholder, Christchurch City Holdings Ltd (CCHL) and covering a three-year period. The SoI is prepared in accordance with Section 64(1) of the Local Government Act 2002.

Citycare is a Council Controlled Trading Organisation (CCTO) for the purposes of the Local Government Act 2002.

The SoI specifies the objectives, nature and scope of activities, performance targets and other measures by which the performance of Citycare (the Group) may be judged for the period 1 July 2026 to 30 June 2029.

Contact details for the Chair and Group Chief Executive Officer are Citycare's registered office:

Address: 818 Wairakei Road, Harewood, Christchurch 8053, New Zealand

Phone: 0508 248 922

Email: info@citycareproperty.co.nz

Citycare Group

Our Business Landscape

What we achieved in 2024/25...

Apex Water

Apex Water specialises in the design and build of water and wastewater treatment plants within both the local government and commercial sectors.

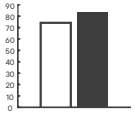
+44

Staff Engagment eNPS: +44

Customer NPS: +69

CitycareProperty

Citycare Property provides a range of social infrastructure services, including facilities management, open space maintenance and construction works to central and local government.



Employee engagement: 73% to 81%

Diverted 31% of waste from landfill

Citycare Water

Citycare Water provides three waters maintenance, construction and digital services that support our customers to deliver safe drinking water and environmentally sound wastewater and stormwater services.

78%

78% staff engagment

112 kaimahi in leadership development training

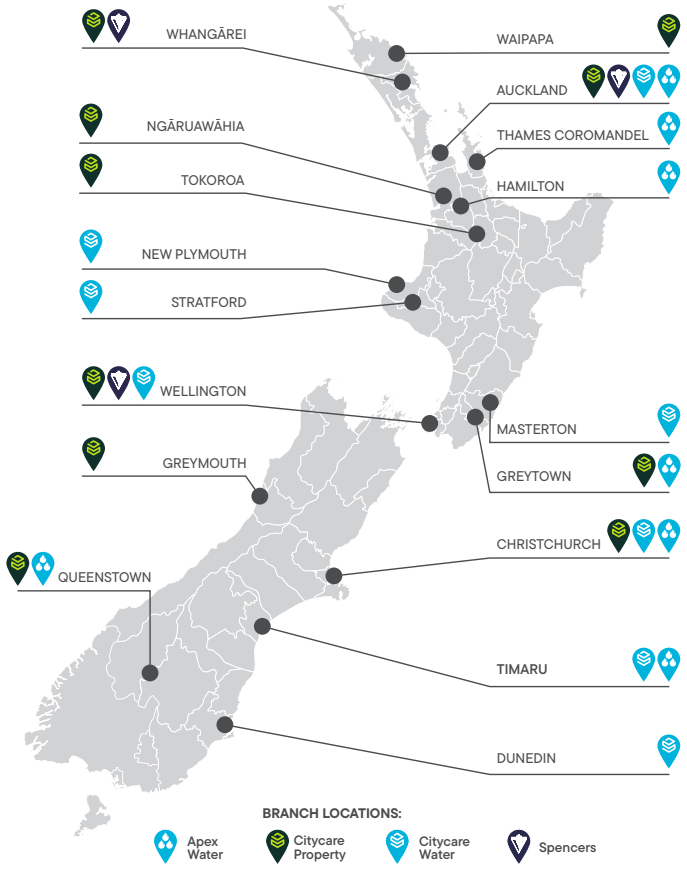
Spencers
Building & Property Maintenance

Spencers provides a range of property repair, maintenance and upgrade services within the social housing sector.

Senior leadership roles held by women: 50%

27%

27% subcontractor businesses owned by Maori or Pacific Peoples



Citycare Governance

THE BOARD OF DIRECTORS

Directors are appointed to the Citycare Group (the Group) Board (the Board) by the Shareholder, Christchurch City Council. The Board of Directors sets the strategic direction of the Group and participates in developing strategic plans, approves budgets and monitors Group performance monthly.

The Board is responsible for corporate governance of the Group, including all subsidiary entities. The Board and management are committed to ensuring the Group operates to the recognised principles of best practice governance and adheres to high ethical standards. Regular reporting is provided to the Shareholder on the Group's performance.

BOARD OPERATION

The Board endorses and adheres to the principles of the Institute of Directors of New Zealand and the Four Pillars of Governance Best Practice for New Zealand Directors.

The role and responsibilities of the Board are formalised in the Board Charter. Some of the Board's responsibilities are delegated to Board Committees but the Board retains ultimate accountability for any Committee's actions.

The Chair leads the Board, its relationship with the Shareholder, and facilitates the Board's interface with the Group Chief Executive Officer (Group CEO). The Board has delegated to the Group CEO the day-to-day leadership and management of the businesses. The Chair maintains informal communication between the Board and the Group CEO and is available to the Group CEO to provide counsel and advice where appropriate.

Upon appointment to the Board, all new Directors undergo a tailored induction programme to familiarise them with the Group's business and strategy.

BOARD MEETINGS

The Board has regular meetings throughout the year and meets as required between scheduled meetings.

The Chair and the Group CEO establish meeting agendas in consultation to ensure adequate coverage of all key issues. The Directors generally receive Board papers one week in advance of Board meetings. The Executive Leadership Team, and other leaders in the Group, are regularly involved in Board discussions and the Board also holds regular Director-only sessions, without the Group CEO and/or other management present. Directors are entitled to have access to all relevant Group information and to the Group's management teams. Any Director is entitled to obtain independent professional advice.

BOARD PERFORMANCE REVIEW

The Board regularly reviews its own performance and the performance of the Group CEO.
The process includes one-on-one meetings between the Chair and each Director, as well as regular Board discussions on governance and performance issues.

Citycare Group

Citycare Governance cont...

BOARD COMMITTEES

The Board has three standing committees:

- The Risk, Audit and Finance Committee provides independent assurance and assistance to the Board on the Group's risk, control and compliance framework, and its financial and regulatory information, liaising with the external auditor.
- The Health and Safety Committee provides independent assurance and assistance to the Board and Group CEO on the Group's health and safety performance, systems and processes, compliance and reporting responsibilities.
- The People and Culture Committee provides independent assurance and assistance to the Board on the Group remuneration strategy, the Group's people related strategies and the Group CEO and Executive Leadership Team's employment conditions and remuneration.

DIRECTOR AND OFFICER INSURANCE

The Group has arranged liability insurance for Directors and Officers within the limits and requirements of the Companies Act 1993. The Group also indemnifies the Directors and Officers within the limits and requirements of the Act.

STATEMENT of INTENT (SoI) REPORTING

In accordance with the Local Government Act 2002, the Group submits to the Shareholder a draft SoI in February each year, for the coming financial year. The SoI sets out the objectives, activities, intentions, financial and performance targets.

After due consideration and discussion with the Shareholder and completion of annual business planning and budgeting, the final SoI is approved by the Board of Directors and delivered to the Shareholder in June each year.

ANNUAL REPORT

An Annual Report will be submitted to the Shareholder and will include audited financial statements and other information necessary to enable an informed assessment of the Group's performance and financial position during the reporting period.

The report will outline the Group's objectives and performance in terms of financial, environmental and social outcomes, as well as performance against the stated SoI targets.

NO SURPRISES

The Group will continue to operate on a 'no surprises' basis in respect of significant Shareholder related matters, to the extent possible in the context of commercial sensitivity and/or confidentiality obligations.

Citycare Group Overview

In 2025, the Citycare Group Board decided to consolidate its four operating businesses into a single group structure under a Group Chief Executive Officer.

This change established a unified operating model while retaining specialist delivery capability within each business. The intention is to strengthen alignment across the Group while giving each business the space and support it needs to perform at its best, thereby maximising value for the Shareholder. The four businesses are different in size, market focus, and expertise, and the operating model recognises and upholds these unique factors.

OPERATING BUSINESSES

Citycare Group delivers essential services across water, wastewater, stormwater, property, and infrastructure. The Group operates nationally and works with central and local government, utilities, and commercial clients to plan, deliver, and maintain critical assets.

APEX WATER

Apex Water is a New Zealand–based water and wastewater engineering company delivering practical solutions across the water sector New Zealand–wide. Apex provides planning, design, procurement, and construction services for drinking water and wastewater treatment with particular strength in the wastewater sector, supporting councils and utilities to deliver resilient, fit-for-purpose infrastructure.

CITYCARE PROPERTY

Citycare Property delivers property maintenance, facilities management and open space services across public, commercial, and social infrastructure portfolios. Services include planned and reactive maintenance, asset inspections, building upgrades, project delivery, and the maintenance of public spaces and natural environments supporting the long-term performance of assets.

CITYCARE WATER

Citycare Water focuses on the operation, maintenance, renewal, and upgrade of three waters networks. Services include network operations, fault response, planned maintenance, asset renewals, capital works delivery and digital water technology supporting councils and water authorities to meet regulatory, performance, and service requirements.

SPENCERS

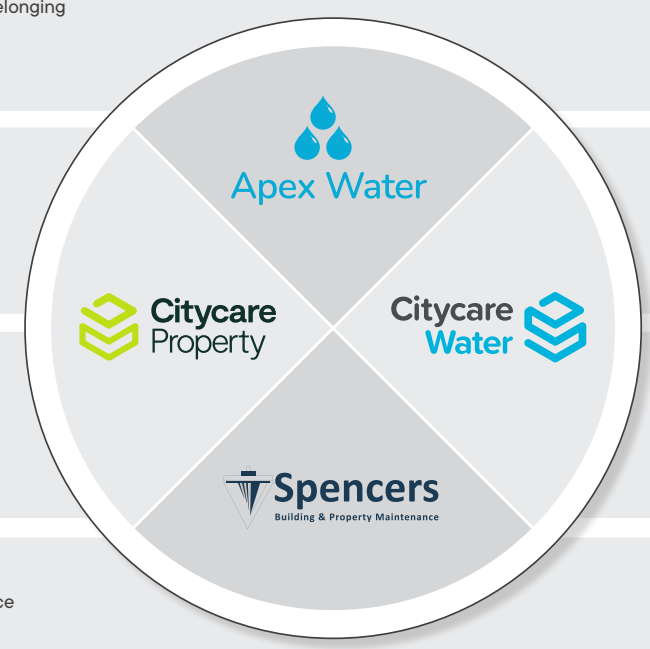
Spencers provides property maintenance and facilities management largely in the social housing sector.

Together, these entities enable Citycare Group to provide integrated, end-to-end services across infrastructure, water, property, and environmental management.

Citycare Group

Value Creation Model

CAPITALS	INPUTS	OUTCOMES
INTELLECTUAL CAPITAL *- Ngā Rawa Tāngata*	• Our People and Leadership Capability • Diversity, Equity, Inclusion and Belonging • Technology and Innovation • Remuneration	**Engaged People** Attracting, nurturing and retaining high performing kaimahi from the communities we serve, who feel they are treated fairly and belong in the Citycare whānau. We are an employer of choice.
SOCIAL CAPITAL *- Hononga Pāpori*	• Health, Safety & Wellbeing • Honouring Te Tiriti o Waitangi • Customer and Community Relationships	**Thriving Local Communities** Delivering customer value and building strong relationships. Partnering with mana whenua and other community groups to achieve shared outcomes and support local businesses. Working hard to keep our people safe.
NATURAL CAPITAL *- Rawa Taiao*	• Carbon Emissions Reduction • Waste Minimisation • Climate Risk Management	**Working Sustainably** Transforming our operations to provide exceptional service that is resilient to the changing climate, while reducing our carbon emissions and landfill waste. We will partner with our stakeholders and customers, to embed sustainable practices across our business.
FINANCIAL CAPITAL *- Tahua*	• Corporate Governance • Sustainable Financial Performance • Ethical Procurement • Effective Capital Investment	**Financial Returns** Delivering profitable and sustainable growth to generate a strong financial return on invested capital for our Shareholder.



The United Nations Sustainable Development Goals (SDGs) have guided our Capitals and Outcomes identification and Group Strategy development.

Intellectual Capital
- *Ngā Rawa Tāngata*

The success of the Citycare Group relies on people - our kaimahi, our subcontractor whānau, our customers, our suppliers, and the members of the communities we operate in and where we both work and live. We are a business reliant on, and highly influenced by, the relationships we hold, the behaviours we demonstrate, and the success of cooperation and collaboration between our many stakeholders.

KEY FOCUS AREAS

- Our People and Leadership Capability
- Diversity, Equity, Inclusion and Belonging
- Technology and Innovation
- Remuneration

OUR PEOPLE AND LEADERSHIP CAPABILITY

Professional development is essential to building a capable, resilient workforce and supporting the long-term performance of the Citycare Group. The Group is committed to developing its people and leadership capability to ensure a strong succession pipeline and a skilled, knowledgeable workforce across all businesses. Our approach to professional development supports both individual growth and organisational continuity, with structured employee development programmes in place within each entity. This commitment also reinforces a culture of learning, accountability, and continuous improvement, where people are supported to build capability over time and leave the organisation in a stronger professional position than when they joined.

DIVERSITY, EQUITY, INCLUSION AND BELONGING

Our Diversity Equity Inclusion and Belonging strategy, takes a holistic approach to increasing collaboration and trust, ensuring higher attraction levels, decreasing employee grievances, enhancing innovation, delivering lower turnover and stronger business performance, by creating a workplace that is welcoming and accommodating to all.

TECHNOLOGY AND INNOVATION

We are developing a culture where our people are encouraged to innovate and prioritise on what they know to be best for the business. Top of mind is empowering our people to be confident in their decision-making and and make changes for a better outcome, while considering risks.

REMUNERATION

Our remuneration drivers are to attract, retain and motivate suitably competent employees whilst also being fair and equitable, flexible and transparent. The Group continues to measure and actively address pay inequity including gender pay gap inequities. We are working towards zero gender pay gap by 2030. Citycare has implemented the Living Wage across the businesses.

Social Capital
- *Hononga Pāpori*

We are committed to contributing to thriving local communities through impactful partnerships and community projects focused on wellbeing, the environment, inclusion, equity and to increasing opportunities for community economic development. This is good for our people and good for the places where we live, work and play.

KEY FOCUS AREAS

- Health, Safety and Wellbeing
- Honouring Te Tiriti o Waitangi
- Customer and Community Relationships

HEALTH, SAFETY AND WELLBEING

Health and Safety remain at the heart of the Citycare Group's business. The Group is committed to strengthening the maturity of its safety culture, supported by strong health and safety programmes across each business. A core focus is placing individuals at the centre of their own safety environment and ensuring employees have the required competencies to perform their tasks safely. Critical risk management is a key priority for the Group, with clear accountability for identifying and mitigating activities and areas with the highest potential for harm.

HONOURING TE TIRITI O WAITANGI

We continue to embed tikanga Māori principles into our everyday practices, acknowledging iwi as tangata whenua, honouring te Tiriti o Waitangi principles and continuing to participate in the CCHL He Huanui Māori Pathways programme.

CUSTOMER AND COMMUNITY RELATIONSHIPS

Strong community connections and trusted customer relationships underpin Citycare Group's operations. The Group focuses on building effective partnerships that support positive community, social, cultural, environmental, and economic outcomes. Alongside delivering and maintaining quality public and private spaces, Citycare contributes through the provision of employment and business opportunities and by enabling community members and organisations to participate in initiatives that enhance places to live, work, and play.

Natural Capital
- *Rawa Taiao*

Our role as kaitiaki is strongly reflected in the Group Environmental, Social and Governance (ESG) strategy. This commits the Citycare Group to targets across three key areas: Greenhouse Gas Emissions Reduction, Waste Minimisation and Climate Risk Management.

In 2025, Citycare published its first Climate Summary Report to provide our stakeholders with an understanding of how we are supporting the transition to a low emissions future.

KEY FOCUS AREAS

- Carbon Emissions Reduction
- Waste Minimisation
- Climate Risk Management

CARBON EMISSIONS REDUCTION

The Group remains focused on supporting the transition to a low-emissions economy and the Council's targets to reduce emissions across the Christchurch District by 50% by 2030 and to achieve net zero by 2045. We have adopted a Scope 1 and 2 absolute emissions reduction target of 30% by 2030 from a 2022 baseline.

While our emissions reduction target is not aligned with the Science Based Targets initiative 1.5°C pathway, it reflects a balanced approach to business requirements, the expected pace of battery electric vehicle transition, and does not rely on offsets.

As our fleet is the primary source of these emissions, key initiatives focus on transitioning from internal combustion vehicles to low-emissions alternatives and right-sizing vehicles to operational needs.

WASTE MINIMISATION

Citycare Group is committed to strengthening waste minimisation practices through a consistent focus on reducing, reusing, and recycling materials. Material waste to landfill and diversion through recycling and composting are monitored across our businesses.

CLIMATE RISK MANAGEMENT

We recognise that climate change presents both risks and opportunities, and we consider impacts on service delivery, infrastructure, and staff wellbeing while seeking to support customers and communities through climate-resilient infrastructure and expanded service offerings. This work also supports the development of the CCHL group climate statement.

Christchurch City Council

Citycare Group

Financial Capital - *Tahua*

Delivering a sustainable financial performance and a strong return to our Shareholder.

The consolidated Group financial performance targets, detailed in the Financial Performance Section, show the revenue, profit and key financial ratio expectations for the period 2026 - 2029.

Key Focus Areas

- Sustainable growth with changing customer demands and continued government budget constraints
- Sustainable financial performance in an environment of high compliance costs
- Efficient use of capital for competing investment priorities

FINANCIAL AND COMMERCIAL PERFORMANCE

Delivery of a strong financial performance and a return to our Shareholder, relative to sector benchmarking and competitor performance, is a core measurement of the Group's business success. The goal is to deliver a commercial rate of return on invested capital without compromising Citycare Group's commitment to prosperous communities. It is anticipated that the forecast period will continue to experience pressure from key economic drivers with associated ongoing resourcing and cost pressures.

2026 - 2027 will also be a period of high tender activity, driven by an opening up of the Water sector and key contract renewals across social infrastructure. Successful contract rewins are assumed in the 2026 - 2029 revenue forecast.

PROFITABILITY AND FINANCIAL SUSTAINABILITY

The Group continues to develop initiatives to grow our profitability. We will maintain our focus on delivering sustainable financial performance and returns to our Shareholder. We will have an emphasis on effective cost control and revenue optimisation.

CAPITAL INVESTMENT

In line with the delegated authorities, all new capital investment (including acquisitions) requires presentation of a sound business case, including the associated risk profile and projected ROI and NPV where appropriate. The capital investment during the forecast period closely aligns with the annual depreciation charge plus the additional capital investment that is required to achieve our carbon reduction plan.

CONTROLLING AND MANAGING RISK

The Citycare Group has a formal risk management framework which identifies the key risks and outlines appropriate risk management and mitigation plans. The risk management framework is reported to, and reviewed by, the Board and delegated to the Risk, Audit and Finance and Health and Safety Committees where appropriate. Mitigation plans are controlled and administered by management.

Financial Capital cont...

MEDIUM-TERM FINANCIAL TARGETS

$000's	FY27	FY28	FY29
EBITDA (Earnings Before Interest, Tax, Depreciation and Amortisation)			
NPAT (Net Profit After Tax)			
Net Debt / EBITDA			
Net Debt / (Net Debt + Equity)			
Shareholder Funds / Total Assets			
ROIC (Return on Invested Capital)			

OPERATING NET PROFIT AFTER TAX

The reporting period 2026 – 2029, sees continued revenue and margin pressure from local and central government budget restrictions. Cost reductions and productivity improvements are continually assessed to minimise the impact but, there remains downside risk in the reporting period.

RETURN ON INVESTED CAPITAL

During the three-year forecast period, the Group's financial gearing is expected to remain at an acceptable level while paying down debt, which results in a strong balance sheet to support funding of growth opportunities and appropriate investment in new technologies, plant and equipment as these opportunities arise.

DEBT MANAGEMENT

CCHL demonstrated its endorsement of the Group's strategy by debt-funding the acquisition of Spencer Henshaw in FY23 with a loan of $56m to the Group.

Citycare has repaid $36m of this debt and forecasts to be ahead of future scheduled repayments. The Group is committed to prioritising additional repayments where possible to support the Shareholder's cash requirements.

DIVIDEND PAYMENTS

The Directors have considered the dividend policy and, having regard for the current financial position and the investment required for the business over the forecast period, consider that a dividend policy of 50% of NPAT is sustainable.

Ordinary dividends are paid in two instalments, in March of each financial year and October of the following financial year. Any dividends will be paid to the Shareholder after taking into account the Group's profitability and future investment requirements.

The Board will determine the dividends payable after considering the Group's funding requirements and the requirement to meet the solvency test under the provisions of the Companies Act 1993.

Citycare Group

Financial Capital cont...

SHAREHOLDER RETURNS

To assist the Shareholder with budgeting, the forecast debt repayments and ordinary dividends payable to the Shareholder over the period 2026 - 2029 are outlined below:

$000's	FY27	FY28	FY29
Loan Repaid (a)			
Loan Closing Balance			
Dividend Declared			
Dividend Paid (b)			
Funds Returned to Shareholder (a + b)			

INSURANCE

The Board satisfies itself that adequate insurance is in place for the Group's size and risk profile. External advice is received by the Board as appropriate. All the retiring insurance policies were renewed for a further period to 16 December 2026.

ESTIMATE OF COMMERCIAL VALUE OF SHAREHOLDER'S INVESTMENT

The Group estimates the commercial value of our Shareholder's investment in the Citycare Group is at least that which is stated as Shareholder's equity in our audited financial statements. The Group reassesses this value annually during preparation of audited financial statements.

ACCOUNTING POLICIES

The Group has adopted accounting policies that are consistent with New Zealand International Financial Reporting Standards, generally accepted accounting practice and the policies adopted by the Christchurch City Council group. The detailed accounting policies are available in City Care Limited's most recent Annual Report, which is published on the Group website. (https://www.citycare.co.nz/assets/Citycare-Annual-Report-2025.pdf)

ACQUISITION/DIVESTMENT PROCEDURES

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

When the subscription, acquisition or divestment is considered by the Board to be significant to the Group's business operations, it will be subject to consultation with the Shareholder. Major transactions as defined by the Companies Act 1993, Section 129(2), will be subject to Shareholder approval by special resolution. In this instance, the Shareholder will be consulted with as much lead-time as is commercially practicable in the prevailing circumstances.

Where the Group decides to incorporate or subscribe for shares in subsidiaries to undertake its commercial activities, the Group will ensure effective management. Board control of any subsidiary is exercised by Citycare's Directors and staff.

Citycare Group - Performance Targets

Metrics are aggregated across the business units to determine the Group result.
Annual surveys are conducted at business unit level. Therefore, Group survey targets require all four businesses to achieve target.
"Improve" means achieve a better result compared to FY26.

Capital	FY27 Measures
Intellectual Capital *- Ngā Rawa Tāngata*	• Increase the number of women in leadership roles. • Improve the gender diversity ratio. • Improve the gender pay gap. • Improve Employee Net Promotor Score (eNPS) based on annual survey.
Social Capital *- Hononga Pāpori*	• Maintain or improve safety index score based on annual survey[1]. • Maintain or improve the Customer Net Promoter Score (NPS) based on annual survey[2].
Natural Capital[3] *- Rawa Taiao*	• Achieve an annual reduction of Group-wide GHG emissions from Scope 1 & 2 emission sources normalised against annual turnover. • Achieve an annual reduction in absolute Group-wide Scope 1 & 2 emissions in line with our commitment to achieve a 30% reduction by 2030 compared to the FY2022 base year.

[1] Citycare Property, Citycare Water and Apex Water results measured by Concordia safety index. Spencers measured by overall Safe365 score.
[2] Spencers is unable to procure NPS from customers; instead, Spencers measures customer engagement based on average customer KPIs for the year.
[3] Not applicable to Statement of Performance for Apex Water Ltd and Spencer Henshaw Ltd.

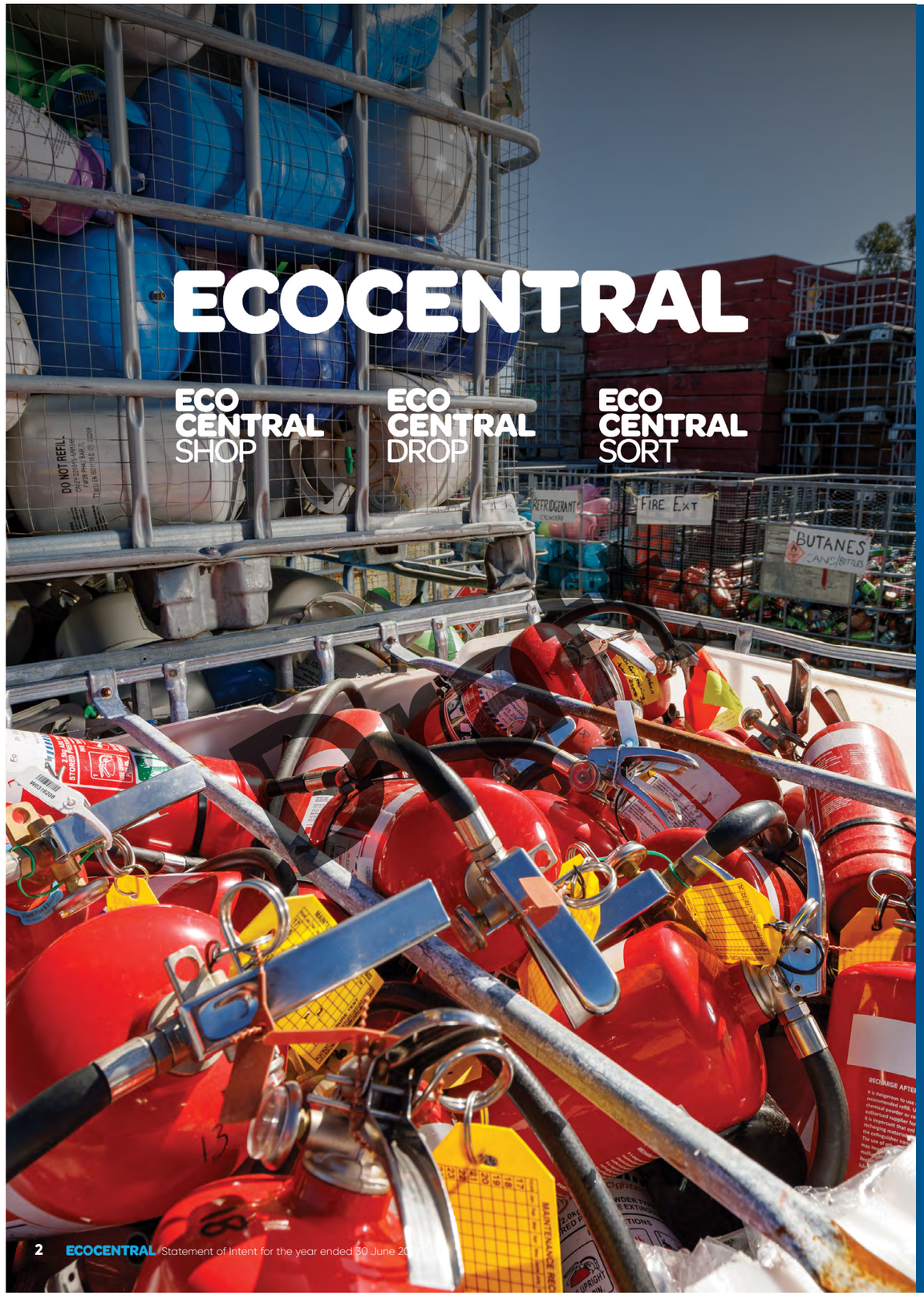

Citycare Group
Apex Water
CitycareProperty
Citycare Water
Spencers
Building & Property Maintenance

Christchurch City Council



STATEMENT OF INTENT

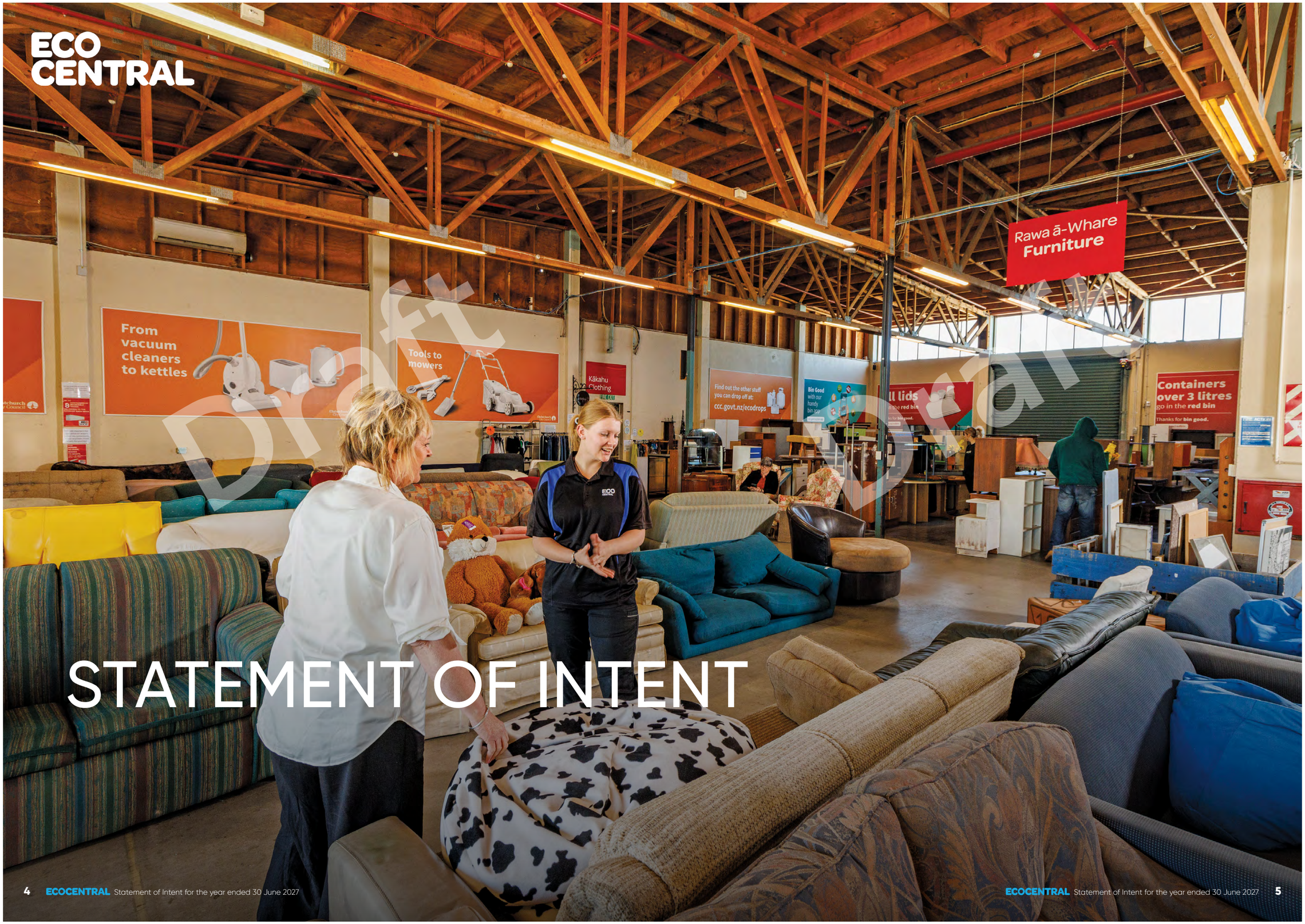
FOR THE YEAR ENDED 30 JUNE 2027



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STATEMENT OF INTENT

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ECO CENTRAL

1. Introduction

This Statement of Intent (SOI) is prepared in accordance with Section 64(1) of the Local Government Act 2002 (LGA).

The SOI specifies for EcoCentral Limited (EcoCentral), the objectives, the nature and scope of the activities to be undertaken, and the performance targets and other measures by which the performance of the company may be judged in relation to its objectives, amongst other requirements.

1. The process of negotiation and determination of an acceptable SOI is a public and legally required expression of the accountability relationship between the company and its Shareholder, Christchurch City Holdings Limited (CCHL) and its ultimate owner, being the Christchurch City Council (CCC).

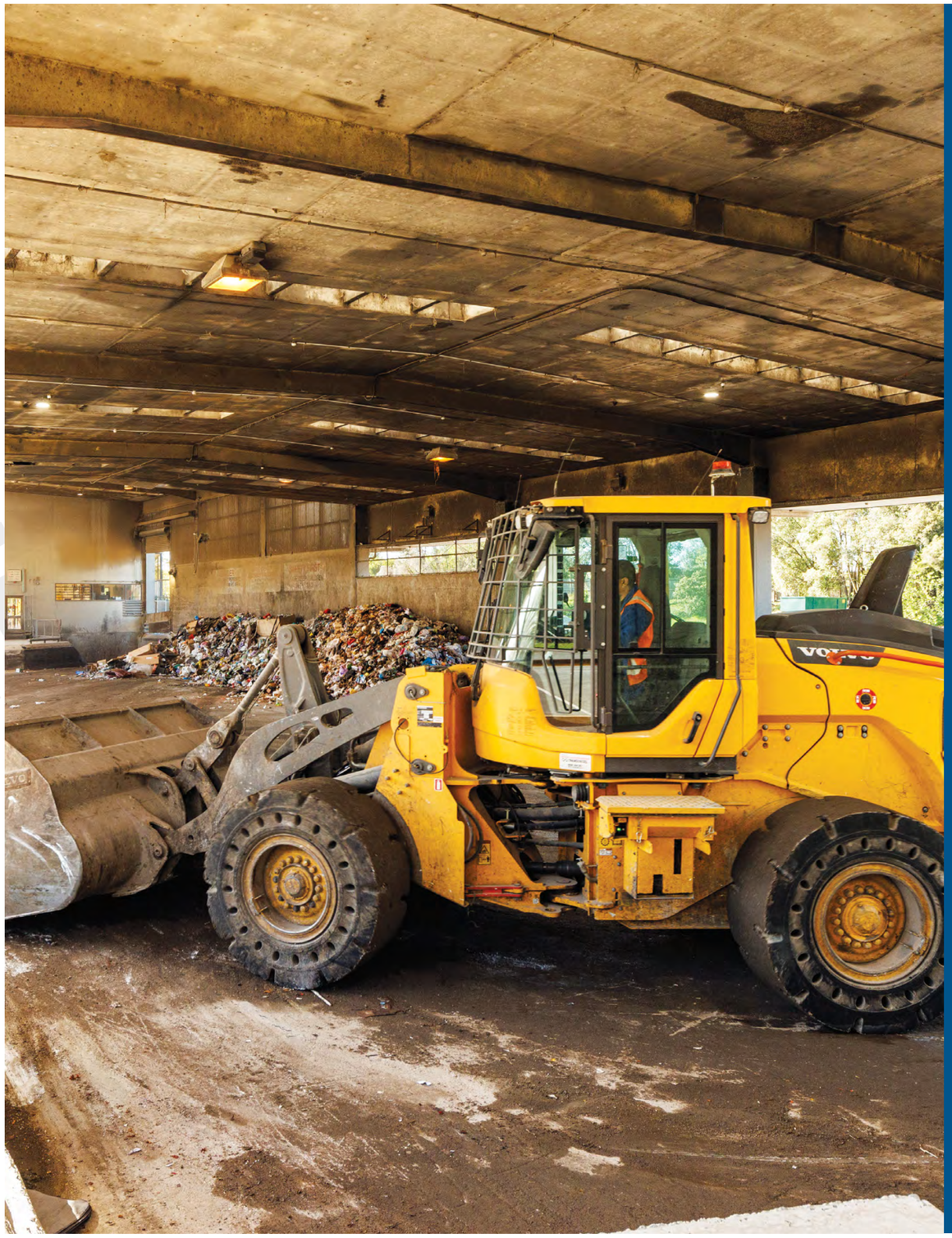
Contact details for both the Chair and Chief Executive are EcoCentral's registered office:

Address: Ground Floor,
9 Baigent Way
Middleton
Christchurch

Telephone: 03 336 0080

Website: www.ecocentral.co.nz

EcoCentral is a Council-Controlled Trading Organisation (CCTO) for purposes of the Local Government Act 2002.



2. Our Vision

An economically sustainable circular economy for New Zealand in which EcoCentral plays a leadership role.

3. Our Mission

To lead and support best practice waste minimisation and provide enduring refuse and recycling services for South Island and New Zealand councils, businesses and communities.

4. Our Objectives

Influence Behaviour – Inspire and enable positive waste minimisation behaviours through leadership, education, and trusted partnerships across all our stakeholders.

Minimise Waste – Continually minimise landfill volumes and carbon emissions by optimising service delivery, improving asset performance, and embedding sustainable, circular economy practices.

Maximise Value – Enhance the quality, efficiency, and value of recovered materials through innovation, process excellence, and strong market alignment.

Build Relationships – Strengthen EcoCentral's future through purposeful stakeholder engagement, regional collaboration, and investment in shared environmental and economic outcomes.

Grow Our People – Create an engaging, inclusive and safe workplace where people thrive, lead, and drive EcoCentral's purpose forward.

5. Our Values

Future Focused – We focus on sustainable growth for today and for future generations.

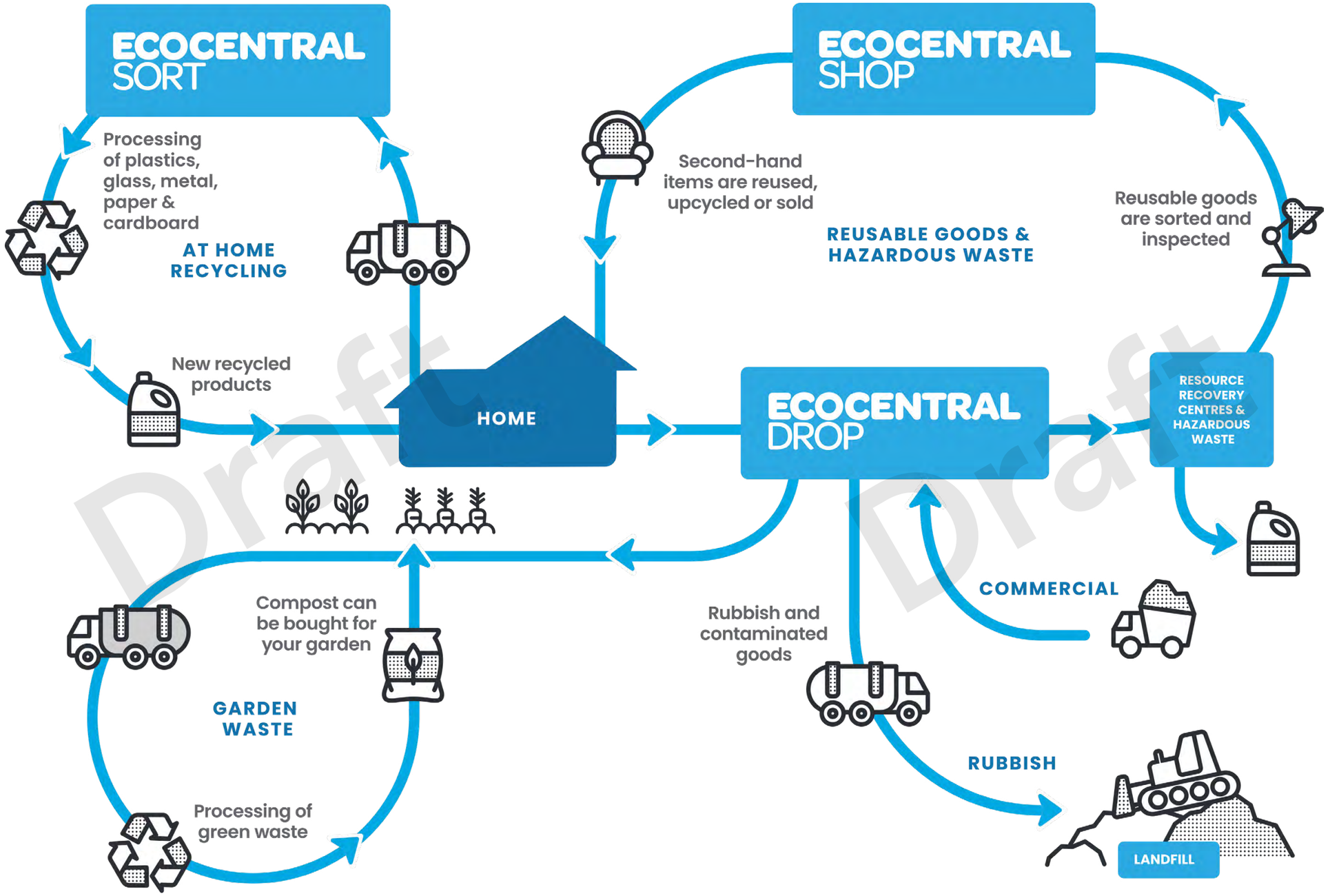
Relationships Matter – We value and respect People, working together with openness and integrity.

Act Responsibly – We take ownership, delivering quality and reliable services.

Leading the Way – We demonstrate, inspire, educate, and advocate for a sustainable approach to everything we do.

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ECO CENTRAL



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ECO CENTRAL

6. Nature and Scope of Activities

EcoCentral has been delivering essential waste and recycling services to Christchurch and the wider Canterbury region since 2009. Through our network of EcoDrop Transfer Stations—each with integrated Resource Recovery Centres (RRCs)—the EcoSort Materials Recovery Facility (MRF), and our EcoShop retail outlet, we provide a comprehensive waste handling and circular recycling solution that serves both residential and commercial customers.

EcoCentral holds a contract with CCC to:

- Operate and maintain the EcoSort Materials Recovery Facility.
- Run the three CCC-owned EcoDrops at Styx Mill Road, Metro Place, and Parkhouse Road.

This contract is currently in place until 31 March 2029.



EcoCentral is made up of three divisions:

EcoSort

This is the company's Materials Recovery Facility (MRF), located on Parkhouse Road. It is a large semi-automated processing plant for the yellow-bin recycling collected from across the region. **EcoSort** processes recyclable materials such as paper, glass, plastics, and metals, and sells the resulting products commercially to external parties.

EcoDrops

EcoCentral is contracted by CCC to operate three solid waste transfer stations at Parkhouse Road, Metro Place, and Styx Mill Road. Each site includes Resource Recovery Centres where people can drop off items for reuse or recycling, as well as household hazardous waste. The **EcoDrops** also provide responsible disposal services for rubbish and green waste. These facilities are open to both the public and commercial customers for most household and general commercial waste.

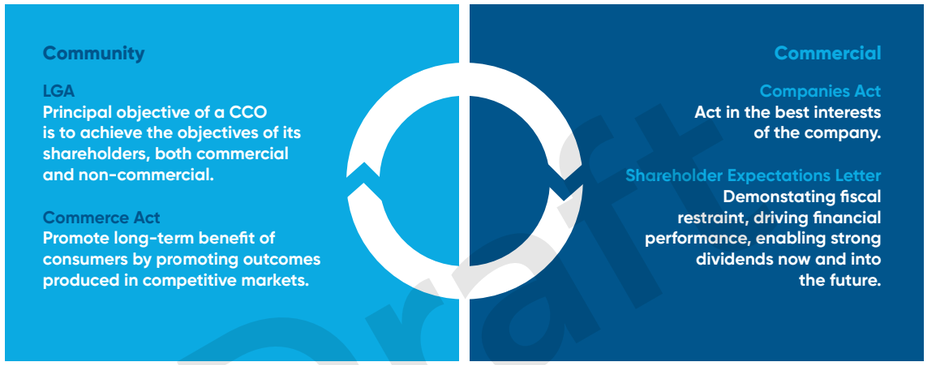
EcoShop

This is a reuse retail warehouse operating in conjunction with the **EcoDrop** Resource Recovery Centres. It is a shop where checked-over, reusable goods supplied by the Resource Recovery Centres are sorted, priced, and sold to the public at our Blenheim Road location.

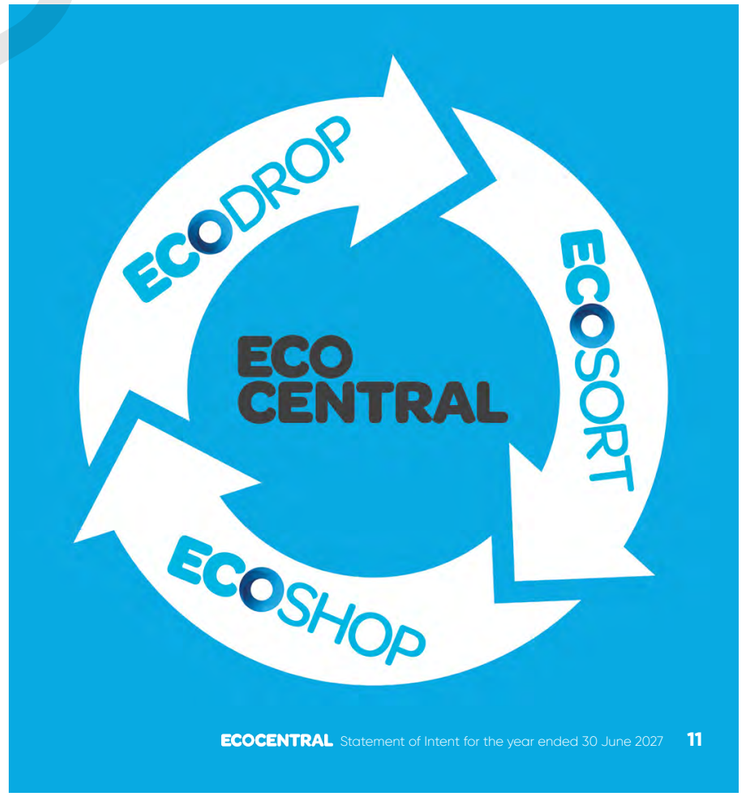
In recent years, the waste sector has undergone a fundamental shift. The sustainability conversation has moved beyond recycling to focus on rethinking how waste is generated and managed. Influenced by growing climate change pressures and sustainability commitments at all levels of society, the emphasis is higher up the waste hierarchy: Refusing, Reducing, Reusing, and Replacing—before Recycling. To remain relevant and deliver value, EcoCentral will continue to adapt its role, evolving from a receiver and sorter of waste to a proactive enabler of waste avoidance and circular economy outcomes.

Community and Commercial Trade-Offs

One of the challenges embedded within EcoCentral's ownership structure, particularly with its ultimate public ownership, is the need to balance community and commercial outcomes. The following chart has been developed to acknowledge the company's ongoing need to manage this balance.









7. Strategic Initiatives

EcoCentral's strategic initiatives for the coming year are anchored around a single overarching priority: positioning the organisation to win the next Christchurch City Council Waste Management and Minimisation Contract. All strategic goals — operational, people, sustainability, and stakeholder engagement — now explicitly support this outcome. Our focus is on demonstrating excellence in current contractual delivery, strengthening performance transparency, and deepening collaboration with Council to ensure EcoCentral is the trusted, high-performing partner for the next contract term.

To support this contract-winning objective, EcoCentral will strengthen business effectiveness through targeted efficiency improvements, practical value-engineering initiatives, consistent performance monitoring, and better use of our people, systems, and technology. These actions will improve service quality, deliver cost-effective outcomes, and reinforce our capability and reliability as the region's primary waste management and minimisation operator.

While the immediate focus is on contract readiness rather than near-term expansion, EcoCentral retains a long-term ambition for growth. A key pathway for this growth is increasing volumes processed through the EcoSort Materials Recovery Facility by securing additional South Island processing contracts where this aligns with shareholder expectations and operational capability. These opportunities will continue to inform how EcoCentral builds capability and positions itself for the future, without diverting attention from the pressing priority of securing the next contract.

This strategy is supported by continued investment in people and sustainability. Building capability, strengthening culture, maintaining an inclusive and safe workplace, progressing emissions-reduction commitments, and advancing waste-minimisation initiatives are all essential enablers. These initiatives ensure EcoCentral delivers value to the community today while building the foundations for long-term success within the CCHL group and the wider resource recovery ecosystem.

EcoCentral will exercise fiscal restraint in all expenditure while delivering on these priorities, recognising its responsibility as a publicly owned organisation to balance community outcomes with prudent financial management.

8. Health, Safety and Wellbeing

EcoCentral is committed to providing a safe and healthy environment for all employees, contractors, visitors, and members of the public interacting with its operations. The Board recognises that health, safety, and wellbeing are a top priority across the CCHL Group and a core component of the company's governance and operational responsibilities.

Notifiable Events Target

EcoCentral will maintain a target of no notifiable events resulting in an Improvement Notice from WorkSafe. This target reflects the company's commitment to managing critical risks effectively, maintaining strong health and safety controls, and ensuring that any notifiable incidents are responded to promptly and appropriately in accordance with regulatory requirements.

Board and Management Responsibilities

- The Board maintains ultimate accountability for health, safety, and wellbeing across the company.
- Management is responsible for implementing, monitoring, and continuously improving health and safety systems, processes, and practices.
- All employees and contractors are expected to actively participate in health and safety programmes and comply with company policies and procedures.

Reporting and Accountability

EcoCentral ensures timely reporting of health and safety matters, in line with Council and CCHL expectations:

- Any notifiable events are reported immediately to the Board and CCHL.
- Any reportable health and safety incidents are reported to CCHL in a timely manner.
- Quarterly reporting of reportable incidents, risks, and broader health and safety matters is provided to CCHL.
- Key metrics and progress on health, safety, and wellbeing initiatives are included in the company's annual report.

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9. Our People

EcoCentral is committed to supporting our people by fostering a safe, inclusive, and engaging workplace, where every team member is empowered to contribute to EcoCentral's ongoing success.

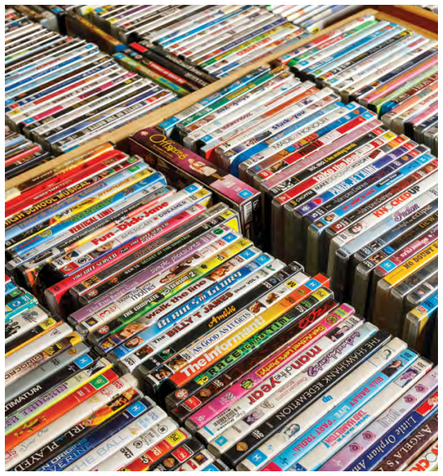
This is achieved through:

- Sustaining strong employee engagement and open communication, with progress monitored through regular staff surveys to ensure our people feel valued and empowered.
- Delivering targeted learning and development solutions that are aligned with both individual roles and EcoCentral's broader strategic direction, fostering continuous growth and capability.
- Promoting diversity and inclusion—particularly gender diversity—while ensuring the skills and experience required to deliver on EcoCentral's objectives are maintained.
- Upholding our commitment to provide a living wage to all EcoCentral direct employees, supporting fairness and wellbeing across the organisation.
- Maintaining ongoing measurement and transparent reporting of EcoCentral's pay gap, with continued focus on initiatives to achieve a zero-pay gap outcome.

10. Climate Response and Sustainability

EcoCentral recognises CCC's commitment to reduce emissions across Christchurch District by 50% from 2016/17 levels by 2030 and to achieve net zero emissions by 2045, and supports CCHL in contributing to these targets.

EcoCentral has adopted clear emissions reduction targets and pathways, supported by its Board-approved GHG Emissions Reduction Plan, which aligns with CCHL and CCC climate objectives.



i. Emissions Reduction Targets and Pathways

EcoCentral has set the following targets based on an FY19 baseline:

- A 42% reduction in Scope 1 and Scope 2 emissions by 2030, aligned with Science-Based Target Initiative pathways.
- An ambition to achieve carbon neutrality for Scope 1 and Scope 2 by 2030.

These targets are supported by defined actions including fleet decarbonisation, operational efficiency improvements, and procurement decisions that prioritise low-emission technologies.

ii. Low Emission Vehicles and Equipment

As a key component of its emissions pathway, EcoCentral prioritises the replacement of fossil fuel vehicles and equipment with electric or low-emission alternatives through its Fleet Decarbonisation Strategy.

iii. Scope 3 Emissions and Supply Chain Engagement

EcoCentral recognises that Scope 3 emissions represent the majority of its emissions profile and is actively improving measurement accuracy and engaging with suppliers and value chain partners to identify opportunities for emissions reduction and sustainable procurement.

iv. Climate Resilience and Operational Impacts

EcoCentral considers how climate change may affect its operations, assets, infrastructure, and supply chains, and incorporates these risks into operational planning and risk management to ensure service continuity and resilience to more frequent and extreme weather events.

v. Environmental Management and Reporting

EcoCentral maintains sound and compliant environmental management practices and supports CCHL's climate-related disclosure requirements through transparent emissions reporting and integrated reporting practices.

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11. Ethical End-Use of Recovered Materials

EcoCentral recognises that environmental responsibility extends beyond the collection and processing of recyclable materials to their ultimate end use.

To support this, EcoCentral operates a structured due diligence programme for exported recyclable commodities. This programme is designed to provide assurance that downstream processors engage in environmentally responsible and ethical practices.

The approach includes verification of processing standards, transparency of material pathways, and engagement with supply chain partners to confirm that exported materials are managed in a manner consistent with societal expectations.

Through this programme, EcoCentral seeks to ensure that materials recovered through local recycling systems contribute positively to global circular economy outcomes and do not create unintended environmental or social harm offshore.

This commitment supports the integrity of Christchurch's recycling system and reflects EcoCentral's role as a responsible steward of the materials entrusted to it.

EcoCentral has chosen to implement this approach proactively to provide additional assurance to its shareholder and community.

12. Innovation and Resilience

This section outlines how EcoCentral leverages innovation and resilience to support CCHL group initiatives, strengthen its operations, and provide leadership in the waste and resource recovery sector.

i. Innovation and Investment in New Technology

Driving operational efficiency and circular economy outcomes

EcoCentral invests in technologies and processes to produce high-quality recyclable commodities, improve operational efficiency, and reduce reliance on exports. Key initiatives include:

- Researching and adopting innovative processing solutions.
- Developing domestic partnerships and value-added processes.
- Enhancing recycling quality and contamination management.
- Providing expert advice to local and central government on recycling innovation and sector risks.
- Supporting CCC public education strategies through digital engagement and programmes such as Learning Through Action.

ii. Resilience and Strategic Positioning

Maintaining a stable, future-focused waste minimisation business

EcoCentral strengthens resilience by proactively managing risks in the recycling and waste sector, including export market volatility. Key approaches include:

- Continuous improvement of operational processes and technologies.
- Monitoring and responding to global changes in waste and recycling markets.
- Ensuring business continuity for Christchurch and surrounding councils.



13. Group Initiatives and National Influence

This section outlines how EcoCentral leverages innovation and resilience to support CCHL group initiatives, strengthen its operations, and provide leadership in the waste and resource recovery sector.

i. Supporting CCHL Group Initiatives

Aligning with shareholder priorities and group-wide objectives

EcoCentral actively contributes to CCHL programmes and aligns its strategic objectives with shareholder priorities. Key activities include:

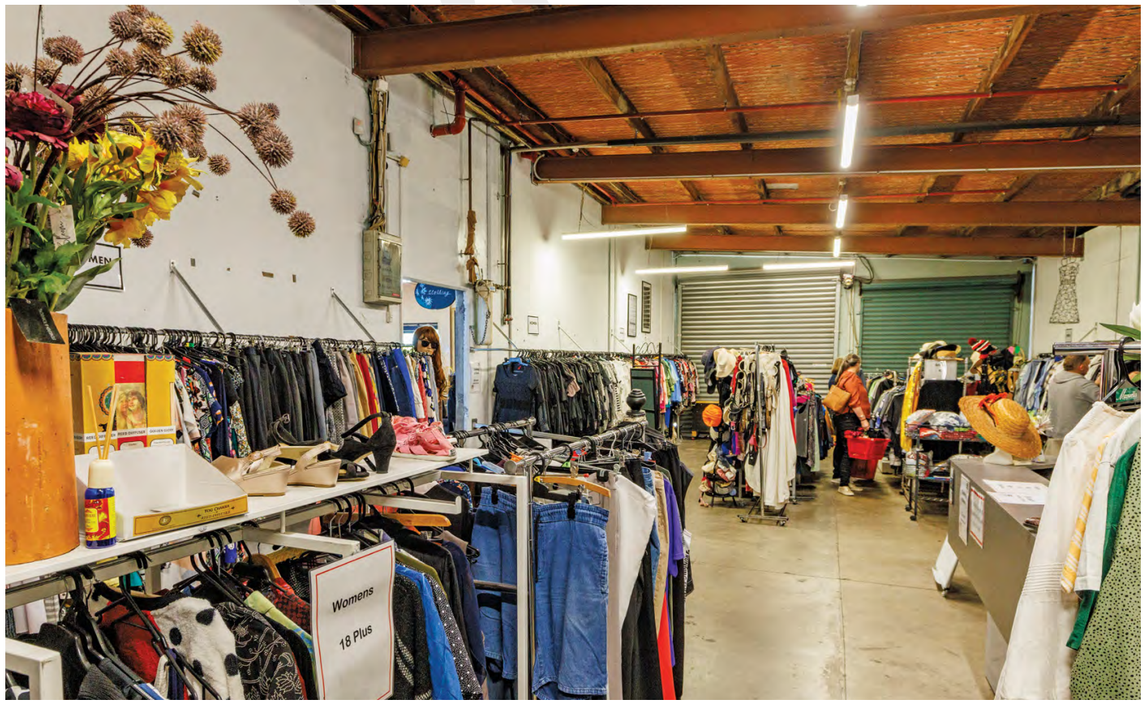
- Participation in CCHL Sustainability Working Group and He Huanui Programme, supporting leadership development and organisational capability across the CCHL group.
- Supporting carbon reduction goals, diversity, inclusion, and Te Tiriti o Waitangi commitments.
- Contributing to CCHL group-wide sustainability targets and integrated reporting.

ii. Sector Engagement and Advisory Roles

Sharing expertise and supporting national initiatives

EcoCentral participates in national advisory groups to provide guidance on recycling and waste minimisation. These activities support the sector and enable EcoCentral to contribute practical experience and informed perspectives to national initiatives. Examples include:

- Participation in WasteMINZ Resource Recovery, recycling and product stewardship sector groups for post-consumer products.



14. Approach to Governance

EcoCentral's Board of Directors is responsible for the company's corporate governance. Both the Board and management are committed to ensuring the company operates to the recognised principles of best-practice governance and maintains high ethical standards.

This Statement provides an overview of the company's main corporate governance policies.

Role of the Board of Directors

The Board is responsible for the proper direction and control of the company's activities. It determines purpose and strategic direction and oversees the business and affairs of the company on behalf of the shareholder, CCHL, to which it is accountable. CCHL is, in turn, accountable to its shareholder, CCC.

The Board's primary function is to ensure the company meets its objectives and requirements outlined in the SOI. In addition, the Board has obligations under the Local Government Act 2002, including delivering an annual SOI and relevant half-yearly and annual reports to the shareholder.

All Directors are required to comply with the New Zealand Institute of Directors' Code of Proper Practice for Directors.

EcoCentral is committed to a "no surprises" approach in its engagement with CCHL and CCC.

Conflict of Interest

Directors are conscious of the need to avoid conflicts of interest – both real and perceived – between the company and their personal interests. Where a conflict exists, the relevant Director must disclose it, excuse themselves from any Board discussions and not receive any Board papers relating to that matter.

Board Composition

Directors are appointed by the shareholder, CCHL, for terms of up to three years. Board membership currently consists of four non-executive directors.

The Board has delegated day-to-day leadership and management of the company to the Chief Executive, who has established a formal delegated authority framework for senior direct reports to sub-delegate as appropriate.

The company may also engage external advisors from time to time to support the Board or management.

The Board is responsible for reviewing accounting policies, reporting practices, and financial statements. It considers external audit reports, audit relationships and fees, and delegated authorities.

Board Committees

Audit & Risk Committee

The Audit & Risk Committee comprises at least two Board members and is governed by approved terms of reference covering membership, functions, responsibilities, authorities, and reporting procedures. The committee is chaired by a Director who is not the Board Chair. Its responsibilities include monitoring risk management processes, overseeing external audit findings, and ensuring legislative compliance.

Remuneration Committee

The Remuneration Committee is conducted by the full Board and meets at least annually to review the Chief Executive's performance and recommend remuneration. In setting remuneration, the Board is mindful of its public accountability and compliance with the Council's expectations, including:

- Ensuring that all staff employed within the Council group receive at least the living wage.
- Encouraging suppliers of goods and services to comply with the living wage where practicable.
- Exercising fiscal restraint in all expenditure, including senior executive remuneration.

EcoCentral ensures that remuneration levels are set responsibly to attract and retain the talent required to manage and operate the business effectively, while aligning with Council policies and expectations.

Health and Safety

The Board considers health, safety, and wellbeing a continuing responsibility. For full details on EcoCentral's approach, targets, reporting, and accountability in this area, see Section 8 – Health, Safety and Wellbeing.

Controlling and Managing Risk

The Board maintains a formal risk assessment framework, identifying potential operational, financial, and climate-related risks, and implementing appropriate mitigation measures to minimise or eliminate them.



15. Performance Targets

Financial Performance Targets

The financial performance targets for the company are as follows:

	2027 $'000	2028 $'000	2029 $'000
Total Revenue	58,672	60,718	60,113
EBITDA	7,149	7,418	6,502
NPAT	688	1,382	1,273
DEBT TO EBITDA	–	–	–
Return on Capital	5.2%	10.1%	8.7%

The forecast capital structure for the next three years is:

	2027 $'000	2028 $'000	2029 $'000
Equity	13,155	14,267	14,990
Debt	–	–	–
Shareholder Funds to Total Assets	56.9%	34.7%	37.60%

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Performance Targets

In addition to the above financial performance measures, EcoCentral will use the following measures to assess its performance of the 2026/27 financial year:

Capital	Objective	How	Target
Intellectual	To improve performance through a demonstrable commitment to diversity, equity & inclusion and employee engagement	A best practice gender diversity ratio Work towards closing gender pay gap Measure by staff engagement index Annually report against these metrics	Embed retention and recruitment plan to achieve 40/40/20 male/female/ any ratio Continue to implement action plan to close gender pay gap by 2030 Maintain staff engagement >70%
Social/ Relationships	Continual improvement in health and safety	Through execution of the organisational Health, Safety and Environmental plan Through inclusion of clear performance targets in all employment contracts and position descriptions Through proactive lead activity and training Through accurate measurement and timely reporting of health and safety metrics	No notifiable events resulting in an Improvement Notice from WorkSafe
	Effective Stakeholder Engagement	Understanding the issues most important to stakeholders and deliberately engage with them regularly as a matter of course	Advance the Implementation of the board approved stakeholder engagement plan
Natural	Reduce greenhouse gas emissions Provide reduction activity data for reporting purposes	Implement the emissions reduction plan to manage and mitigate emissions in accordance with business strategy to chart emissions reduction paths and climate resilience measures Develop and periodically review climate change scenario outcomes Capture and provide climate-related disclosure information to CCHL as requested	Actively monitor greenhouse gas emissions and proactively implement operational changes to meet 2030 emission reduction targets
EcoSort	Waste minimisation		Divert >32,000 tonnes from landfill, through recycling
Resource Recovery	Waste minimisation		Divert >7,500 tonnes from landfill, through recycling and reuse

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16. Dividends

EcoCentral may pay a dividend to its shareholder, CCHL, from residual cash after operating cash flow, capital expenditure, debt servicing, and maintaining sufficient reserves. Dividend decisions are made by the Board in accordance with the Companies Act 1993 and the company's funding requirements, taking into account the need to maintain financial resilience given exposure to commodity and foreign exchange fluctuations.

The Board's target dividend payout ratio is between 30% and 50% of Net Profit After Tax for the previous financial year. Dividends are normally paid in a single instalment in October of each financial year.

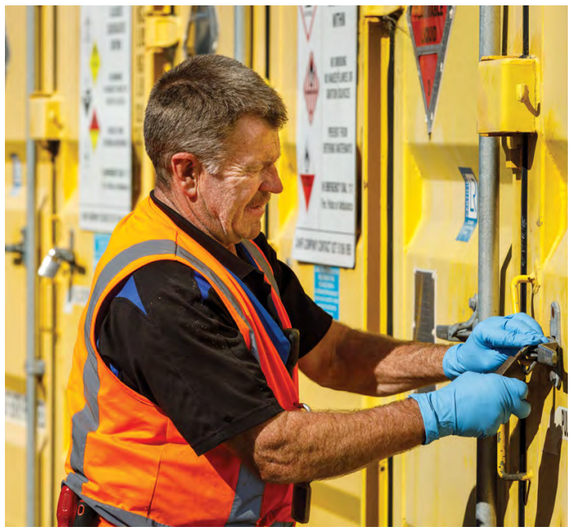
	2027 $'000	2028 $'000	2029 $'000
Dividend Paid	780	270	550

17. Acquisition and Divestment Policy

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

When the subscription, acquisition or divestment is considered by Directors to be significant to the company's business operations, it will be subject to consultation with the shareholder. Any significant investment or acquisition is subject to a post-investment review.





18. Community Engagement

EcoCentral recognises that it operates at the centre of Christchurch's waste and resource recovery system and is closely connected to the communities and natural environment it serves. The company is committed to honouring these connections through transparent communication, collaboration, environmental stewardship, and recognition of Te Tiriti o Waitangi.

Through the operation of EcoSort, EcoDrops, and EcoShop, EcoCentral supports community wellbeing by maximising resource recovery, enabling reuse, and reducing waste to landfill. In partnership with CCC, EcoCentral promotes public understanding of recycling and waste minimisation through education initiatives and community engagement.

EcoCentral maintains constructive relationships with CCC, CCHL, mana whenua, customers, schools, community groups, and social enterprises.

Beyond emissions reduction, EcoCentral applies sound environmental management practices that minimise impacts on land, water, and surrounding ecosystems, and support circular economy outcomes that reduce pressure on natural systems.

EcoCentral supports community awareness by providing clear information about its services and environmental outcomes through its communication channels.

EcoCentral maintains an active Stakeholder Engagement Plan, which is regularly reviewed and reported to CCHL to ensure ongoing alignment with community, stakeholder, and shareholder expectations.

19. Estimate of Commercial Value

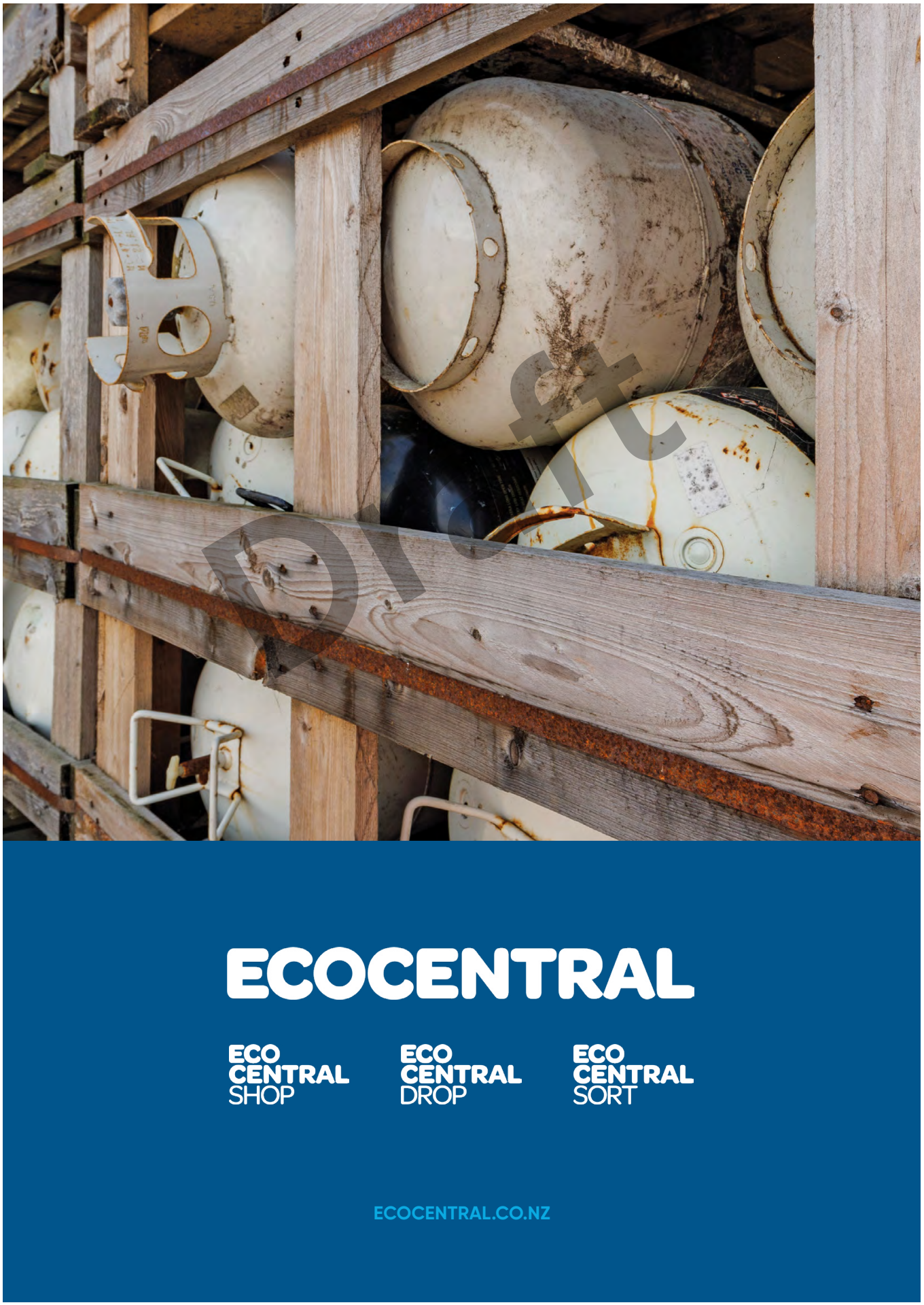
The Board estimates the commercial value of EcoCentral to be at least that which is stated as shareholders' equity in the Company's audited financial statements.

20. Accounting Policies

EcoCentral has adopted accounting policies that are consistent with New Zealand International Financial Reporting Standards, and generally accepted accounting practice. The detailed accounting policies are available in our most recent annual report on EcoCentral's website.

Refer **https://ecocentral.co.nz/wp-content/uploads/2025/09/EcoCentral-Annual-Report-2025.pdf**

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Item 17

17. Christchurch City Holdings Ltd - Review of Directors' Fees for the CCHL Board

Reference Te Tohutoro:	26/102528
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 Committee's decisions on fees for Christchurch City Holdings Ltd's (CCHL's) directors.

1.2 The report is written following receiving CCHL's report on 8 April 2026, accompanied by specialist advice from Strategic Pay. CCHL's report is at **Attachment A**. Strategic Pay's report is at **Attachment B** in PX as it is subject to confidentiality undertakings with CCHL.

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the information in the Christchurch City Holdings Ltd - Review of Directors' Fees for the CCHL Board Report;
2. Agrees to increase the Christchurch City Holdings Ltd Board Fees Pool by $21,250 to $531,250 per annum which allows for:
    a. continuation of the current fee levels for all board members; and
    b. new fees to be paid to members of the Board's Governance and Appointments Committee of $8,500 per annum for the Chair and $4,250 per annum for each director to reflect the additional workload and time commitment required of the members based on the extraordinary workload the committee members undertake;
3. Notes that the above fee settings will be in place until the next review due in 2029; and
4. Notes that the decision in this report is assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy.

3. Executive Summary Te Whakarāpopoto Matua

3.1 CCHL proposes that new fees are paid to the Chair and the three members of the board's Governance and Appointments Committee (GAC) in recognition of the workload they carry to meet the needs of that committee on top of their general director obligations to the CCHL board.

3.2 CCHL has complied with the requirements of Part 4 of the Council's Policy for the Appointment and Remuneration of Directors of Council Organisations[6] (the Policy). It sets out the issues that must be taken into account, and processes to be followed when setting directors fees for CCHL, its subsidiaries and other Council-controlled organisations (CCOs).

[6] https://ccc.govt.nz/the-council/plans-strategies-policies-and-bylaws/policies/council-organisational-policies/appointment-and-remuneration-policy

3.3 Council staff agree that the GAC carries a significant workload in both the number of appointments processes it undertakes each year and the intensive process that each one requires to reach appointment recommendations for Council approval.

3.4 The level of fees proposed amount to $21,250 for the Chair and the three committee members (one of which is generally a Councillor-director and whose fees are donated to the Mayor's Welfare Fund in accordance with Council policy).

3.5 Base fees for the directors of CCHL are recommended to remain at current levels.

3.6 The next review of fees is due after the 2028 local body election.

4. Background/Context Te Horopaki

4.1 Council's Policy covers the remuneration as well as the appointment of directors to council organisations.

4.2 The Council's Policy provides the following with respect to remuneration of CCHL directors:

- the Council approves the remuneration levels for the directors of the CCHL parent company;
- CCHL is required to undertake a review of remuneration levels for appointees of each board including the CCHL parent as soon as practicable after each local body triennial election [or more frequently if CCHL considers it necessary];
- The review of remuneration must include:
  - an independent consultant's benchmark of the level of fees paid, including reference to organisations that are comparable to the company (whether trading for a profit or not), and the annual Institute of Directors' Fees Survey;
  - consideration of factors such as the need to attract and retain appropriately qualified people, the external market for comparable positions, and the objectives of each organisation, and of the size and scale of the CCO, its complexity and scope, the level of accountability, and the type of expertise and specialization needed;
  - account of the role and responsibilities of each board of directors appointed to the organisations; and
  - an element of public service involved, with the expectation that fees will be set at or below the average for comparable private sector entities.

4.3 The CCHL board fees pool is currently $510,000 made up of base annual fees of $55,000 per director (there are seven directors) and $110,000 for the Chair. An additional fee of $15,000 is paid to the Chair of the Board's Audit and Risk Management Committee (ARMC).

4.4 Board fees are funded by CCHL. Councillor-directors do not receive the fees, which are instead donated by CCHL to the Mayor's Welfare Fund in accordance with the Policy.

Proposal

4.5 In accordance with the Policy, external adviser Strategic Pay was engaged by CCHL to complete the work required to support recommendations for board fee changes for CCHL directors.

4.6 The Strategic Pay report has been provided to CCHL on a confidential basis and is provided to the Council on the same basis (refer **Attachment B** in public excluded). It provides the information and analysis required by the Policy.

4.7 The CCHL board's proposal, supported by Strategic Pay's analysis is two-fold, as follows:

(i) Retain the current level of base annual fees for all board members and the additional fees paid to the Chair of the ARMC, as being appropriate based on Strategic Pay's research and advice; and

(ii) Approve additional fees for members of the CCHL Board's GAC of $8,500 for the Chair and $4,250 per member (of which there are three). This equates to an increase to the fees pool of $21,250.

4.8 The additional fees for GAC members are intended to compensate CCHL board members for the extra time and effort required to participate on the Governance and Appointments Committee. These duties are in addition to their core responsibilities as directors of CCHL.

4.9 The Strategic Pay report notes that GAC has a high workload. The GAC has four members and with respect to its annual set of appointments, undertaken around mid-year, meets four times per year for three hours and completes 3-4 full days of interviews. Outside of this, the GAC meets on an ad hoc basis when there are unexpected mid-cycle needs for new appointments to be made to its subsidiary companies or other Council-controlled organisations. Currently the GAC is engaging with Venues Ōtautahi Ltd to review the size and make-up of its board given its new operational obligations for One New Zealand Stadium at Te Kaha.

4.10 In 2024 and 2025, there were seven occasions each year where appointments were brought to the council for approvals.

4.11 Strategic Pay reports that of 60 companies in its survey sample, the governance and appointment committees have on average five members and meet three times per year. While not expressly referred to in the Strategic Pay report, CCHL's GAC has a significantly higher time commitment than comparable companies due to the number of companies for which it undertakes director appointments.

4.12 While not every company pays fees to its governance and appointments board sub-committees, Council staff consider it is warranted for the GAC given the number of companies it is exercising governance responsibilities across (its six subsidiaries, ChristchurchNZ Holdings Ltd and Venues Ōtautahi).

4.13 The fee levels proposed for the Chair and members of the GAC are within the range of fee levels that Strategic Pay has assessed based on the market data for chairs and members of governance and appointments committees.

4.14 CCHL's GAC generally includes one of its Councillor-directors. The proposed additional fee of $4,250 for a GAC member would be donated to the Mayor's Welfare Fund in line with the Council's policy for the treatment of directors' fees for elected members.

4.15 The fees agreed will remain in place until the next review following the 2028 local body election.

Options Considered Ngā Kōwhiringa Whaiwhakaaro

4.16 The Council can opt to:

4.16.1 Approve an increase in the CCHL board fees pool of $21,250; or

4.16.2 Decline to increase the CCHL board fees pool.

4.17 Staff support approving the proposed increase to the CCHL board fees pool to recognise the additional workload carried by members of the GAC. The GAC undertakes a significant amount of work on behalf of the Council across multiple CCOs, including recruitment, interviews, due diligence and appointment recommendations. These duties are in addition to directors' core CCHL board responsibilities.

4.18 The proposed fees are supported by independent benchmarking advice and are within the range assessed as appropriate for comparable governance and appointments committees. The increase is modest, funded by CCHL, and does not have a material impact on CCHL's financial position or Council funding.

4.19 Staff do not support declining the proposed increase, as this leaves the additional workload undertaken by GAC unrecognised, despite the scale and complexity of the responsibilities. Staff advice is that it is appropriate to acknowledge the scale and complexity of this work as it is important in supporting the appointment of high quality directors across the Council group.

5. Financial Implications Ngā Hīraunga Rauemi

Capex/Opex Ngā Utu Whakahaere

5.1 There are no direct financial impacts for Council. Directors' fees are met by CCHL from its commercial revenues and fees of this amount will not have a material impact on CCHL's net profit after tax.

6. Considerations Ngā Whai Whakaaro

Risks and Mitigations Ngā Mōrearea me ngā Whakamātautau

6.1 Governance risks are mitigated by providing competitive remuneration to enable the continuing attraction and retention of high quality directors.

Legal Considerations Ngā Hīraunga ā-Ture

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

6.1.1 LGA.

Other Legal Implications:

6.1.2 CCHL's Constitution requires that the Council, as majority shareholder authorises the directors' fee pool.

6.1.3 Section 161 of the Companies Act 1993 requires each member of the CCHL Board to certify that the remuneration proposed is fair to the company.

Strategy and Policy Considerations Te Whai Kaupapa here

6.2 The required decision:

6.2.1 are consistent with the Council's governance policy which reflects its views of good governance in the local government context. While strong governance of the Council's CCOs is an important part of furthering the community outcomes and strategic priorities set out within the Christchurch City Council's Strategic Framework the decisions in this report are not specifically related to the LTP.

6.2.2 Assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy. The level of significance was determined by assessing the extent to which the community may be impacted by the decisions.

6.2.3 Are consistent with Council's Plans and Policies.

6.15 This report does not affect the Council's Long Term Plan (2024 - 2034).

Community Impacts and Views Ngā Mariu ā-Hāpori

6.16 Good governance is in the best interests of the wider community.

Impact on Mana Whenua Ngā Whai Take Mana Whenua

6.17 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.

6.18 The decision does not impact on our agreed partnership priorities with Ngā Papatipu Rūnanga.

Climate Change Impact Considerations Ngā Whai Whakaaro mā te Āhuarangi

6.19 The proposals in this report are unlikely to contribute significantly to adaptation to the impacts of climate change or emissions reductions. This is because they do not create any additional operational activity or acquisition of assets.

7. Next Steps Ngā Mahinga ā-muri

7.1 Staff will advise CCHL of the Committee's decision.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A	Christchurch City Holdings Ltd - Directors Fees 2026 Review	26/782335	818
B	Strategic Pay - Directors Fees Review (Confidential) *(Under Separate Cover)* - **CONFIDENTIAL**		

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 TO COUNCIL

Date: 8 April 2026

To: Mary Richardon, CEO, Christchurch City Council

From: Christchurch City Holdings, Board of Directors

Subject: **CCHL Directors Fees, 2026 Review**

1. PURPOSE

1.1. This paper recommends Council approve an increase to the CCHL Directors' fees pool (Pool) of $21,250 to support the introduction of remuneration for the Governance and Appointments Committee (GAC).

1.2. Note that there is no base director fee increase proposed.

1.3. CCHL notes this recommendation: -

(a) Is in accordance with requirements for Council to approve CCHL Board Directors' remuneration levels as per Council's Appointment and Remuneration of Directors Policy 2023 (Policy);

(b) Reflects no increase to base director fees, however an allocation of fee to members of the GAC, for the time sensitive nature and workload associated with this committee, reflecting a 4% increase to the total pool;

(c) Takes effect from 1 July 2026 (beginning of FY27) through until the next review, which is to occur post the 2028 local body election in 2029; and

(d) Includes two directors' fees (Councillor Directors) continuing to be paid from within the Pool, and the equivalent of two directors' fees continuing to be paid from outside the pool, all to the Mayor's Welfare Fund in accordance with Policy.

2. BACKGROUND

2.1. CCHL Directors' fees are covered by the Policy which was reviewed and updated by Council in 2023.

2.2. The Policy provides guidance to CCHL when completing the remuneration review, particularly the requirements for independent benchmarking of fees, taking into account:

(a) The need to attract and retain appropriately qualified people;

(b) The size, scale, complexity, scope and accountability of the entity; and

(c) Recognition of the public service component and therefore expected discount to comparable private sector entities.

2.3. The fees payable by CCHL to Council Directors continue to be donated annually to the Council's Mayor's Welfare Fund (or equivalent, at the direction of the Council), consistent with the Policy (Schedule 3). The treatment of committee fees to Council Directors is not included in this policy.

2.4. Note that the level of fees set at this point for CCHL are not likely to be reviewed in full again until 2029 in line with the 2028 triennial election.

3. CURRENT FEES - CCHL

3.1. CCHL directors' fees were last reviewed in FY24 and approved by Council in February 2025, with the current fee structure backdated to 1 July 2024 by restructuring the existing pool based on seven directors and excluding the Independent Audit and Risk Management Committee (ARMC) Chair fee paid via a separate budget. At the 17 December 2025 Council meeting, Council approved the addition of an eighth director fee with the appointment of M Rondel and an ARMC Chair fee of $15,000.

3.2. The total current fee pool for CCHL is $510,000 per annum.

4. REMUNERATION REVIEW

4.1. Strategic Pay were engaged following an RFP in December 2025 to conduct a review of remuneration levels for the boards of CCHL, the CCHL Group subsidiaries, ChristchurchNZ and Venues Ōtautahi.

4.2. In accordance with Policy, this benchmarked the level of fees paid with reference to organisations that are comparable to CCHL and the annual Institute of Directors' Fee Survey outcomes (noting this is a published survey report and not customised).

5. STRATEGIC PAY RECOMMENDATIONS

5.1. CCHL operates as the strategic investment arm of the Council, overseeing a diversified group spanning infrastructure, utilities, property and tourism. The Board's remit includes portfolio governance, capital allocation, monitoring subsidiary performance, and ensuring each company is aligned with the Council's long-term objective.

5.2. Given its group wide governance responsibilities, the CCHL Board carries a materially broader remit than many single entity boards. Its work includes consolidation and assessment of group risk, oversight of capital structure and funding, management of Statements of Intent processes, and engagement with Council at both governance and political levels. This elevated complexity supports a benchmark aligned around the median of local body comparators, with the continuing public-service discount embedded.

5.3. The current fees have been assessed to sit around the median of the range, with no general fee increase proposed for the base director fee.

5.4. That a fee for the GAC and its members due to the extra workload required during a condensed period is recommended. The fees recommended by Strategic Pay are $8,500 for the GAC Chair and $4,250 per member.

5.5. Accordingly, an increase to the fee pool of 4.16% is proposed, taking the existing pool from $510,000 to $531,250 per annum. This uplift is intended to accommodate the recommended GAC Chair and member fees only within the overall pool while maintaining the public service discount principle.

5.6. Strategic Pay note, that its recommendation in comparison to the IOD survey for assets great than $1 billion, sits below the IOD and aligns more closely with the IOD's lower quartile.

6. CCHL BOARD CONSIDERATIONS

6.1. The CCHL Board accepts the fee recommendation is appropriate in recognition of the condensed workload associated with the annual governance and appointments round(s) across the subsidiary and CCO companies.

6.2. The CCHL Board noted that the current members of GAC had agreed to decline the receipt of fees. However, to ensure future members are not disadvantaged should the policy or membership change, an increase to the pool would be sought.

7. RECOMMENDATIONS

7.1. That Council: -

(a) approve the increase to the CCHL Fee pool from $510,000 to $531,250 ($21,250) to accommodate the proposed fee structure for the Governance and Appointments Committee, with no base director fee change.

(b) Note that once approved by Council as Majority Holder under the CCHL constitution, the recommended CCHL Directors fees (pool of $531,250 per annum) will be applied from 1 July 2026.

(c) That Council note that the CCHL Board resolved at its 27 March 2026 Board meeting that the proposed CCHL Directors' fees pool of $531,250 per annum is 'fair to the company' pursuant to Section 161 of the Companies Act.

Bryan Pearson
CCHL Chair

Attachment:

CCHL Directors' Fees Executive Summary, Strategic Pay February 2026 (confidential, not for public release).

Item 18

18. Christchurch Wastewater Treatment Plant: Monthly monitoring of temporary treatment plant

Reference Te Tohutoro:	26/770360
Responsible Officer(s) Te Pou Matua:	Gavin Hutchison, Head of Three Waters Brent Smith, General manager City Infrastructure
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 provide a monitoring update on the temporary treatment plant to the Finance and Performance Committee as per Council resolution **CNCL/2026/00053**.

1.2 At its meeting of 1 April 2026, the Council resolved to "Request monthly reporting to the Finance and Performance Committee on monitoring of the temporary treatment plant, noting that updates on the new plant are already provided through the capital performance report".

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the information in the Christchurch Wastewater Treatment Plant: Monthly monitoring of temporary treatment plant report.

3. Background/Context Te Horopaki

3.1 The original decision report to the Council (Christchurch Wastewater Treatment Plant Pond Odour Mitigation) covered the approval to instal more aerators on the Wastewater Treatment Plant ponds.

3.2 This report can be accessed via this link:

4. Considerations Ngā Whai Whakaaro

4.1 **Pond Health and Odour**

4.1.1 Overall pond conditions remain stable, with monitoring confirming the system is continuing to perform well as we move firmly into winter mode.

4.1.2 Staff are observing ongoing changes in pond colour across the ponds. These are expected seasonal shifts that typically occur as daylight hours shorten and biological activity naturally slows, rather than any sign of declining pond health.

4.1.3 Recent overcast conditions have contributed to some short-term variability in dissolved oxygen levels, which is normal at this time of year. The ponds remain well within expected operating ranges and continue to function as intended under winter conditions.

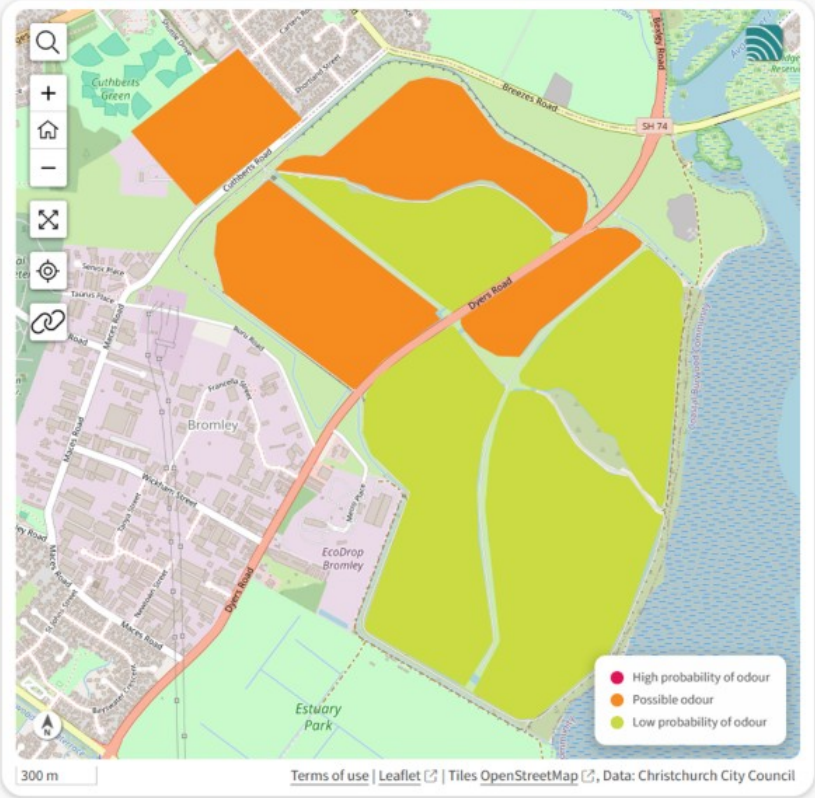
4.1.4 Community odour monitoring continues to record low levels of hydrogen sulphide, which is consistent with the generally stable conditions being observed across the system.

4.1.5 A short-term spike in H_2S levels was observed at the Shortland Street and Carter Street community monitoring locations on Thursday 9th and Friday 10th April. The spike was attributed to a controlled release of biogas from the digester pressure relief valves. The event is likely linked to planned enabling works undertaken for planned capital works.

4.1.6 As winter conditions become more established, day-to-day conditions can still fluctuate. This may include brief changes in oxygen levels and biological performance.

4.1.7 The Christchurch Wastewater Treatment Plant has recently moved from red to orange on the pond odour tracker, which is also reflective of the cooler temperatures, as our internal monitoring has shown fewer and less intensive odours onsite. The ponds remain the same.

4.1.8



4.2 Community liaison

4.2.1 There has been limited attendance at drop-in sessions at the Bromley Community Centre, so these won't be continuing for now.

4.2.2 Alternatively, staff will be based at the Council staff offices at the Christchurch Wastewater Treatment Plant and are available to catch up at a time and location that suits.

4.2.3 A Community Board update was given on 7 April on recent work undertaken and also some of what has been heard from the community.

4.2.4 Staff have met with Health and ECAN to ensure messaging is consistent to community and have a commitment for updated health information from the Chief Medical Officer of Health.

4.3 Aerator planning underway

4.3.1 Our teams have been working hard since **the Council decision last week** to increase the amount of aeration in the ponds.

4.3.2 Procurement is underway for the additional aerators.

4.3.3 Further updates will be provided as soon as we have a more detailed timeline.

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	Gavin Hutchison - Head of Three Waters Brent Smith - General Manager City Infrastructure
Approved By	Brent Smith - General Manager City Infrastructure

Item 19

19. Notice of Motion - Restricting Fossil Fuel Advertising, Sponsorship and Partnerships on Council Assets

Reference Te Tohutoro:	26/499130
Elected Member Te Mema Pōti:	Councillor Coker
Accountable ELT Member Pouwhakarae:	Mary Richardson – Chief Executive

1. Purpose and Origin

1.1 Pursuant to Section 22 of the Christchurch City Council's Standing Orders, Councillor Coker (Mover) and Councillor Cotter (Seconder) provided a Notice of Motion outlined below which is accompanied by associated Officer Recommendations and advice.

Councillor Coker Notice of Motion:

That the Finance and Performance Committee:

1. Notes that:
    a. Christchurch City Council has adopted climate and sustainability commitments, including through the Christchurch Climate Action Plan and associated emissions reduction targets;
    b. Council is increasingly required to respond to climate-related impacts, as with recent flood events;
    c. Fossil fuel combustion is a major contributor to climate change and associated environmental and health impacts;
    d. Advertising, sponsorship and promotional partnerships can influence public perceptions, social norms and consumption patterns;
    e. Council-controlled assets, facilities and communications platforms represent public resources and should be managed in a manner consistent with Council' s adopted strategies, community expectations and long-term interests;
    f. Christchurch City Council already sets clear conditions on how public resources are used. For example, under Council's Events Sponsorship Fund guidelines, Council does not fund private corporate functions, political or religious advocacy events, industry expos, or PR-driven commercial promotions;
    g. Council has a responsibility to ensure public assets are used in ways that reflect community standards, and Christchurch communities have consistently expressed support for stronger climate action;
    h. A growing number of jurisdictions in Aotearoa New Zealand and internationally have introduced restrictions on fossil fuel advertising and sponsorship on publicly owned assets.
2. Requests that staff provide advice on the Council:
    a. not accepting, approving or displaying fossil fuel advertising, sponsorship, naming rights or promotional partnerships from fossil fuel companies on Council-controlled property, infrastructure, events, facilities or communications platforms;

b. applying this restriction prospectively to new agreements, contracts, leases, licences and approvals entered into after the date of this resolution;

c. allowing existing contractual arrangements to continue until their expiry, renewal or lawful termination, after which the restriction will apply;

d. applying this restriction to all Council-controlled assets and activities;

e. directing the Chief Executive Officer to update relevant policies, procedures, contracts and guidelines to give effect to this resolution, including advertising, sponsorship, procurement, events and facility-use frameworks;

f. requesting the Mayor to work with other local authorities and council-controlled organisations to encourage a consistent approach to fossil fuel advertising restrictions across local government in Aotearoa New Zealand.

2. Officer Recommendations Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives Councillor Coker's Notice of Motion.
2. Notes that the Notice of Motion raises a range of matters relating to climate change, the use of Council-controlled assets, and the potential role of advertising, sponsorship, and promotional partnerships.
3. Notes that, while several statements contained within the Notice of Motion are broadly consistent with existing Council strategies and widely recognised scientific and policy frameworks, the motion does not, in itself, provide sufficient supporting information, data, or analysis to enable Council to make a fully informed decision on the proposed policy changes at this stage.
4. Requests that staff provide advice on the implications of the Council not accepting, approving, or displaying fossil fuel advertising, sponsorships, naming rights, or promotional partnerships from fossil fuel companies on Council-controlled property, infrastructure, events, facilities, or communications platforms, including advice that:
    a. identifies and assesses relevant evidence, data, and policy precedents relating to fossil fuel advertising, sponsorship, naming rights, and promotional partnerships on publicly owned assets;
    b. evaluates the legal, financial, operational, and reputational implications for the Council of adopting restrictions of the nature proposed;
    c. considers impacts on existing contractual arrangements and outlines appropriate transition and implementation options;
    d. assesses consistency with the Christchurch Climate Action Plan and other adopted Council strategies; and
    e. provides options, risks, and recommendations for Council consideration, including whether any proposed restrictions should be applied and, if so, in what form.

3. Officer Advice

Background/Context Te Horopaki

3.1 Councillor Coker has submitted a detailed Notice of Motion for consideration by the Council. The Notice of Motion includes a number of statements relating to climate change, including

references to projected changes in the frequency and severity of weather-related hazards, the contribution of fossil fuel combustion to greenhouse gas emissions, and the role that advertising, sponsorship, and promotional partnerships may play in influencing public perceptions, social norms, and consumption patterns.

3.2 A number of the statements contained within the *"Notes that" section* of the Notice of Motion are expressed as factual propositions without referencing specific data, reports, or evidence within the Motion itself.

3.3 While these statements are broadly consistent with established scientific assessments and policy frameworks, the Notice of Motion itself does not provide detailed supporting information, data, or evidence to substantiate each assertion or to assess their relevance to the specific operational and legal context of Council decision-making. Further substantiation would be beneficial to ensure Council decision-making is evidence-based, proportionate, and robust as well as being transparent.

3.4 By way of example, the statement that *"Council is increasingly required to respond to climate-related impacts, as with recent flood events,"* does not reference:

3.4.1 Data demonstrating an increase in frequency or severity of events;

3.4.2 Attribution analysis linking recent flood events to climate change; or

3.4.3 Council records or expenditure demonstrating increased response demands.

3.5 Without supporting evidence, the statement may be interpreted as attributing recent flood events directly to climate change rather than situating them within a broader risk context.

3.6 While broadly consistent with scientific consensus, the statement that *"Fossil fuel combustion is a major contributor to climate change and associated environmental and health impacts."* does not:

3.6.1 Cite authoritative sources (for example, assessment from the IPCC, WHO);

3.6.2 Distinguish between global, national, or local impacts; or

3.6.3 Clarify relevance to the scope of Council decision-making.

3.7 As drafted, the statement remains an assertion rather than an evidenced proposition.

3.8 Similarly, statements regarding the influence of advertising and sponsorship relies on behavioural and communications theory but does not:

3.8.1 Reference empirical studies or assessments;

3.8.2 Demonstrate that such influence occurs in the context of Council-controlled assets; or

3.8.3 Quantify or evidence the scale or materiality of the claimed influence.

3.9 The causal relationship, while plausible, remains asserted rather than substantiated within the Notice of Motion.

3.10 As a result, the Notice of Motion in its current form, does not provide a sufficient evidentiary basis for Council to adopt all the elements of the proposed Notice of Motion in their entirety.

Decision-making requirements

3.11 The Council is required to comply with the decision-making provisions set out in sections 76–79 of the Local Government Act 2002 when determining whether to endorse or note statements contained within a Notice of Motion. These statutory requirements apply because matters relating to climate change and the transition away from fossil fuels may reasonably be

regarded as significant for community wellbeing and are likely to attract a high level of public interest.

3.12 In practical terms, this requires the Council to consider the significance of the proposed decision, identify all reasonably practicable options, evaluate the advantages and disadvantages of those options, have regard to community views and preferences, determine whether consultation is required, and consider the consistency of the decision with existing Council policies and strategic frameworks.

Request staff advice and analysis

3.13 In this context, it is appropriate that the portion of the Notice of Motion requesting staff advice be considered, enabling a structured and evidence-based assessment of the policy, legal, financial, and operational implications of the matters raised prior to any substantive decision being made.

3.14 The preparation of the requested advice would have resource implications for staff. Delivery of this work would require the reallocation of officer time from existing work programmes, which may result in delays to scheduled projects, policy work, or operational activities currently underway. Any such impacts would need to be managed through existing prioritisation processes and would be outlined in subsequent reporting as appropriate.

Financial Implications / Legal consideration

3.15 Any financial implications arising from the matters raised in the Notice of Motion, including impacts on Council revenue and expenditure, would require detailed assessment and reporting through future staff advice.

3.16 The Notice of Motion also raises potential legal considerations, including but not limited to contractual rights, commercial arrangements, and statutory protections relevant to the use of Council-controlled assets. These matters require careful assessment and will need to be appropriately addressed through subsequent staff advice.

3.17 The application of any proposed restrictions across Council-controlled organisations and third-party managed facilities would require consideration of governance arrangements, delegations, and existing contractual obligations.

e.

Attachments Ngā Tāpirihanga

There are no attachments to this report.

Signatories Ngā Kaiwaitohu

Officer Advice Provided by	Mary Richardson – Chief Executive
Approved By	Mary Richardson – Chief Executive

20. 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.	CHRISTCHURCH CITY HOLDINGS LTD - REVIEW OF DIRECTORS' FEES FOR THE CCHL BOARD				
	ATTACHMENT B - STRATEGIC PAY - DIRECTORS FEES REVIEW (CONFIDENTIAL)	S7(2)(C)(I)	PROTECTION OF SOURCE OF INFORMATION	INFORMATION IN THE REPORT HAS BEEN PROVIDED TO CCHL ON A CONFIDENTIAL BASIS. ITS RELEASE COULD PREJUDICE THE RELATIONSHIP BETWEEN CCHL AND THE THIRD PARTY IN FUTURE TRANSACTIONS.	30 APRIL 2026 FOLLOWING THE COUNCIL'S DECISIONS AND NOTIFICATION OF THOSE DECISIONS TO AFFECTED PARTIES.
21.	PUBLIC EXCLUDED FINANCE AND PERFORMANCE COMMITTEE MINUTES - 25 MARCH 2026			REFER TO THE PREVIOUS PUBLIC EXCLUDED REASON IN THE AGENDAS FOR THESE MEETINGS.	
22.	VISIBILITY OF CAPITAL PROJECT CHANGES - MARCH 2026	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.	28 APRIL 2028 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.

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
Long-term plan 2027 - 2037: Council letter of expectations	12 March 2026	22 April 2026	Corporate Planning & Performance	Corporate Planning & Performance
Christchurch City Holdings Ltd - Draft Letter of Expectations for 2026/27	28 January 2026	29 April 2026	Finance	Management
ChristchurchNZ Holdings Ltd - Draft Letter of Expectations 2026/27	28 January 2026	29 April 2026	Finance	Management
Venues Ōtautahi - Draft Letter of Expectations 2026/27	28 January 2026	29 April 2026	Finance	Management
Shovel Ready Funded MCR Route Descope	23 July 2025	30 April 2026	Transport & Waste	Management
Draft Annual Plan 2026/27	10 February 2026	12 May 2026	Corporate Planning & Performance	Corporate Planning & Performance
Draft Annual Plan 2026/27	10 February 2026	12 May 2026	Transport & Waste	Management
MOE Disposal of Phillipstown School Site	25 February 2026	27 May 2026	CS&P	Management Team
Te Kaha precinct - proposed car park extension	25 February 2026	27 May 2026	Parks	Metropolitan Parks
Long-term plan 2027 - 2037: Council letter of expectations	12 March 2026	11 June 2026	Corporate Planning & Performance	Corporate Planning & Performance
Red Bus Site - Transfer from CCHL to Council	25 March 2026	24 June 2026	F&P Unit	Property Consultancy
151/153 Gilberthorpes Road - Future Use Issues and Options	27 August 2025	30 June 2026	F&P Unit	Property Consultancy
Canterbury Provincial Council Buildings - proposed Expressions of Interest process	28 May 2025	30 June 2027	Citizens & Community Management	Citizens & Community Management

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

REPORT TITLE/AGENDA SECTION	MEETING DATE	DUE DATE	ACTION CLOSURE DA	UNIT
Confirmation of content - Draft Annual Plan 2026/27	17 December 2025	18 March 2026	18 March 2026	CS&P
Draft Annual Plan 2026/27	10 February 2026	18 February 2026	3 March 2026	Finance
Draft Annual Plan 2026/27	10 February 2026	18 February 2026	3 March 2026	Professional & Technical Services
Draft Annual Plan 2026/27	10 February 2026	18 February 2026	16 March 2026	Corporate Planning & Performance
Draft Annual Plan 2026/27	10 February 2026	27 February 2026	2 March 2026	Communications & Engagement
Draft Annual Plan 2026/27	10 February 2026	27 February 2026	16 March 2026	Corporate Planning & Performance
Draft Council Submission - Inquiry into the 2025 Local Elections	25 February 2026	27 May 2026	26 February 2026	Legal & Democratic Services