
Audit and Risk Management Committee

AGENDA

Notice of Meeting Te Pānui o te Hui:

An ordinary meeting of the Audit and Risk Management Committee will be held on:

Date: Monday 15 June 2026
Time: 10 am
Venue: Camellia Chambers, Level 2, Civic Offices, 53 Hereford Street

Membership Ngā Mema

Chairperson	Mr Bruce Robertson
Deputy Chairperson	Councillor Jake McLellan
Members	Councillor Tyrone Fields Councillor Sam MacDonald Councillor Tim Scandrett Mr Michael Wilkes

8 June 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.

To view copies of Agendas and Minutes, visit:

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

What is important to us?

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

Our focus this Council term 2022–2025

Strategic Priorities



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



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



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

Adopted by the Council on 5 April 2023



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



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



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

Our goals for this Long Term Plan 2024–2034

Draft Community Outcomes



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



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

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



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



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

Our intergenerational vision

A place of opportunity for all.

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



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

Audit and Risk Management Committee - Terms of Reference / Ngā Ārahina Mahinga

Chair	Mr Bruce Robertson
Deputy Chair	Councillor McLellan
Membership	Councillor Fields Councillor MacDonald Councillor Scandrett External Members: Mr Michael Wilkes
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	Quarterly and as required
Reports To	Council

Purpose

To assist the Council to discharge its responsibility to exercise due care, diligence and skill in relation to the oversight of:

- the robustness of the internal control framework;
- the integrity and appropriateness of external reporting, and accountability arrangements within the organisation for these functions;
- the robustness of risk management systems, process and practices;
- internal and external audit;
- accounting policy and practice;
- compliance with applicable laws, regulations, standards and best practice guidelines for public entities; and
- the establishment and maintenance of controls to safeguard the Council's financial and non-financial assets.

The foundations on which this Committee operates, and as reflected in this Terms of Reference, includes: independence; clarity of purpose; competence; open and effective relationships and no surprises approach.

Procedure

- In order to give effect to its advice the Committee should make recommendations to the Council and to Management.
- The Committee should meet the internal and the external auditors without Management present as a standing agenda item at each meeting where external reporting is approved, and at other meetings if requested by any of the parties.
- The external auditors, the internal audit manager and the co-sourced internal audit firm should meet outside of formal meetings as appropriate with the Committee Chair.

- The Committee Chair will meet with relevant members of Management before each Committee meeting and at other times as required.

Responsibilities

Internal Control Framework

- Consider the adequacy and effectiveness of internal controls and the internal control framework including overseeing privacy and cyber security.
- Enquire as to the steps management has taken to embed a culture that is committed to probity and ethical behaviour.
- Review the processes or systems in place to capture and effectively investigate fraud or material litigation should it be required.
- Seek confirmation annually and as necessary from internal and external auditors, attending Councillors, and management, regarding the completeness, quality and appropriateness of financial and operational information that is provided to the Council.

Risk Management

- Review and consider Management's risk management framework in line with Council's risk appetite, which includes policies and procedures to effectively identify, treat and monitor significant risks, and regular reporting to the Council.
- Assist the Council to determine its appetite for risk.
- Review the principal risks that are determined by Council and Management, and consider whether appropriate action is being taken by management to treat Council's significant risks. Assess the effectiveness of, and monitor compliance with, the risk management framework.
- Consider emerging significant risks and report these to Council where appropriate.

Internal Audit

- Review and approve the annual internal audit plan, such plan to be based on the Council's risk framework. Monitor performance against the plan at each regular quarterly meeting.
- Monitor all internal audit reports and the adequacy of management's response to internal audit recommendations.
- Review six monthly fraud reporting and confirm fraud issues are disclosed to the external auditor.
- Provide a functional reporting line for internal audit and ensure objectivity of internal audit.
- Oversee and monitor the performance and independence of internal auditors, both internal and co-sourced. Review the range of services provided by the co-sourced partner and make recommendations to Council regarding the conduct of the internal audit function.
- Monitor compliance with the delegations policy.

External Reporting and Accountability

- Consider the appropriateness of the Council's existing accounting policies and practices and approve any changes as appropriate.
- Contribute to improve the quality, credibility and objectivity of the accounting processes, including financial reporting.
- Consider and review the draft annual financial statements and any other financial reports that are to be publicly released, make recommendations to Management.
- Consider the underlying quality of the external financial reporting, changes in accounting policy and practice, any significant accounting estimates and judgements, accounting implications of new and significant transactions, management practices and any significant disagreements

between Management and the external auditors, the propriety of any related party transactions and compliance with applicable New Zealand and international accounting standards and legislative requirements.

- Consider whether the external reporting is consistent with Committee members' information and knowledge and whether it is adequate for stakeholder needs.
- Recommend to Council the adoption of the Financial Statements and Reports and the Statement of Service Performance and the signing of the Letter of Representation to the Auditors by the Mayor and the Chief Executive.
- Enquire of external auditors for any information that affects the quality and clarity of the Council's financial statements, and assess whether appropriate action has been taken by management.
- Request visibility of appropriate management signoff on the financial reporting and on the adequacy of the systems of internal control; including certification from the Chief Executive, the Chief Financial Officer and the General Manager Corporate Services that risk management and internal control systems are operating effectively;
- Consider and review the Long Term and Annual Plans before adoption by the Council. Apply similar levels of enquiry, consideration, review and management sign off as are required above for external financial reporting.
- Review and consider the Summary Financial Statements for consistency with the Annual Report.

External Audit

- Annually review the independence and confirm the terms of the audit engagement with the external auditor appointed by the Office of the Auditor General. Including the adequacy of the nature and scope of the audit, and the timetable and fees.
- Review all external audit reporting, discuss with the auditors and review action to be taken by management on significant issues and recommendations and report to Council as appropriate.
- The external audit reporting should describe: Council's internal control procedures relating to external financial reporting, findings from the most recent external audit and any steps taken to deal with such findings, all relationships between the Council and the external auditor, Critical accounting policies used by Council, alternative treatments of financial information within Generally Accepted Accounting Practice that have been discussed with Management, the ramifications of these treatments and the treatment preferred by the external auditor.
- Ensure that the lead audit engagement and concurring audit directors are rotated in accordance with best practice and NZ Auditing Standards.

Compliance with Legislation, Standards and Best Practice Guidelines

- Review the effectiveness of the system for monitoring the Council's compliance with laws (including governance legislation, regulations and associated government policies), with Council's own standards, and Best Practice Guidelines.

Appointment of Independent Members

- Identify skills required for Independent Members of the Audit and Risk Management Committee. Appointment panels will include the Mayor or Deputy Mayor, Chair of Finance & Performance Committee and Chair of Audit & Risk Management Committee. Council approval is required for all Independent Member appointments.
- The term of the Independent members should be for three years. (It is recommended that the term for independent members begins on 1 April following the Triennial elections and ends 31 March three years later. Note the term being from April to March provides continuity for the committee over the initial months of a new Council.)
- Independent members are eligible for re-appointment to a maximum of two terms. By exception the Council may approve a third term to ensure continuity of knowledge.

Long Term Plan Activities

- Consider and review the Long Term and Annual Plans before adoption by the Council. Apply similar levels of enquiry, consideration, review and management sign off as are required above for external financial reporting.

Audit and Risk Management Committee Forward Work Programme 2026

2026	Feb 2	Apr 17	Jun 15	Aug 21	Annual Report Oct 16	Dec 4
Update Reports	<ul style="list-style-type: none"> • Risk and Assurance • Cyber Security Report • Major Litigation • Procurement • Riskpool Update 	<ul style="list-style-type: none"> • Risk and Assurance • Long Term Plan Update • Procurement 	<ul style="list-style-type: none"> • Risk and Assurance • Cyber Security • Long Term Plan Update • Riskpool Update 	<ul style="list-style-type: none"> • Risk and Assurance • Riskpool Update 	<ul style="list-style-type: none"> • Risk and Assurance • Procurement 	<ul style="list-style-type: none"> • Risk and Assurance • Procurement • Major Litigation
Other Reports	<ul style="list-style-type: none"> • Long Term Plan Update • Office of the OAG Report 	<ul style="list-style-type: none"> • Office of the OAG Report • Report to Council on the Annual Audit 	<ul style="list-style-type: none"> • Audit Office Report • ToR Changes • Internal Audit Plan • Audit Fee Letter 	<ul style="list-style-type: none"> • Interim Audit Report 2026 • KiwiRail Update 	LTP – Risk Assessment and Update	KiwiRail Update
Annual Report		<ul style="list-style-type: none"> • External Reporting and Audit Programme for 2026/27 Update • Audit Plan 	<ul style="list-style-type: none"> • External Reporting and Audit Programme Update 	<ul style="list-style-type: none"> • Update on critical judgments, estimates & assumptions • Financial Statements Update - Valuations 	<ul style="list-style-type: none"> • Financial Statements and Annual Report 	<ul style="list-style-type: none"> • Audit NZ Management Letter from prior year's audit
Annual Plan	<ul style="list-style-type: none"> • Draft Annual Plan 		<ul style="list-style-type: none"> • Final Annual Plan 			

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

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Karakia Whakamutunga

Actions Register Ngā Mahinga Tuwhera

Karakia Tīmatanga

Whakataka te hau ki te uru

Whakataka te hau ki te tonga

Kia mākinakina ki uta

Kia mātaratara ki tai

E hī ake ana te atakura

He tio, he huka, he hau hū

Tihei mauri ora

1. Apologies Ngā Whakapāha

Apologies will be recorded at the meeting.

2. Declarations of Interest Ngā Whakapuaki Aronga

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

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

That the minutes of the Audit and Risk Management Committee meeting held on [Friday, 17 April 2026](#) be confirmed (refer page 10).

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.

Audit and Risk Management Committee

OPEN MINUTES

Date: Friday 17 April 2026
Time: 10.01 am
Venue: Camellia Chambers, Level 2, Civic Offices, 53 Hereford Street

Present

Chairperson Mr Bruce Robertson
Members Councillor Tyrone Fields
Councillor Sam MacDonald
Councillor Tim Scandrett
Mr Michael Wilkes

Principal Advisor
Helen White
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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.

Adjournment of Meeting

Committee Resolved ARCM/2026/00012

That the Audit and Risk Management Committee:

1. Adjourn the meeting until 10.20am, 17 April 2026 in the Camelia Chambers.

Mr Robertson/Councillor Scandrett

Carried

1. Apologies Ngā Whakapāha

Part C

Committee Resolved ARCM/2026/00013

That the apology from Councillor McLellan for lateness be accepted.

Mr Robertson/Councillor Scandrett

Carried

Secretarial Note: Councillor McLellan did not attend the meeting.

2. Declarations of Interest Ngā Whakapuaki Aronga

Part B

There were no declarations of interest recorded.

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

Part C

Committee Resolved ARCM/2026/00014

That the minutes of the Audit and Risk Management Committee meeting held on Monday 2 February 2026 be confirmed.

Mr Robertson/Mr Wilkes

Carried

4. Public Forum Te Huinga Whānui

Part B

There were no public forum presentations.

5. Deputations by Appointment Ngā Huinga Whakaritenga

Part B

There were no deputations by appointment.

6. Presentation of Petitions Ngā Pākikitanga

Part B

There was no presentation of petitions.

7. Long Term Plan 2027 - Project Update

Committee Resolved ARCM/2026/00015

Officer Recommendations accepted without change

Part C

That the Audit and Risk Management Committee:

1. Receive the information in the Long-Term Plan 2027 – Project Update report.
2. Notes the LTP project update, workstream status and planned actions being monitored by the LTP Project Team, set out in section 4.1.
3. Notes the proposed level of service review process to be presented to Finance & Performance Committee on 22 April 2026.

Mr Robertson/Councillor MacDonald

Carried

8. Procurement & Contracts FY26 Q3

Committee Resolved ARCM/2026/00016

Officer Recommendations accepted without change

Part C

That the Audit and Risk Management Committee:

1. Receives the information in the Procurement & Contracts FY26 Q3 Report.

Mr Wilkes/Councillor Scandrett

Carried

9. Audit Plan for FY 2026

Committee Resolved ARCM/2026/00017

Officer Recommendations accepted without change

Part C

That the Audit and Risk Management Committee:

1. Receives the information in the Audit Plan for FY 2026 Report (refer Attachment A);
2. Notes any additional comments to be raised or provided to the Auditor in respect of their audit plan.

Mr Robertson/Mr Wilkes

Carried

10. Audit Engagement Letter

Committee Comment

1. The Committee noted that the Engagement Letter will be presented to the Finance and Performance Committee.

Officer Recommendations Ngā Tūtohu

That the Audit and Risk Management Committee:

1. Receives the information in the Audit Engagement Letter Report.
2. Notes that the decision in this report is assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy.
3. Recommends that the Engagement Letter is presented to Council with a further recommendation that the mayor sign it on behalf of Council.

Committee Resolved ARCM/2026/00018

Part C

That the Audit and Risk Management Committee:

1. Receives the information in the Audit Engagement Letter Report.
2. Notes that the decision in this report is assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy.
3. Recommends that the Engagement Letter is presented to the Finance and Performance Committee with a further recommendation that the mayor sign it on behalf of Council.

Councillor Scandrett/Councillor Fields

Carried

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

Committee Resolved ARCM/2026/00019

Part C

That Chantelle Gernetzky and Anna Jones of Audit New Zealand, and Greg Goulding and Scott Tobin of the Office of the Auditor-General remain after the public have been excluded for Items 12 to 16 of the public excluded agenda as they have knowledge that is relevant to those items and will assist the Committee.

AND

That at 11.10am the resolution to exclude the public set out on pages 149 to 151 of the agenda be adopted.

Mr Robertson/Councillor Scandrett

Carried

The public were re-admitted to the meeting at 11.47am.

Meeting concluded at 11.47am.

CONFIRMED THIS 15th DAY OF JUNE 2026

BRUCE ROBERTSON
CHAIRPERSON

Unconfirmed

7. Consideration of the Council's Annual Plan 2026/2027

Reference Te Tohutoro: 26/806484

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

Accountable ELT Member Pouwhakarae: Bruce Moher, Interim 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:

- (i) to support the Audit and Risk Management Committee (ARMC) in reviewing the process, significant forecasting assumptions, and supporting documentation used in developing the Annual Plan 2026/27 (Annual Plan), and
- (ii) to provide the Committee with information to support its recommendation to Council that, in the Committee's opinion, an appropriate process has been followed in the preparation of the Annual Plan and its supporting information.

2. Officer Recommendations Ngā Tūtohu

That the Audit and Risk Management Committee:

1. Notes it has reviewed the general checklist and sign-offs by management, including significant forecasting assumptions, in respect of the information that provides the basis for the Annual Plan 2026/27.
2. Advises the Council that in the Committee's opinion an appropriate process has been followed in the preparation of the Annual Plan 2026/27 and its supporting information.
3. Notes that the Annual Plan 2026/27 documents will be released by 18 June 2026 when they are published in the Council Agenda for its meeting commencing 23 June 2026.

3. Background/Context Te Horopaki

3.1 The draft Annual Plan 2026/27 (draft Annual Plan) was adopted by the Council on 10 February 2026.

3.2 Council completed community consultation on the draft Annual Plan via a Consultation Document (CD) and underlying information, also adopted on 10 February 2026, which included the following processes:

- (i) The CD and the underlying information were made publicly available, and the public were given the opportunity to present their views and preferences in response;
- (ii) Opportunity for the public to present at public hearings was available from 31 March to 14 April 2026.
- (iii) All submissions, written and oral, have been analysed to identify the matters commented on, the reasons for those comments and the overall themes that emerged from the consultation process;
- (iv) The result of this work has been provided to elected members to assist with their deliberations. The Thematic Analysis of the Annual Plan 2026/27 Submissions is **Attachment A** of this report. The thematic analysis gives a clear picture of the main






issues people raised during the consultation. It highlights the key themes and messages that came through and takes a closer look at the topics that got the most attention from submitters. A second thematic analysis, specifically requested by Council, relating to consultation responses on the topic of Iconic Buildings is also attached, **Attachment E**.

- 3.3 Since the conclusion of the hearings, staff held two workshops on 5 and 12 May 2026, where the Mayor and Councillors discussed and provided guidance on proposed changes to the consulted draft Annual Plan. In addition, the Finance and Performance Committee met on 26 May 2026 to provide direction to staff on the content of the final Annual Plan to be tabled for Council adoption on 23 June 2026. These forums were open to the public, except for a public-excluded session during the 5 May workshop, which enabled elected members to discuss potentially sensitive matters, and a short public excluded session on 26 May 2026 to protect legal privilege.
- 3.4 Guidance provided by Elected Members is being built into the Annual Plan 2026/27 adoption documents, including expectations for rates increases.
- 3.5 Changes made largely reflect community feedback on the draft Annual Plan or changes to Council's operating environment since February.
- 3.6 The updated adoption documents will be made available on the public agenda for Council consideration by 18 June 2026. A working copy of these documents is being made available in advance to the Audit and Risk Management Committee in **Attachment B**. These documents may differ from the actual documents that will form the report to Council for the adoption of the final Annual Plan 2026/27. These documents will be released to ARMC by 8 June 2026 but remain under embargo until the Council Agenda for its meeting commencing 23 June 2026 has been published. The purpose of the embargo is to ensure that the report and Committee's recommendations do not pre-empt the Council report in terms of public release. The report can be made public once the Council agenda is live.
- 3.7 Staff do not anticipate any significant or material changes between the Committee's meeting (15 June) and the expected release date of the Council Annual Plan agenda (by 18 June).
- 3.8 The process for preparing information has also been the subject of a series of management signoffs, including the Executive Leadership Team, that support compliance with the Council's relevant statutory, financial, and legal obligations (refer **Attachments C and D**).
- 3.9 The Council meeting to adopt the Annual Plan 2026/27 is scheduled for 23 June 2026, with an additional date of 25 June 2026, should it be required. The Annual Plan is on track for adoption by Council on 23/25 June, provisional on the Committee's advice.
- 3.10 It should be noted that Council will resolve that in accordance with section 100 of the Local Government Act 2002, it is financially prudent not to set the Council's operating revenues at a level sufficient to meet the projected operating expenses in the financial year 2026-27. The ratio is forecast to be 92%. This issue was identified in the Long-term Plan and is intended to be addressed by 2028/29 through the increase in rating to fund asset renewals by 2032 in line with Council's Financial Strategy.
- 3.11 Following adoption, the Annual Plan document will be published and distributed via the public site, with a select number of hard copies available to elected members, for public viewing through our libraries and service centres and to the Parliamentary Library. Responses to submitters will be prepared and sent. The responses and Thematic Analysis will be also published to the public site.

4. Considerations Ngā Whai Whakaaro

- 4.1 The Council is required to prepare and adopt an Annual Plan for each financial year (s.95(1) Local Government Act 2002).
- 4.2 This report supports:
- (i) Activity: Performance Management and Reporting
 - Level of Service: 13.1.1 Implement the Long-term Plan and Annual Plan programme plan – ensure that critical path milestone due dates in programme plans are met.
 - (ii) This report is consistent with Council’s Plans and Policies.
 - (iii) This report affects all wards and Community Board areas.
 - (iv) There is no legal context, issue or implication relevant to this decision, other than that which has been considered as part of the regular Annual Plan management process and signoffs.
 - (v) Risks have been identified and managed through the general checklists and signoffs by management, including significant forecasting assumptions.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A 	Thematic Analysis of the Annual Plan 2026/2027 Submissions	26/1106371	18
B 	Annual Plan 2026/2027 adoption report (<i>Under Separate Cover</i>)	26/806859	
C 	Annual Plan 2026/2027 Management Process sign offs	26/1106223	48
D 	Annual Plan 2026/2027 Management Significant Assumptions sign offs	26/1106226	61
E 	Thematic Analysis of the Iconic Buildings	26/1106458	83

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

Document Name – Location / File Link
Not applicable

Signatories Ngā Kaiwaitohu

Authors	Mitchell Shaw - Principal Advisor - Finance Amber Tait - Performance Analyst Boyd Kedzlie - Senior Corporate Planning & Performance Analyst
Approved By	Peter Ryan - Head of Corporate Planning & Performance Bruce Moher - Interim General Manager Finance, Risk & Performance / Chief Financial Officer

Annual Plan 2026 – 2027

Submissions Thematic Analysis

April 2026

Summary of what we heard

Feedback on the draft 2026/2027 Annual Plan again demonstrated the wide range of priorities and viewpoints within our community. As seen in recent years, the feedback reinforced the reality that one person's nice to have is another person's must have.

Overall, 1,710 submitters provided feedback across 102 topic categories, highlighting both the breadth of feedback received and the diversity of views expressed. The issues most frequently raised included the rates proposal and changes to the business differential, grants and funding, overall proposed spending, the proposed capital programme, and the transport and three waters capital programmes.

Feedback on the rates proposal highlighted the often conflicting and competing points of view within the community. When asked whether they supported the proposed rates increase, 40% of submitters did, 41% did not, and 17% were unsure. Written feedback generally fell into two broad camps: those who supported the increase, accepting it as necessary to fund valued services, maintain assets, and support intergenerational equity; and those who opposed it, citing cost-of-living pressures and calling for increases closer to inflation, with a stronger focus on core services and reduced 'non-essential' spending.

However, submitters also expressed differing views on what should be considered non-essential. When asked which services should be funded through user-pays rather than rates, feedback reflected contrasting perspectives on public versus private benefit. Many submitters supported shared funding for services they considered to provide wider community value, even where others felt those same services should be funded through user-pays mechanisms.

A similar pattern was evident in feedback on the capital programme, which reflected a wide range of views and priorities about how capital funding should be allocated. While many submitters supported focusing on delivering core infrastructure well and aligning the programme to what is achievable, others called for greater overall investment or reprioritisation towards different areas. This again highlights the challenge of balancing competing perspectives and differing definitions of "core infrastructure", and the reality that one person's nice to have is another person's must have.

Transport and three waters attracted the most feedback, with strong but divided views on issues such as cycleways, transport operations, roads and footpaths, alongside broad support for continued investment in three waters infrastructure, particularly where it supports resilience, safety, and long-term levels of service.

Most submitters who expressed a view supported continuing the planned 0.25% rates increase for the Climate Resilience Fund as scheduled, citing the importance of preparing for climate change and learning from recent weather events. A smaller proportion favoured pausing the increase to help ease current cost-of-living pressures. Feedback also reflected a range of alternative views, including calls to wind the fund down entirely, fund climate-related work through normal Council budgets, or increase contributions further.

Feedback on grants and funding highlighted the important role Council funding plays in enabling community organisations to deliver services and activities that benefit the city. While a majority of submitters supported maintaining current funding levels for community and environmental grants, views diverged on affordability. Some questioned whether current levels were appropriate given wider cost-of-living pressures, while others emphasised the social value of grants, highlighting the cumulative challenge Council faces in balancing existing commitments alongside requests for additional or ongoing funding across a wide range of priorities.

A majority of submitters supported the proposed disposal of Council-owned properties, in full or in part, particularly where land was not considered strategic and where proceeds could be used to reduce debt, offset rates increases, or be reinvested in other projects or services. Opposition focused on concerns about short-term financial decision-making, the loss of public assets, transparency of the disposal process, and the need to fully explore alternative uses or cultural significance, particularly in relation to sites such as 156 McCormacks Bay Road.

Overall, feedback on the Annual Plan reinforced the diversity of priorities, perspectives, and values across our communities. Developing the final Plan will require careful balancing of these sometimes competing views. The feedback also reinforced that residents value the infrastructure and services that contribute to making Christchurch a great place to live, while emphasising the need to deliver these in a way that is mindful of current cost-of-living pressures and focused on the services, infrastructure, and outcomes that matter most to them.

At a Glance

What we asked the community		What the community told us			
Rates	Do you support our proposed average rates increase of 7.96% across all ratepayers and an average residential rates increase of 7.4%?	Total Submitters 1,430	Yes	41%	Submitters expressed mixed views on the proposed rates increase. Some accepted it as necessary to fund valued services, maintain assets, and ensure intergenerational equity, while others opposed it due to cost-of-living pressures, calling for increases closer to inflation and a stronger focus on core services and reduced non-essential spending. Support was often conditional, with many wanting funding directed toward priority areas such as core infrastructure, essential services, or specific projects like restoring iconic buildings. Overall, feedback reflected a desire for the Council to balance affordability with sustainable investment in services and infrastructure residents value most.
			No	41%	
			Don't know	18%	
	Do you support our proposal to lower the differential paid by business property owners from 2.22 to 2.00 to keep the current overall proportion of rates paid by business and residential ratepayers the same?	Total Submitters 815	Yes	33%	Submitters held differing views on the proposed change to the business differential. Supporters generally agreed that reflecting updated property valuations was reasonable and fair, and some saw the adjustment as helping to ease financial pressures on businesses. Opponents raised fairness concerns, arguing that households could end up subsidising businesses, and that businesses place greater demands on Council services or have more ability to offset costs. A smaller number suggested alternative options, including either further reducing or increasing the differential to better balance impacts on ratepayers.
No	39%				
Don't know	28%				
Fees & Charges	Do you have any comments on our proposed changes to fees and charges?				Submitters expressed mixed views on the proposed changes to fees and charges. Supporters generally considered the adjustments fair and reasonable, while opponents raised concerns about affordability and reduced access to services, particularly for low-income households and high-deprivation communities. Many suggested alternatives such as limiting increases to inflation, reducing Council costs, offsetting increases elsewhere, or introducing targeted concessions and resident pricing. Feedback reflected differing views on funding models, with some supporting user-pays for services with clear private benefit, and others favouring a mixed approach that recognises the wider public and wellbeing benefits of core community services.
	To what extent do you agree or disagree that services should be funded by the service users, as opposed to all ratepayers?	Total Submitters 809	Agree	43%	Of submitters who supported a user-pays approach, 38% identified services they considered appropriate for user funding. These were commonly grouped into culture and recreation, transport, utilities and waste, regulatory and development services, and non-resident or tourist use, with recreation facilities, events, and regulatory services most often seen as suitable. Some submitters identified services they believed should not be user-funded, particularly core community services, public spaces, and essential infrastructure. Overall, feedback reflected differing views on public versus private benefit, with many supporting shared funding for services with wider community value and calling for concessions to maintain access for disadvantaged groups.
			Neither agree nor disagree	25%	
			Disagree	24%	
Don't know			8%		
The Climate Resilience Fund	Which option do you support for the Climate Resilience Fund?	Total Submitters 828	Continue with the planned 0.25% rates increase	59%	Submitters expressed differing views on continuing the planned 0.25% rates increase for climate resilience. Supporters emphasised the urgency of preparing for climate change, citing recent weather events and the need to continue prioritising adaptation. Those favouring a pause focused on current household financial pressures and saw a temporary pause as a way to ease costs. Some preferred winding down the fund entirely and integrating climate work into general Council funding, while others supported a larger annual increase to strengthen preparedness.
			Pause the planned 0.25% rates increase	29%	

			Don't know	12%	
Contestable community grants	Which option do you support for contestable community grants?	Total Submitters 828	Provide \$7.12 million in funding for contestable community grants in 2026/27	56%	Submitters held a range of views on the proposed funding for community grants. Organisations receiving funding highlighted the critical role Council support plays in maintaining services amid rising demand and increasing community need, noting that reductions would significantly impact service delivery. Many individuals supported maintaining the full \$7.12 million in funding, emphasising the social value of grants and their role in supporting community cohesion, connectedness, and resilience. Others supported a reduction due to household financial pressures, and a small number questioned whether providing community grants should be a core Council function at all.
			Reduce the amount available in some contestable grant schemes by 5%	31%	
			Don't know	13%	
The Environmental Partnerships Fund	Which option do you support for the Environmental Partnerships Fund?	Total Submitters 807	Proceed with the planned \$300,000 increase	48%	Submitters expressed mixed views on the Environmental Partnerships Fund. Supporters of the \$300,000 increase emphasised the value of the funding for environmental outcomes and the importance of continued investment, particularly in the context of climate change. Others supported retaining funding at current levels, citing household financial pressures, while a small number questioned whether the fund should continue at all.
			Retain the funding in the fund at the current \$700,000 per year	39%	
			Don't know	13%	
Grants, funding, fees and charges (Short Form¹)	Do you support the overall direction of our proposed changes to grants, funding, and fees/charges?	Total Submitters 570	Yes	32%	<i>Written feedback provided by submitters for this question has been integrated into the broader topic-based feedback summarised below.</i> Overall, submitters expressed mixed but considered views on the proposed approach to fees, charges, and funding. Many supported user-pays principles where services provide a clear private benefit, such as recreation facilities, events, regulatory activities, and non-resident use, while emphasising that core community services, public spaces, and essential infrastructure should remain broadly funded due to their wider public value. There was strong recognition of the social, environmental, and community benefits delivered through Council funding, with substantial support for maintaining current levels of community and environmental grants, particularly given rising demand and climate pressures. At the same time, concerns about household affordability led some submitters to favour limiting increases, retaining funding at current levels, or reducing funding in non-core areas, with a small number questioning whether certain grant programmes should continue at all. Overall, feedback reflected a desire to balance financial pressures on households with sustained investment in services and outcomes that support community wellbeing and long-term resilience.
			In part	31%	
			No	10%	
			Don't know	27%	
Potential disposal of Council-owned properties	Do you support the Council selling these properties?	Total Submitters 826	Yes	56%	Submitters expressed mixed views on the proposed disposal of Council-owned property. Many supported selling non-strategic land where there was no clear future need, particularly where proceeds could reduce debt, limit rates increases, or be reinvested in other priorities. Others opposed land sales in principle, raising concerns about short-term financial motivations, insufficient consideration of future uses, and the need for greater transparency in disposal processes. Alternative
			In part	24%	

¹ Submitters could choose to complete either the full submission form, which included all questions, or a shorter form containing just three questions.

			No	8%	uses such as leasing or community housing were suggested for some sites. The proposed disposal of 156 McCormacks Bay Road attracted significant attention, with strong calls for retention in public ownership or transfer to mana whenua due to its cultural, archaeological, and historical significance.
			Don't know	13%	
Transport	Do you have any comments on the proposed changes to our spending on transport (e.g. roads, footpaths, cycleways)?	Submitters provided mixed feedback on transport, reflecting strongly divided priorities. Cycleways attracted the most comment and the most polarised views, with some supporting investment to improve safety and transport choice, while others opposed cycleway spending altogether or questioned the scale, location, or timing of proposed investment. Suggestions ranged from increasing funding for key routes to deferring or reducing spending to prioritise other infrastructure or ease rates pressure. Feedback on transport operations focused on concerns about traffic calming, roadworks frequency, and opportunities to reduce costs, alongside localised issues. Submitters generally supported continued investment in roads and footpaths, particularly for maintenance and resurfacing, while also calling for better coordination of roadworks and targeted investment to improve overall network condition and usability.			
Three Waters	Do you have any comments on the proposed changes to our spending on three waters (e.g. drinking water, wastewater, stormwater)?	Submitters were generally supportive of proposed investment in three waters infrastructure, with many identifying it as a top priority for the city. Most feedback supported the capital programme as proposed or focused on the timing and scope of specific projects, with some calling for funding to be redirected from other areas to protect or increase three waters investment. There was strong support for maintaining service levels and ensuring infrastructure resilience. In particular, many submitters urged the Council to prioritise and expedite upgrades at the Christchurch Wastewater Treatment Plant to address ongoing impacts while the plant operates in an interim state.			

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Who did we hear from?

Community Board*	Number of Submitters**	% of Submitters
Not Stated***	25	2%
Te Pātaka o Rākaihautū Banks Peninsula	78	6%
Waitai Coastal-Burwood-Linwood	180	13%
Waipuna Halswell-Hornby-Riccarton	177	13%
Waimāero Fendalton-Waimairi-Harewood	242	18%
Waipapa Papanui-Innes-Central	284	21%
Waihoru Spreydon-Cashmere-Heathcote	382	28%

Ward*	Number of Submitters**	% of Submitters
Not Stated***	25	1%
Banks Peninsula	78	5%
Burwood	53	3%
Cashmere	167	10%
Central	120	7%
Coastal	64	4%
Fendalton	118	7%
Halswell	83	5%
Harewood	75	4%
Heathcote	152	9%
Hornby	23	1%
Innes	92	5%
Linwood	63	4%
Papanui	72	4%
Riccarton	71	4%
Spreydon	63	4%
Waimairi	49	3%

**Based on submissions from CCC forms only.

**Indicative only. These numbers have been prepared using the suburb information provided by submitters.

***Not stated includes submitters who live in Christchurch and either did not provide a postal address or the address they supplied could not be matched to a street address.

Who did we hear from?

Location	Number of Submitters	%* of Submitters
Christchurch City (not further defined)	25	1%
Elsewhere in Canterbury	70	4%
Selwyn	25	1%
Waimakariri	26	2%
Hurunui	7	0.4%
Ashburton	6	0.4%
Timaru	6	0.4%
Elsewhere in New Zealand	19	1%
Auckland	4	0.2%
Buller	1	0.1%
Dunedin	2	0.1%
Grey	2	0.1%
Hauraki	1	0.1%
Invercargill	1	0.1%
Mackenzie	1	0.1%
Oamaru	1	0.1%
Southland	1	0.1%
Tasman	1	0.1%
Waimate	1	0.1%
Wellington	2	0.1%
Westland	1	0.1%
New Zealand (not further defined)	239	14%
Outside of New Zealand	13	1%
Australia	2	0.1%
France	1	0.1%
Norway	1	0.1%
The Netherlands	1	0.1%
United Kingdom	7	0.4%
United States of America	1	0.1%

*Based on submissions from CCC forms only.

Who did we hear from?

Number of Submitters by Age

Age	Number of Submitters	% of Submitters
Not Stated	179	10%
Under 18 years	7	0%
18 – 24 years	44	3%
25 – 34 years	124	7%
35 – 49 years	308	18%
50 – 64 years	454	27%
65 – 79 years	471	28%
80 years and over	123	7%

Number of Submitters by Gender

Gender	Number of Submitters	% of Submitters
Not Stated	199	12%
Male	676	40%
Female	821	48%
Non-binary / another gender	14	1%

Number of Submitters by Ethnicity

Ethnicity	Number of Submitters	% of Submitters
NZ European	1,306	76%
Māori	65	4%
Pacific Peoples	8	0%
Asian	45	3%
Middle Eastern, Latin American & African	8	0%
Other European	132	8%
Other	73	4%

Who did we hear from?

Number of Submitters by Submission Method

Submission Method	Number of Submitters	% of Submitters
Online	1,642	96%
Email	39	2%
Over Counter	14	1%
Post	13	1%
Other	2	0.1%

Number of Submitters by Form Type

Submitters could choose to complete either the full submission form, which included all questions, or a shorter form containing just three questions.

Submission Form	Number of Submitters	% of Submitters
Full Form	948	55%
Short Form*	666	39%

*54 of these submitters commented on iconic buildings only

Number of Submitters by Submitter Type

Submission Type	Number of Submitters	% of Submitters
Individuals	1,587	93%
Organisations	123	7%

Why do we collect demographic information?

It is important that we understand both who we have and have not heard from when we consult on issues that affect everyone in the city. We include a standard set of demographic questions across our consultations that help us better understand this. These questions are optional; submitters do not have to answer them to make a submission.

Where possible, we align the questions we ask with the information that StatsNZ collects via the census. This ensures that we are capturing the information that is consistent with the national approach to reporting on demographics but also enables us to benchmark and understand whether we have heard from a representative group of submitters.

How to use this report

The purpose of this report is not to analyse everything raised by submitters, but to provide an analysis of the responses to the specific questions asked and to summarise the other key topics and issues identified by submitters.

The analysis is based on the opinions of submitters, whether they are factually correct or not.

The information contained in this report is based on the feedback received through Christchurch City Council forms and channels only; it does not include any feedback received through the '*Stand Up for your Museum*' campaign. An analysis of the feedback received on the Iconic Buildings will be delivered under separate cover.

Two official forms were available for submitters, who could choose to complete either the full submission form, which included all questions, or a shorter form containing just three questions.

Rates

Residential Rates

Submitters were divided on the proposed rates increase, with 41% of submitters supporting the proposed increase, while 41% did not; the remaining 18% weren't sure.

Do you support our proposed average rates increase of 7.96% across all ratepayers (which is higher than the 5.80% signalled in the Long Term Plan 2024–34) and an average residential rates increase of 7.4%?		
<i>Full & Short Form</i>		
Total number of responses: 1,430		
Response	Count	%
Yes	593	41%
No	586	41%
Don't know	251	18%

While support for the proposed rates increased varied geographically, there was not a statistically significant relationship between the ward a submitter lives in and their likelihood of supporting or opposing the proposed rates increase. While some wards showed minor deviations from the overall pattern (for example, slightly higher uncertainty in Central and slightly higher support in Heathcote), these variations were not large enough to be considered statistically significant.

Ward	Total Submitters	Yes	No	Don't know
Banks Peninsula	56	41%	39%	20%
Burwood	45	33%	51%	16%
Cashmere	135	50%	41%	9%
Central	96	46%	31%	23%
Coastal	60	35%	45%	20%
Fendalton	108	43%	43%	15%
Halswell	69	39%	51%	10%
Harewood	63	40%	51%	10%
Heathcote	91	55%	31%	14%
Hornby	22	32%	55%	14%
Innes	80	35%	50%	15%

Linwood	49	35%	53%	12%
Papanui	63	44%	44%	11%
Riccarton	67	46%	39%	15%
Spreydon	56	46%	36%	18%
Waimairi	41	44%	44%	12%

While no statistically significant relationship was identified by geography, there was a statistically significant relationship between submitters’ age and their responses. Views varied noticeably across age groups. Younger respondents were more likely to select “Don’t know”, while middle-aged groups were more likely to oppose and older respondents were more supportive.

Submissions from those under 25 were dominated by “Don’t know” responses, suggesting less well-formed views. Submitters aged 25 years and over tended to have more formed views, with opposition strongest among those aged 35–64, who were the most likely to respond “No”. From age 65 onwards, this pattern shifted, with “Yes” becoming the most common response and reaching its highest levels among those aged 80 and over. Overall, uncertainty declined with age, opposition was concentrated in mid life groups, and support increased among older age groups.

Age	Total Submitters	Yes	No	Don’t know
Under 18 years	6	-	-	100%
18-24 years	34	24%	26%	50%
25-34 years	112	40%	37%	23%
35-49 years	275	34%	47%	19%
50-64 years	406	40%	46%	14%
65-79 years	393	48%	40%	12%
80 years and over	99	59%	22%	19%

The written feedback provided by submitters in response to the rates proposal is reflective of two distinct perspectives. On one side, some submitters accepted that a rates increase is necessary for the Council to continue funding valued services and maintaining the city’s assets. Many of these submitters emphasised the importance of keeping the facilities, services, and amenities that make Christchurch a great place to live well funded and accessible to residents. Some also raised concerns about intergenerational equity, noting the need for the Council to consider what is fair and sustainable for both current and future residents.

On the other hand, submitters who opposed the proposed increase generally felt that it was still too high, particularly in the context of ongoing pressure from rising living costs. Many highlighted the range of financial pressures households are currently facing and called on the Council to do what it can to help ease this burden. A common theme was that any rates increase should be more closely aligned with inflation or the Consumer Price Index (CPI). Some submitters also emphasised the need for the Council to focus on core services and identify opportunities to reduce non-essential spending.

Some submitters indicated that their support for the proposed increase was conditional. In particular, support was often dependent on the funding being directed toward projects and services that mattered most to them. Much of this feedback came from submitters who supported investment in the restoration of the city’s iconic buildings, with their support tied to funding being directed towards the projects they see the most value in. Others expressed support where increases would be directed toward core infrastructure, such as roads and three waters, or toward improving essential services.

Overall, the feedback highlights a strong desire for the Council to carefully balance affordability with the ongoing funding of services, infrastructure, and projects that residents value most.

Business Differential

Submitters expressed mixed views on the proposed decrease in the differential paid by business property owners. Around one third supported the proposal, just over one third did not support it, and just under one third were unsure.

Do you support our proposal to lower the differential paid by business property owners from 2.22 to 2.00 to keep the current overall proportion of rates paid by business and residential ratepayers the same?		
<i>Full Form Only</i>		
Total number of responses: 815		
Response	Count	%
Yes	265	33%
No	318	39%
Don't know	232	28%

Feedback from submitters who supported the proposal typically indicated that they agree that changes in property valuations should be reflected in the differential and considered the adjustment to be reasonable and fair for business property owners. Some also highlighted the financial pressures currently facing businesses and supported the proposal as a way to help ease those pressures.

In contrast, submitters who opposed the proposal raised concerns about fairness, expressing the view that other ratepayers would effectively be subsidising businesses. Some considered that

businesses should contribute more, given the greater demands they place on Council networks and services compared with households, while others noted that businesses can offset costs in ways that households cannot.

A smaller number of submitters suggested alternative approaches, including either reducing the business differential further or increasing it to help reduce pressure on other ratepayers.

Grants, funding, fees and charges

The short-form submission available this year asked a single question on whether submitters supported the overall direction of the proposed changes to grants, funding, and fees and charges.

Submitters were mixed in their views, with 31% indicating they generally supported the proposed changes and a further 32% supporting them in part. Only 10% indicated they did not support the proposed changes, while 27% were unsure about the overall direction.

Do you support the overall direction of our proposed changes to grants, funding, and fees/charges?		
<i>Short Form Only</i>		
Total number of responses: 570		
Response	Count	%
Yes	179	31%
In part	180	32%
No	58	10%
Don't know	153	27%

The written feedback provided by submitters on these topics has been integrated into the feedback on each of the topics in the following sections.

Fees and Charges

General feedback on our proposed changes (124 submitters)

Submitters provided a range of feedback on the proposed changes to fees and charges. Those who provided general feedback in support typically felt that the proposed changes were fair and reasonable, those who opposed were concerned that any increases may impact the accessibility of services for those who cannot afford the new fees and charges.

In several instances, submitters proposed alternative approaches, including capping increases in line with inflation, reducing council operating costs to remove the need for higher fees and charges, and offsetting any increases with reductions elsewhere (such as rates) to lessen the impact on households. Concern was raised about affordability and equity, particularly for children, families, low-income households, and residents in high-deprivation areas, with calls for targeted concessions, resident pricing, and protections against barriers to access.

Some submitters expressed their support for a user-pays approach, particularly where services provide a clear private benefit (such as commercial activities, premium recreation services, developers, and non-residents). Others emphasised the importance of a mixed funding model that

recognises the wider public, social, and wellbeing benefits of Council services, particularly libraries, pools, recreation facilities, parks, animal control, and community spaces.

Should services be funded by the service users as opposed to all ratepayers?

Submitters were asked to indicate whether they agree or disagree that services should be funded by service users, as opposed to all rates payers; 43% of submitters who provided feedback either strongly agreed (14%) or agreed (29%), while 24% either disagreed (17%) or strongly disagreed (7%).

There is a statistically significant relationship between age and views on user pays. Older submitters were more likely to strongly agree or agree with the idea, while younger people are more likely to feel neutral or unsure. Agreement increases steadily from younger to older age groups, with the highest agreement among people aged 50 and over.

To what extent do you agree or disagree that services should be funded by the service users, as opposed to all ratepayers?		
<i>Full Form Only</i>		
Total number of responses: 809		
Response	Count	%
Strongly agree	109	13%
Agree	238	29%
Neither agree nor disagree	206	25%
Disagree	138	17%
Strongly disagree	55	7%
Don't know	63	8%

Submitters who indicated agreement with services being funded by service users were asked to identify which services they believed should be subject to a user-pays approach. Of these submitters, 134 (38%) provided a response.

The services identified can broadly be grouped into the following categories:

Culture and Recreation

Swimming pools, gyms, and other sports facilities (including club sport), One New Zealand Stadium, libraries, museums and art galleries, hot pools, community centres, sports grounds and playgrounds, events and entertainment (including fireworks), venue and facility hire, holiday parks, and camping grounds.

Transport

Public transport, car parking, cycleways, roads, and temporary traffic management.

Utilities and Waste

Water supply (including commercial water supply and volumetric charging), waste and rubbish collection, flood protection and management, and utilities generally.

Regulatory, Compliance, and Property Development

Building and resource consents, subdivision consents, development contributions, land and property information, compliance monitoring, animal management, and alcohol licensing.

Non-Resident & Tourist Use

Fees for non-residents, tourist charges for services such as art galleries, libraries, and museums, and differential pricing between locals and visitors.

Some submitters also identified services they did not believe should be subject to user-pays funding. These typically included services considered core community or social goods (such as libraries, community centres and hubs, and community programmes), public spaces (including parks, gardens, playgrounds, and other public-use areas), and essential infrastructure (such as roads, footpaths, water supply, stormwater, and flood protection).

Many of the services identified by submitters as appropriate for user-pays funding were also identified by others as providing sufficient public benefit to warrant shared funding by the wider community. However, recreation facilities, events and event facilities, and regulatory services, including building and resource consenting, development contributions, and licensing, were more commonly accepted as appropriate for user-pays funding.

In some cases, submitters noted that while they generally supported user-pays principles, concessions may be necessary to ensure access for groups who might otherwise be unable to use these services.

The Climate Resilience Fund

Submitters were asked whether they supported the Council continuing with the planned 0.25% rates increase in 2026/27 for the Climate Resilience Fund, with a further 0.25% increase applied in each subsequent year of the Long Term Plan, or whether they preferred to pause the planned 0.25% increase in 2026/27 and resume contributions from 2027/28.

More than half of the submitters (59%) who provided feedback on the two options supported proceeding with increase as planned, while 29% supported pausing the planned increase for 2026/2027; 12% were unsure.

Which option do you support for the Climate Resilience Fund?		
<i>Full Form Only</i>		
Total number of responses: 844		
Response	Count	%
Continue with the planned 0.25% rates increase in 2026/27, and apply an additional 0.25% each year of the Long Term Plan	491	59%
Pause the planned 0.25% rates increase for 2026/2027, resuming contributions from 2027/2028	237	29%
Don't know	100	12%

While age did not play a significant role in how submitters responded, there was a statistically significant relationship between where a submitter lives and response. Most wards showed a majority in favour of continuing the planned rates increases, but the strength of that support varied. Wards such as Cashmere, Heathcote, Central and Innes are more supportive overall, while submitters from Harewood, Fendalton and Halswell are relatively more inclined to favour pausing the increase.

Ward	Continue with the planned 0.25% rates increase in 2026/27, and apply an additional 0.25% each year of the Long Term Plan		Pause the planned 0.25% rates increase for 2026/2027, resuming contributions from 2027/2028		Don't know	
	Count	%	Count	%	Count	%
Banks Peninsula	23	59%	12	31%	4	10%
Burwood	15	50%	10	33%	5	17%
Cashmere	66	67%	27	27%	6	6%

Central	39	67%	11	19%	8	14%
Coastal	20	54%	9	24%	8	22%
Fendalton	31	48%	26	41%	7	11%
Halswell	20	49%	16	39%	5	12%
Harewood	15	42%	19	53%	2	6%
Heathcote	68	75%	17	19%	6	7%
Hornby	4	40%	5	50%	1	10%
Innes	33	73%	7	16%	5	11%
Linwood	20	57%	12	34%	3	9%
Papanui	20	54%	13	35%	4	11%
Riccarton	25	69%	9	25%	2	6%
Spreydon	24	67%	10	28%	2	6%
Waimairi	15	63%	5	21%	4	17%

Written feedback from submitters who supported continuing with the planned 0.25% rates increase consistently emphasised the importance they place on being prepared for the impacts of climate change. Many referred to recent weather events as evidence for why a pause would be inappropriate. For these submitters, managing the impacts of climate change is one of the biggest challenges the city faces in the future, with some noting that because we can't delay climate change, we can't delay preparing for it. As in previous years, these submitters expressed an expectation that the Council continue to prioritise action on climate change and adaptation.

Feedback from submitters who supported pausing contributions to the fund generally focused on the financial pressure that preparing for the future places on households facing challenges now. In many cases, these submitters noted that pausing contributions to the fund for this annual plan would help ease the financial pressure currently faced by many households.

In some cases, submitters indicated that rather than a pause, they would prefer the fund to be wound down entirely, with climate-related work planned and funded in the same way as other Council projects. On the other hand, there were submitters who signalled that they would be happy with a larger annual increase.

Grants & Funding

Feedback on grants and funding generally highlighted the important role that Council funding plays in supporting the contributions that many groups and organisations make to the city. Organisations that submitted on the proposals consistently reiterated the importance of this funding to their ability to deliver activities and services. Submissions from individuals often reflected the value the city receives from what is, in many cases, a relatively modest level of Council contribution to these organisations.

Submitters who supported reducing the overall pool of funding generally did not dispute the value and benefits that grants provide. However, they questioned whether it was appropriate to continue this level of funding at a time when many households are experiencing increasing financial pressure.

Contestable Community Grants

Of the submitters who provided feedback on the options for the contestable community grants, 56% supported providing \$7.12 million in funding, as planned. On the other hand, 31% supported reducing the amount available in some contestable grant schemes by 5%, while around 13% did not know which option they supported.

Which option do you support for contestable community grants?		
<i>Full Form Only</i>		
Total number of responses: 828		
Response	Count	%
Provide \$7.12 million in funding for contestable community grants in 2026/27, as planned	465	56%
Reduce the amount available in some contestable grant schemes by 5%, saving \$356,100 in 2026/27 and lowering the rates increase by 0.04%	259	31%
Don't know	104	13%

Many organisations that receive funding through these programmes shared insights into what Council support enables them to deliver for their communities and the city more broadly. Several noted that any reduction in funding would significantly affect their ability to maintain current service levels. They also highlighted that many organisations are already under increasing

pressure, with demand for services continuing to grow alongside rising levels of need within the communities they serve.

Many individuals who supported providing \$7.12 million in funding as planned felt that, in the broader context of the overall plan, the amount saved would be outweighed by what the community would lose. These submitters commonly emphasised the value of the grants and the work delivered by the groups that receive them and felt this should be maintained and protected. They also highlighted the important role many grant recipients play in supporting community cohesion, connectedness, and resilience.

Submitters who supported a reduction in the overall funding pool did not dismiss the value of the grants but raised concerns about whether this level of funding was appropriate while many households are under increasing financial strain. A small number of submitters do not see providing community grants as a core function for the Council and suggested that the Council should stop providing grants altogether.

The Environmental Partnerships Fund

Just under half of submitters (48%) who provided feedback on the environmental partnerships fund supported proceeding with the planned \$300,000 increase, while 38% wanted the Council to retain the fund at \$700,000 per year, reducing rates by 0.04% in 2026/27. A further 13% of these submitters did not know which option they preferred.

Which option do you support for the Environmental Partnerships Fund?		
<i>Full Form Only</i>		
Total number of responses: 807		
Response	Count	%
Proceed with the planned \$300,000 increase to the Environmental Partnerships Fund	389	48%
Retain the funding in the Environmental Partnerships Fund at the current \$700,000 per year, reducing rates by 0.04% in 2026/27	311	38%
Don't know	107	13%

The feedback provided by submitters on the environmental partnerships fund largely mirrored that provided on the contestable community grants.

Feedback from submitters who supported the \$300,000 increase highlighted the value that both Council and the wider community gain from the grant funding. Some emphasised the importance of continued investment in the environment, particularly in the context of a changing climate and the challenges this may bring in the future. Overall, these submitters viewed the funding as supporting important work that they want to see continue.

Those who supported retaining the fund at the current level, for the most part, did not dismiss the value of the funding or the work undertaken by recipient organisations. However, they raised concerns about increasing the level of funding available at a time when many households are experiencing mounting financial pressure. As with the contestable community grants, a small number of submitters suggested that the fund should be removed entirely.

Requests for Additional Grants and Funding (51 submitters)

In total 51 submitters made requests for additional grants and funding in the 2026/27 annual plan.

The majority of these were requests to reinstate the Canterbury Screen Production Grant at \$500,000 per year for three years. Submitters argued that this would restore funding to previous levels, and support the ongoing growth of the screen sector in Christchurch. Some submitters also advocated for increasing the grant beyond \$500,000 in future years, and making the grant ongoing or multi-year, as opposed to year by year.

Other requests for additional grants and funding were for the following:

- Natural and adventure play spaces: Funding to support the development of natural and adventure play spaces in the Eastern Suburbs.
- Storm damage repair fund: Establishment of a fund to repair damaged walking and cycling tracks following recent weather events.
- Environmental and biodiversity programmes: Ongoing or multi-year funding to support environmental and biodiversity initiatives, including tuna (eel) habitat programmes.
- Community safety: Increased funding for community patrols and neighbourhood safety initiatives, including additional CCTV cameras.
- Arts and culture: Increased funding for the arts, including Screen Canterbury, support for the Christchurch Art Gallery, public art, and performance spaces.
- Heritage funding: Restoration of heritage and arts funding, including the reinstatement of Heritage Incentive Grants and Intangible Heritage Grants.
- Ferrymead Heritage Park: Provision of an annual Council grant to the Ferrymead Heritage Park Trust.
- Canterbury A & P Association (CAPA): A one-off \$100,000 transition grant in 2026 to support the Association's financial recovery.
- Information centres: Ongoing funding support for volunteer-run information centres in Akaroa, Little River, and Lyttelton.
- Local parks and reserves: Funding for park and reserve projects, including:
 - Stanley Park Reserve Committee projects - \$55,470 (Year 3 of Triennium Plan)
 - Le Bons Bay Reserve – Stage 2 landscape works
 - Lyttelton Reserve Committee – \$10,000 per year for three years for weed management

- Youth and wellbeing: Increased funding for the Christchurch Youth Council, youth-friendly spaces, youth organisations, and mental health and wellbeing initiatives.
- Rewi Alley Museum: \$40,000 per year for the Rewi Alley Museum Charitable Trust to cover rent at the Old Municipal Chambers.

Collectively, these funding requests highlight the significant pressure on the Council's limited financial capacity and the challenge of balancing a wide range of competing priorities. Submissions span community safety, environmental recovery, arts and heritage, youth wellbeing, tourism services, and local parks, reflecting both immediate needs and longer-term aspirations across the city.

While many requests are individually modest, their cumulative impact is substantial, particularly where groups are seeking ongoing or multi-year funding rather than one-off grants.

Capital Programme

Overall, feedback on the proposed capital programme highlighted the diversity of residents' views and priorities regarding the allocation of capital funding. Around 400 submitters provided feedback on specific aspects of the proposed programme or on capital spending more generally. While some broadly supported the proposal, others sought increased or reduced investment, or a reprioritisation of funding to other areas.

These views were shaped by personal values, lived experience, and, at times, frustration, and once again illustrate the challenge Council faces in balancing competing perspectives while delivering for the community as a whole.

Our proposed spending on capital (general) (88 submitters)

A relatively large number of submitters provided general feedback on the proposed changes to the capital programme and capital spending. This feedback largely supported the Council focusing on delivering core infrastructure well and adjusting the capital programme to a level that is achievable. A smaller number of submitters wanted to see the Council increase capacity and deliver more capital than is currently planned, expressing concerns that deferring investment needed now may create inequities for future generations.

In some cases, submitters held differing views on what constitutes 'core infrastructure'. For some, this meant improving road conditions and investing in water supply and wastewater infrastructure, while for others it meant investing in infrastructure that strengthens the city's resilience and provides residents with greater choice. Some submitters referred to certain projects as 'nice to haves' or vanity projects, while those same projects were highlighted by others as priorities, again highlighting that one person's 'nice to have' is another person's 'must have'.

Transport (298 submitters)

Overall, 298 submitters provided feedback on a wide range of transport-related issues. Transport remains one of the areas where residents are most divided, with priorities that often differ and, at times, directly conflict.

Cycleways (174 submitters)

Investment in cycleways was once again the most common transport topic raised by submitters and remains one of the areas where views are most divided. 34 submitters provided comments that supported our proposed investment in cycleways, 38 opposed, 76 provided other suggestions, and 31 provided general comments on our investment in cycleways.

Those who supported the proposed investment generally favoured measures that would make Christchurch a more cycle-friendly city and expand transport choice for residents. They highlighted that cycleways can improve safety for people who choose to travel by bike, which in turn supports

greater transport choice. This view was echoed by other submitters who saw investment in cycling infrastructure as helping to make cycling a more viable and accessible transport option.²

Submitters who opposed the proposed spending on cycleways generally fell into two groups: those who opposed investment in cycling infrastructure overall, and those who opposed the specific changes proposed to cycleway spending. Those who opposed investment in cycling infrastructure more generally tended to view cycleways as unnecessary, poorly used, and a nuisance to other road users.

Other suggestions from submitters included either increasing the proposed spending on cycleways or, conversely, reducing it further. Some submitters suggested deferring cycleway investment to prioritise spending on other 'essential' infrastructure and to help reduce rates for households currently experiencing financial pressure. Others suggested prioritising certain routes, or infrastructure in specific parts of the city (primarily the south and east), or prioritising investment in connections to the major cycleways.

Transport Operations (68 submitters)

Submitters provided a range of feedback on transport operations issues. Most of this feedback either focused on alternative suggestions for spending or priorities (36 submitters) or consisted of general comments on transport operations (33 submitters).

Many of the submitters who offered alternative suggestions focused on transport safety and traffic calming measures, suggesting that spending in this area could be reduced. Several expressed frustrations with the impacts of these changes on road users, describing them as unnecessary and a 'waste of money'. Others raised concerns about the frequency of roadworks, including roads being repeatedly dug up and reinstated, and pointed to this as an area where costs could potentially be reduced.

Most general comments focused on specific roads or localised issues rather than on the annual plan itself.

Roads (48 submitters) & Footpaths & Streetscape (40 submitters)

Feedback on the proposed spending on roads generally fell into one of three categories:

- Support for continued investment in roads, particularly for resurfacing and improving overall road condition.
- Requests for investment in roads not included in the 2026/27 capital programme, either by bringing forward projects planned for later years or by adding new projects to the programme.
- Calls to reduce spending on roads and redirect the savings to other transport projects.

Some submitters encouraged the Council to take a more coordinated approach to roadworks, noting frustration when work appears to be repeated and the resulting disruption for communities.

² Consultation took place during a period of increasing fuel costs. In this context, a number of submitters highlighted the role of alternative transport modes when fuel and driving becomes less affordable.

They emphasised the benefits of better coordination to minimise disruption and deliver work effectively.

Feedback on footpaths and streetscapes was similar, with submitters generally acknowledging the need to invest in footpaths throughout the city. They recognised that footpaths are key infrastructure for the city, and there was support for both expanding the footpath network as well as maintaining what we already have.

Three Waters (228 submitters)

Overall, 228 submitters provided feedback on the proposed spending on three waters. Submitters were generally supportive of investment in three waters infrastructure, with many identifying it as a top priority. Most feedback either supported the plans as proposed or focused on the timing or scope of specific projects.

Three Waters Capital (General) (94 submitters)

Almost half of submitters who commented on our proposed spending in three waters made general comments about the proposed capital programme. They highlighted how important they see this infrastructure as being and reinforced their support for continuing to invest across the three waters. Some argued that spending should be reduced in other areas of the capital programme and redirected to three waters to ensure that our water infrastructure remains safe and resilient. Some submitters urged the Council not to reduce spending in this area through capital reprioritisation processes, emphasising the importance of maintaining (if not improving) current three waters levels of service.

Christchurch Wastewater Treatment Plant (53 submitters)

A number of submitters were clear that they want the project to replace the fire-damaged trickling filters with activated sludge reactors to be either expedited or completed as quickly as possible. They emphasised that prioritising this work would help address the ongoing effects of the plant operating in its current interim state, which they described as having continued impacts on the surrounding community and in some cases the wider city.

Potential disposal of Council-owned properties

Just over half (56%) of submitters who commented on the disposal of council-owned properties supported disposing of the properties proposed in the Annual Plan. Around a quarter (24%) supported the proposed disposals in part, while 8% did not support them. A further 12% indicated they were unsure.

Do you support the Council selling these properties?		
<i>Full Form Only</i>		
Total number of responses: 826		
Response	Count	%
Yes	461	56%
In part	197	24%
No	64	8%
Don't know	104	13%

In their written feedback, submitters provided a wide range of views on the council disposing of property generally, as well as feedback on specific properties listed for disposal.

Many submitters indicated broad support for the sale of council-owned land, provided it is not strategic and there is no clear rationale or foreseeable need for its retention. However, the reasons underpinning this support varied. Some submitters favoured using sale proceeds to reduce debt or mitigate rates increases, while others preferred reinvestment into alternative projects or services.

On the other hand, some submitters opposed the sale of land altogether, viewing it as equivalent to other council assets and arguing it should not be disposed of for short-term financial outcomes, such as rates relief. Others expressed concern that some properties were being sold before all potential future uses had been fully explored. There were a handful of sites where neighbours expressed interest in purchasing the properties.

In some instances, submitters suggested alternative uses that should be explored for certain properties, including long term leasing arrangements or the provision of community housing. Others raised concerns about the process for disposal, emphasising the need for transparency and urging Council to ensure properties are sold on the open market to achieve the best possible outcome.

156 McCormacks Bay Road was a focal point for many submitters, with strong calls for the Council to either retain the site in public ownership or transfer ownership to mana whenua. These submissions cited the site's history as a culturally significant urupā, as well as its archaeological and historical importance. Some submitters also urged the Council to undertake further


investigation into the site's history and to ensure that no additional properties with comparable cultural significance are considered for disposal in the future.

Final Annual Plan 2026/2027

Management Processes Sign Offs

SIGN-OFF BY MANAGEMENT FOR THE ANNUAL PLAN 2026/2027 PROCESS

1. Financial Strategy & Infrastructure Strategy

Question	Comments	Sign Off
<p>1.1. Does the Annual Plan comply with the financial strategy in the 2024/2034 Long Term Plan?</p>	<p>The fundamental principles of the FS were that over the term of the LTP Council fully funds its renewals (from 2032), have a balanced budget, and maintain significant debt headroom to respond to emergency and unexpected events that incur significant costs. The AP does not change these but does project an unbalanced budget in 2026/27 arising from lower capital revenues than forecast. There remains a risk of an unbalanced budget in 2027/28, renewals are still forecast to be fully funded by 2032.</p>	<p>CE <input checked="" type="checkbox"/> CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/></p>
<p>1.2. Does the Annual Plan comply with the Infrastructure Strategy in the 2024/2034 Long Term Plan?</p>	<p>Proposed AP capex aligns with IS which covers WS, WW, SW, Transport, Facilities, Parks and Waste including around assessment condition and level of renewals, these are all provided for in the AP as forecast in the LTP.</p> <p style="text-align: center;"> RE_ Weekly update_ rem framework.msg</p>	<p>CE <input checked="" type="checkbox"/> CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> GMCC <input checked="" type="checkbox"/> GMCI <input checked="" type="checkbox"/> GMCS <input checked="" type="checkbox"/> GMSPR <input checked="" type="checkbox"/> HSPR <input checked="" type="checkbox"/></p>

<p>1.3. Are the “stories” that the financial and infrastructure strategies tell consistent?</p> <p><i>Robust financial and infrastructure strategies cannot be developed in isolation from intended levels of service and the operational expenditure and capital expenditure programmes associated with these.</i></p>	<p>Both strategies remain consistent, the AP 26/27 remains consistent with Y3 of the LTP, and no change to either strategy.</p>	<p>CE <input checked="" type="checkbox"/></p> <p>CFO <input checked="" type="checkbox"/></p> <p>HF <input type="checkbox"/></p> <p>GMCC <input checked="" type="checkbox"/></p> <p>GMCI <input checked="" type="checkbox"/></p> <p>GMCS <input checked="" type="checkbox"/></p> <p>GMSPR <input checked="" type="checkbox"/></p> <p>HSPR <input checked="" type="checkbox"/></p>
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2. Funding Impact Statement

Question	Comments	Sign Off
<p>2.1. Does your Annual Plan contain a funding impact statement (FIS) for the whole of council? (LGA 2002, sch 10 cl 20 (2)/Financial Reporting Regulations 2014)</p>	<p>Yes</p>	<p>CFO <input checked="" type="checkbox"/></p> <p>HF <input type="checkbox"/></p>
<p>2.2. Does your FIS contain two components: 2.2.1. A funding statement as per 2.1 above? 2.2.2. Information about funding sources (“funding disclosure”). (LGA 2002, sch 10 cl 20(3-5))?</p>	<p>Yes</p>	<p>CFO <input checked="" type="checkbox"/></p> <p>HF <input type="checkbox"/></p>
<p>2.3. Does the whole-of-council FIS have a “nil” balance (Financial Reporting Regulations 2014)?</p>	<p>Yes</p>	<p>CFO <input checked="" type="checkbox"/></p> <p>HF <input type="checkbox"/></p>
<p>2.4. Does the funding disclosure contain details of each of the rates your local authority proposes to set and how these will be calculated (including specifying the relevant matters from Schedule Two and factors from Schedule Three of the Rating Act)?</p>	<p>Yes, see Rating Information</p>	<p>CFO <input checked="" type="checkbox"/></p> <p>HF <input type="checkbox"/></p>

Question	Comments	Sign Off
2.5. Is the funding disclosure specified with enough particularity that ratepayers can, for example, determine whether they are liable for any particular rate and what differential categories they are in?	Yes	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>
2.6. Does the funding disclosure include sample models of the impact of the rating proposals for the Annual Plan?	Yes, noting these are updated for new Aug 2025 valuations	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>
2.8. Has the entire Funding Impact Statement, but especially the funding disclosure, been reviewed for legal compliance by someone conversant with the LGA 2002 and the Rating Act?	Draft has been reviewed by Legal Services [accurate at signoff, noting it is subject to further consideration following Council meeting of 26 May and 23 June]	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> HLDS <input checked="" type="checkbox"/>
2.9. Has the funding disclosure been checked for consistency with the RFP set out in the 2024/2034 Long Term Plan?	RFP remains unchanged from what it set out in the LTP	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>
2.10. Is the funding disclosure complete (i.e., is every rate that your local authority proposes to set included)?	Yes, Cathedral Rate excluded	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>

3. Financial Statements

Question	Comments	Sign Off
3.1. Does the Annual Plan include forecast financial statements for each of the financial years covered by the plan? (LGA 2002, sch 10 cl 18)	Yes	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>
3.2. Has the Annual Plan included the financial statements for the year preceding the Annual Plan? <i>If yes, are these in the same format as the financial statements for the LTP? (LGA 2002, sch 10 cl 19).</i>	As Comparatives	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>
3.3. Do all the forecast financial statements comply with Generally Accepted Accounting Practice? (LGA 2002, s 111) + (Section 18 of part 2 of Schedule 10, of the LGA 2002) GAAP = applicable accounting standard = PBE FRS 42)	Yes, assumptions have been reviewed for reasonableness, and are based on the assumptions independently audited for the LTP, other requirements of PBE FRS 42 include (a) A prospective statement of financial position; (b) A prospective statement of comprehensive revenue and expense; (c) A prospective statement of changes in net assets/equity; (d) A prospective cash flow statement; and (e) Notes, comprising a summary of significant accounting policies, significant assumptions and any other relevant information underlying (a) to (d).	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> GFC <input checked="" type="checkbox"/>
3.4. Has the Annual Plan included the rating base disclosures? (LGA 2002, sch 10 cl 20A)	Yes	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>
3.5. Has the Annual Plan included a statement showing the objectives for reserves, the starting and end balance	Yes	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>

Question	Comments	Sign Off
for reserves and any movements in reserves? (LGA 2002, sch 10 cl 21)		
3.6. Have disclosures been made with respect to the Council's intended level of performance against the so-called fiscal benchmarks and indicators? (Financial Reporting Regulations 2014)?	Yes	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>
3.7. Are the prospective financial statements in the Annual Plan prepared in accordance with the appropriate financial reporting standards? <ul style="list-style-type: none"> LGA 2002, Schedule 10, Section 18 – Forecast financial statements PBE FRS 42 	Yes: refer 3.3 above	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> GFC <input checked="" type="checkbox"/> <i>(Accounting Policies Only)</i>
3.8. Has a review of required disclosures in the prospective financial statements been performed? <ul style="list-style-type: none"> LGA 2002, Schedule 10 	Statements are compliant with the LGA.	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> <i>(Consistent Format)</i> GFC <input checked="" type="checkbox"/> <i>(Accounting Policies Only)</i>

4. Balanced Budget Statements

Question	Comments	Sign Off
4.1. Is the Council running a balanced budget in the Annual Plan? (LGA 2002, s 100)	No, Council will need to resolve that it is financially prudent to do so (s 100 LGA), and staff advice is that as across the term of the LTP Council will run a balanced budget it is in	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>

	order to adopt the current AP with an unbalanced budget.	
4.2. If there is an unbalanced budget does the Annual Plan explain the reasons for the unbalanced budget, and the implications of the decision? (LGA 2002, s 10 cl 14)	Details noted in the Financial Overview, Prudence benchmarks, the Council Report and reference to the Financial Strategy.	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>
4.3. Is running an unbalanced budget prudent? (NB: Assessing prudence will necessitate consideration of the impacts beyond the life of the plan)	Yes. Council agreed to extend the timeframe to reach a 100% funding for renewals position out to 2032, noting that other financial measures are maintained at prudent levels, e.g. credit rating, debt headroom, debt affordability and adjusted (for CCHL advances) debt servicing benchmark.	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>
4.4. Has the Council resolved to operate an unbalanced budget? (That resolution should ideally be made before adoption of the Plan.)	Yes, it will need to resolve on an unbalanced budget for the Final AP, Year 3 of the LTP	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>
4.5. Has the necessary analysis been performed with respect to the levels of service and the financial impacts in order to provide the Council and the auditors with assurance that the unbalanced budget is prudent?	The AP is not audited. This is a decision of Council, which was that there were to be no significant changes to LoS. Aligns with LTP showing year 3 as unbalanced, and as noted above other financial measures remain within prudent financial management settings.	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>
4.6. Are appropriate disclosures considered and / made in the Annual Plan regarding the unbalanced budget?	Details noted in the Financial Overview, Prudence benchmarks, the Council Report and also reference to the Financial Strategy. Ref 4.2	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>

4.7. Is an unbalanced budget an issue that warrants inclusion in the financial strategy?	FS not part of the Annual Plan, unbalanced budget relates capital revenues, and FS discusses the issue of rating for renewals and Council's approach.	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>
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5. Forecasting Assumptions

Also refer to Sign offs for Forecasting Assumption where individual assumptions are signed off.

Question	Comments	Sign Off
5.1. Has the Annual Plan identified all of the significant forecasting assumptions and risks? (LGA 2002, sch 10 cl 17(a))	Yes, as appropriate for an Annual Plan, as a general assumption the following wording in this Annual Plan, and to be reviewed annually thereafter: <i>The nature of Council's activities and operations for the period of the Long-Term Plan 2024-34 will be consistent with the activities and operations outline in the LTP.</i>	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>
5.2. Has the Annual Plan disclosed the useful life of significant assets and funding sources for the replacement of significant assets? (LGA 2002, sch 10 cl 17(b))?	Useful life covered in Accounting Policies This is only an LTP requirement.	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> GFC <input checked="" type="checkbox"/>
5.3. Are there any disconnects between the assumptions disclosed in this section and those	Aligned currently.	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> GMCC <input checked="" type="checkbox"/>

Question	Comments	Sign Off
disclosed in the infrastructure strategy and the financial strategy?		GMCI <input checked="" type="checkbox"/> GMCS <input checked="" type="checkbox"/> GMSPR <input checked="" type="checkbox"/> HSPR <input checked="" type="checkbox"/>
5.4. Did management review the assumptions and their significance afresh, or did it “roll over” the assumptions from the last Annual Plan/Long Term Plan?	Rolled over from the 2025/26 Annual Plan and updated as appropriate post draft 26/27 AP.	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>
5.5. Has management checked economic assumptions with those others are making (e.g., what interest rates is management assuming compared to those of others)?	Yes, uses independent financial data used widely across the sector to update its assumptions	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>
5.6. Should Council undertake scenario modelling of the impact if significant assumptions fail to materialise or are significantly different from those you expected? <i>For example, a local authority reliant on central government funding for a particular large project might consider whether it needs a “plan B”; a growth council might want to forecast different scenarios for the receipt of development contributions revenue.</i>	Not required, there are no significant specific capital revenues in Annual Plan, nor any significant proposed changes to Council’s business model across the period of the AP.	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>
5.7. Does the Annual Plan include the following (if not, should it)? 5.7.1. Service level assumptions	Assumption that no service levels are changed - GMCI	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> GMCC <input checked="" type="checkbox"/> GMCI <input checked="" type="checkbox"/> GMCS <input checked="" type="checkbox"/> GMSPR <input checked="" type="checkbox"/>
5.7.2. Demand assumptions (note that this includes demand driven by population growth and	As per the demand assumptions underpinning the 2024-34 LTP and reviewed as part of the AP (refer significant forecasting assumptions signoff).	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> GMCC <input checked="" type="checkbox"/>

Question	Comments	Sign Off
change, economic growth, and transformation, and changing preferences)		GMCI <input checked="" type="checkbox"/> GMCS <input checked="" type="checkbox"/> GMSPR <input checked="" type="checkbox"/> HCPP <input checked="" type="checkbox"/>
5.7.3. Economic assumptions (interest rates both for council investments and council borrowing, investment/dividend flows from council assets, forecast changes in key costs.)	Yes	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>

6. Capital Expenditure

Question	Comments	Sign Off
6.1. Does the capital expenditure show the following detail for each group of activity? (LGA 2002, sch 10 cl 3) <ul style="list-style-type: none"> • Amount to meet additional demand • Amount to improve levels of performance • Amount to replace existing assets 	LTP only requirement, but breakdown shown in Financial Overview note 2 and capital programme schedules.	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> HPMO <input checked="" type="checkbox"/> FBP-CC <input checked="" type="checkbox"/> FBP-CI/SPR <input checked="" type="checkbox"/> FBP-CS <input checked="" type="checkbox"/>

7. Proposed changes to Levels of Service

Question	Comments	Sign Off
7.1 Do proposed changes to levels of service include significant or material differences from the content of the 2024-34 Long Term Plan (LGA 2002 Section 95 2A)	There are no material LOS changes. There are some minor adjustments to keep in line with central government adjustments to mandatory measures.	CFO <input checked="" type="checkbox"/> HCPP <input checked="" type="checkbox"/>

8. Proposed Fees & Charges

Question	Comments	Sign Off
8.1. Fees and charges schedules - have these been prepared in line with LGA 2002 Section 12 and LGA 2002 Section 150 or other relevant legislation (e.g., Dog Control Act 1996, Building Act 2004, Food Act 2014, etc.)	Yes	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> GMCC <input checked="" type="checkbox"/> GMCI <input checked="" type="checkbox"/> GMSPR <input checked="" type="checkbox"/> H3W <input checked="" type="checkbox"/> HTW <input checked="" type="checkbox"/> HPC <input checked="" type="checkbox"/> HRC <input checked="" type="checkbox"/> HBC <input checked="" type="checkbox"/> HPA <input checked="" type="checkbox"/> HRSE <input checked="" type="checkbox"/> HLI <input checked="" type="checkbox"/> DAG <input checked="" type="checkbox"/> HCSP <input checked="" type="checkbox"/> MMCS <input checked="" type="checkbox"/> FBP-CC <input checked="" type="checkbox"/>

		FBP-CI/SPR <input checked="" type="checkbox"/> FBP-CS <input checked="" type="checkbox"/>
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9. Significance & Engagement Policy

Question	Comments	Sign Off
9.1. Does any special consultative procedure proposed for use in adopting the Annual Plan comply with the requirements of the LGA02 and the Council's significance and engagement policy?	n/a	CE <input checked="" type="checkbox"/> HLDS <input checked="" type="checkbox"/> HCE <input checked="" type="checkbox"/> HSPR <input checked="" type="checkbox"/>

DRAFT

10. Sign Off Completion

Chief Executive (CE) <input checked="" type="checkbox"/> Bede Carran (Interim)	Head of Three Waters (H3W) <input checked="" type="checkbox"/> Gavin Hutchison
Chief Financial Officer/General Manager Finance, Risk & Performance (CFO) <input checked="" type="checkbox"/> Bruce Moher (acting)	Head of Transport & Waste Management (HTW) <input checked="" type="checkbox"/> Stephen Wright (Acting)
Head of Finance (HF) <input type="checkbox"/> Refer to CFO above	Head of Planning & Consents (HPC) <input checked="" type="checkbox"/> Mark Stevenson
General Manager, Citizens & Community (GMCC) <input checked="" type="checkbox"/> Andrew Rutledge	Head of Regulatory Compliance (HRC) <input checked="" type="checkbox"/> Tracey Weston
General Manager, Strategy, Planning & Regulatory (GMSPR) <input checked="" type="checkbox"/> John Higgins	Head of Building Consenting (HBC) <input checked="" type="checkbox"/> Steffan Thomas
General Manager, City Infrastructure (GMCI) <input checked="" type="checkbox"/> Brent Smith	Head of Parks (HPA) <input checked="" type="checkbox"/> Rupert Bool
General Manager, Corporate Services (GMCS) <input checked="" type="checkbox"/> Anne Columbus	Head of Recreation, Sports, & Events (HRSE) <input checked="" type="checkbox"/> Nigel Cox
Group Financial Controller (GFC) <input checked="" type="checkbox"/> Peyman Momenan	Head of Libraries & Information (HLI) <input checked="" type="checkbox"/> Erica Rankin
General Counsel/Head of Legal & Democracy Services (HLDS) <input checked="" type="checkbox"/> Helen White	Director Art Gallery (DAG) <input checked="" type="checkbox"/> Blair Jackson
Head of Corporate Planning & Performance (HCPP) <input checked="" type="checkbox"/> Peter Ryan	Head of Community Support & Partnerships (HCSP) <input checked="" type="checkbox"/> John Filsell
Head of Strategic Policy & Resilience (HSPR) <input checked="" type="checkbox"/> David Griffiths	Manager of Mayor & Civic Services (MMCS) <input checked="" type="checkbox"/> Duncan Sandeman
Manager Capital Programme (HPMO) <input checked="" type="checkbox"/> Paul Dadson	Finance Business Partner, City Infrastructure, & Strategy, Planning & Regulatory Services (FBP-CI/SPR) <input checked="" type="checkbox"/> Tony Richardson
Head of Communications & Engagement (HCE) <input checked="" type="checkbox"/> Jocelyn Ritchie	Finance Business Partner, Citizens & Community (FBP-CC) <input type="checkbox"/> This sign off is not required at this stage as the two other Business Partners are covering this until vacant role filed.
Finance Business Partner, Corporate Services (FBP-CS) <input checked="" type="checkbox"/> Nick Dean	

Sign Off Completion

Chief Executive (CE) <input checked="" type="checkbox"/> Bede Carran (Interim)	Head of Strategic Policy & Resilience (HSPR) <input checked="" type="checkbox"/> David Griffiths
Chief Financial Officer/General Manager Finance, Risk & Performance (CFO) <input checked="" type="checkbox"/> Bruce Moher (acting)	Manager Capital Programme (HPMO) <input checked="" type="checkbox"/> Paul Dadson
Head of Finance (HF) <input type="checkbox"/> Refer to CFO	Head of Corporate Planning & Performance (HCPP) <input checked="" type="checkbox"/> Peter Ryan
General Manager, Citizens & Community (GMCC) <input checked="" type="checkbox"/> Andrew Rutledge	Head of Three Waters (H3W) <input checked="" type="checkbox"/> Gavin Hutchison
General Manager, Strategy, Planning & Regulatory (GMSPR) <input checked="" type="checkbox"/> John Higgins	Head of Transport & Waste Management (HTW) <input checked="" type="checkbox"/> Stephen Wright (Acting)
General Manager, City Infrastructure (GMCI) <input checked="" type="checkbox"/> Brent Smith	Head of Parks (HPA) <input checked="" type="checkbox"/> Rupert Bool
General Manager, Corporate Services (GMCS) <input checked="" type="checkbox"/> Anne Columbus	Head of Digital (HD) <input checked="" type="checkbox"/> Anurag Madan
Group Financial Controller (GFC) <input checked="" type="checkbox"/> Peyman Momenan	Head of Facilities & Property (HFP) <input checked="" type="checkbox"/> Bruce Rendall
Group Treasurer (GT) <input checked="" type="checkbox"/> Steve Ballard	Finance Business Partner, Corporate Services (FBP-CS) <input checked="" type="checkbox"/> Nick Dean
General Counsel/Head of Legal & Democracy Services (HLDS) <input checked="" type="checkbox"/> Helen White	Finance Business Partner, City Infrastructure & Strategy, Planning & Regulatory Services (FBP-CI/SPR) <input checked="" type="checkbox"/> Tony Richardson

Forecasting Assumptions

Question	Comments	Sign Off
<p>Has management considered the level of uncertainty in each of the significant forecasting assumptions and risks?</p>	<p>Yes, referred back to significant forecasting assumptions in LTP (Vol 2, pages 87 – 102), and considered risk and level of uncertainty, mitigations, reasons and financial impact of uncertainty, no material or significant changes from the LTP, noting that as the AP is for one year, it generally allows for a higher level of confidence in rating the level of uncertainty.</p>	<p>CE <input checked="" type="checkbox"/> CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/></p>
<p>Where levels of uncertainty are high then the AP must disclose:</p> <ul style="list-style-type: none"> • The fact of the uncertainty • An estimate of the uncertainty on the financial estimate (Cl. 17, Sch. 10, LGA). 	<p>No significant changes other than as noted below for Assumption 3.7, noting that in the LTP the following were rated high for level of uncertainty:</p> <p>Assumption 3.7: Future reform of LG in the LTP was rated as high, while acknowledging a number of areas of reform for the LG sector, it is not expected they will change significantly the levels of service, delivery model or cost within the 12-month period of the AP, and rated moderate for this AP</p> <p>Assumption 4.1 - was increased to high in the Draft due to S&P information released and discussion held post Government releasing rates capping intentions. Has reverted to Moderate for the Final AP given further S&P information released and little further sector wide rating action.</p>	<p>CE <input checked="" type="checkbox"/> CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/></p>

Significant Forecasting Assumptions

In preparing this Annual Plan it was necessary for Council to make a number of assumptions about the future. The following tables identify those forecasting assumptions which are significant in that if actual future events differ from the assumptions, it could result in material variances to this Plan. The table also identifies the risks that underlie those assumptions, the reason for that risk, and an estimate of the potential impact on the Plan if the assumption is not realised.

A number of assumptions have such a high level of uncertainty the financial impact of a change in the assumption is not able to be quantified. In these situations a description of the impact has been provided.

Assumption	Risk	Level of Uncertainty	Mitigations, Reasons and Financial Impact of Uncertainty	Sign Off
1. Capital Programme and infrastructure assets				
1.1 Capital Works. Programmes and projects are assumed to be delivered within budget and on time and to required quality specifications. The capital programme is generally managed within overall budget allocations requiring changes to programme or project budget to be found within available budgets. At a corporate level provision may be made for delayed delivery by forecasting an annual capital budget carry forward based on historic delivery trends. There may also be some projects delivered ahead of forecast, and these will be managed within borrowing allowances via bring backs.	If actual costs will vary from estimates, due to higher input prices and/or delivery delays, then this could result in budget shortfalls. However, Council has tendered significant work, and estimates are based on the best available information. Delays could also be due to consenting and consultation requirements. Estimates may vary due to length of time and scope changing between first costing and tendering / awarding the contract	Moderate/ Low	To the extent possible Council staff seek to proactively manage the delivery of capital works, substituting projects within a programme where necessary. Those that are unable to be completed as planned in any year of the Long-Term Plan may be carried forward. The implications of this are: <ul style="list-style-type: none"> possible additional reactive opex; not all delays lead to additional costs. possible reduction in direct operating costs if the delay relates to a new facility; projects may cost more than planned due to inflation. less funds will need to be borrowed in the short term. Delaying new borrowing will impact on the timing of financing costs. possible reduction to levels of service 	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> GMCC <input checked="" type="checkbox"/> GMCI <input checked="" type="checkbox"/> GMCS <input checked="" type="checkbox"/> HPMP <input checked="" type="checkbox"/>

Assumption	Risk	Level of Uncertainty	Mitigations, Reasons and Financial Impact of Uncertainty	Sign Off
			<ul style="list-style-type: none"> Any inflationary increase in Council's costs that is not offset by efficiency gains or revenue is likely to impact the timing of future works or increase borrowing or lead to a reduced scope of work to be completed within the allocated budget. 	
1.2 Sources of funds for replacing assets. The sources of funds will occur as projected.	If funding does not occur as projected, then borrowing is required.	Low	If required, Council is well placed to borrow funds as required and remain within its LGFA benchmarks. The impact to ratepayers of every \$10 million of additional borrowing for capital works is a 0.09% increase to rates spread over two years. This increase accounts for the interest cost and repayment of the borrowing over 30 years. Council remains comfortably inside its FS parameters, and its credit rating remains at investment grade.	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> GMCC <input checked="" type="checkbox"/> GMCI <input checked="" type="checkbox"/> GMCS <input checked="" type="checkbox"/>
1.3 Asset life. Useful life of assets is as recorded in asset management systems and plans or based upon professional advice (the Accounting Policies detail the useful lives by asset class).	<p>If the useful life of an asset/s is significantly shorter than expected, then the asset will need to be replaced sooner than planned and budgeted for.</p> <p>If the useful life of an asset is longer than expected, then the asset may be replaced sooner than required resulting in a loss of economic life and a consequential higher cost of service.</p>	Moderate	<p>Council maintains its databases with the latest known condition information. However, piped networks are below ground making asset condition more difficult to assess reliably.</p> <p>Ideally assets are replaced just in time. Earlier replacement would put more pressure on the Council's capital programme, financing costs and rates requirement. Late replacement can lead to more expensive replacement costs plus generally greater impacts on the operational costs, community, and the environment.</p>	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> GMCC <input checked="" type="checkbox"/> GMCI <input checked="" type="checkbox"/> GMCS <input checked="" type="checkbox"/> HTW <input checked="" type="checkbox"/> H3W <input checked="" type="checkbox"/> HPA <input checked="" type="checkbox"/>

Assumption	Risk	Level of Uncertainty	Mitigations, Reasons and Financial Impact of Uncertainty	Sign Off
				HD <input checked="" type="checkbox"/> HFP <input checked="" type="checkbox"/>
<p>1.4 Carrying value of assets. The opening statement of financial position reflects the correct asset values.</p> <p>The carrying value of assets are revalued on a regular basis.</p>	<p>If asset revaluations differ to that planned and change projected carrying values of assets, depreciation expense and certain ratios may be impacted.</p>	<p>Low</p>	<p>Roading assets were independently revalued as of 30 June 2025. Water assets are valued on a 3 yearly cycle.</p> <p>Land and buildings were independently revalued as of 30 June 2024, using market value where appropriate.</p> <p>Wastewater, water supply and stormwater assets, were independently revalued as of 30 June 2023.</p> <p>The valuation of the Council's facilities and infrastructure assets at optimum depreciated replacement cost involves a significant amount of judgement in estimating the replacement unit cost, asset condition and the remaining useful life of the assets. Accounting standards require that at least at each balance date a review of the assets and whether there has been a material change or impairment of the asset, these judgments are tested as part of the annual attest audit.</p> <p>Note: <i>That the carrying values of assets include additions (at cost less depreciation) and disposals since the last valuation.</i></p>	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> GFC <input checked="" type="checkbox"/>

Assumption	Risk	Level of Uncertainty	Mitigations, Reasons and Financial Impact of Uncertainty	Sign Off
2. Inflation. Growth and Population				
<p>2.1 Inflation. The price level changes projected will occur. Council has considered both information provided by Business Economic Research Limited (BERL) to all local authorities and a weighted mix of its own cost inputs in determining appropriate inflators. It also receives external advice on forecast future salary movements.</p> <p>Where specific contractual or determined increases are not identified Council has used an inflation assumption of 3.1% for operational costs for the 2026/27 plan and 3.4% for capital expenditure.</p> <p>A corporately held provision of \$1.25 million has been included in the 2026/27 Annual Plan, to address the risk of escalation on operational contracts resulting from the higher fuel prices, due to the changing international geo-political environment.</p>	<p>If inflation is materially higher or lower than anticipated, then the Council will have a net revenue shortfall or surplus relative to its planned opex work programme.</p>	Moderate	<p>Short-term impacts will be managed by managing costs to budget without impacting levels of service where possible.</p> <p>If increased costs and/ or reduced net revenue negatively impacts on the Council’s finances, it could lead the Council to decide to borrow more, increase rates and or fees and charges, or reduce service/ project delivery or a combination of all the above.</p> <p>However, these risks are considered to be unlikely to eventuate to a significant degree within a single rating year. Any decision to significantly cut services or increase debt would be more likely to be addressed in a future Annual Plan or Long-Term Plan.</p>	<p>CFO <input checked="" type="checkbox"/></p> <p>HF <input type="checkbox"/></p>
<p>2.2 Economic Environment. This Plan assumes that the economic environment develops broadly in line with the Reserve Bank of New Zealand’s Monetary Policy Statement of February 2026 (MPS), but</p>	<p>If unexpected local, national, or international economic shocks occur and have a significant negative impact the economic environment affecting Council costs and or revenue, then a</p>	Moderate	<p>Continued uncertainty in the geopolitical environment heightens economic risk on both the revenue and expenditure sides and could negatively impact on Council’s finance and operating costs, its revenue from sources driven by external demand such as consents,</p>	<p>CFO <input checked="" type="checkbox"/></p> <p>HF <input type="checkbox"/></p> <p>HCPP <input checked="" type="checkbox"/></p>

Assumption	Risk	Level of Uncertainty	Mitigations, Reasons and Financial Impact of Uncertainty	Sign Off
<p>adjusted to reflect potential impacts of the Hormuz conflict, including:</p> <ul style="list-style-type: none"> Economic growth to be around 2.0% in the year to Jun-27 [MPS: 2.6%]; Christchurch growth to remain relatively healthy, due to on-going agricultural export earnings and inward migration. Annual consumer price index inflation to be around 2.5% in the year to Jun-27 [MPS: 2.0%], noting that the immediate impact of higher oil prices will occur in the year to Jun-26 Interest rates to be somewhat higher, reflecting both inflationary and “risk premium” impacts of the Hormuz conflict. The Official Cash Rate to be at or slightly above a “neutral” level of 3.3% by Jun-27 [MPS: 2.3%]. Unemployment to remain elevated, still above 5% by Jun-27 [MPS: 4.8%]. <p>Council has prepared this Plan on the assumption that inflation and interest rates will progress broadly in line with these projections – see assumptions for both.</p>	<p>range of risk factors may materialise including:</p> <ul style="list-style-type: none"> Persistent inflation, leading to higher interest rates and cost pressures for longer Disruptions to NZ export production and/or global trade patterns, leading to higher import costs and higher credit margins on borrowing 		<p>development contributions, and dividends, and on ratepayers’ ability to pay rates.</p> <p>If increased costs and/ or reduced revenue negatively impacts on the Council’s balance sheet it could lead the Council to decide to borrow more, increase rates and/or fees and charges, or reduce service/ project delivery or a combination of all the above.</p> <p>However, these risks are considered unlikely to eventuate to a significant degree within a single rating year beyond what has been provided for. Any decision to significantly cut services or increase debt would be more likely to be addressed in a future Annual Plan or Long-Term Plan. See note in 2.1 re fuel related inflationary risk.</p> <p>As noted in the LTP assumptions, labour market constraints were forecast to ease, and this easing is reflected with increased capacity in the job market, Council notes that when jobs are advertised there are multiple applicants.</p>	
<p>2.3 Development contributions revenue. The Council has assumed development will reflect the population and business growth</p>	<p>If the number of new properties paying development contributions is significantly less than forecast over the</p>	<p>Low</p>	<p>The timing of growth, and its impact on Council’s development contributions revenue, will have a low impact on the borrowing and interest expense</p>	<p>CFO <input checked="" type="checkbox"/></p>

Assumption	Risk	Level of Uncertainty	Mitigations, Reasons and Financial Impact of Uncertainty	Sign Off
<p>model growth forecasts and has budgeted its development contributions revenue accordingly.</p>	<p>funding life of assets, then revenue from development contributions will not be sufficient to fund the growth component of the Council’s capital programme.</p> <p>If the timing of growth differs significantly from forecast this will impact on Council’s cash flows and may necessitate changes to planned borrowing.</p> <p>The location and timing of development is determined by several factors such as market forces which are outside the control of the council.</p>		<p>assumptions in this Plan. [Note that in any one year a shortfall in development contributions may not be material, but over the term of the LTP it can be].</p> <p>Any shortfall in development contributions revenue must be funded initially by borrowing which is funded from rates over the relevant debt financing term, and if the policy is not fit for purpose and collections do not map growth in demand from development there is heightened risk of under collection of the ‘true’ amount for council from its development contributions revenue, which is then covered by borrowing and in the long run paid for by rates.</p> <p>The latest Development Contributions Policy was adopted in August 2025. Development contributions charges are generally higher under the new policy which will result in increased development contributions revenue for the Council, although this will take several years to be realised.</p> <p>The Government has proposed to replace the development contributions system with development levies and is currently consulting on policy proposals. Legislation is still being drafted and is expected to be introduced in mid-2026. At this stage levies will come into effect from 2028 and development contributions will be completely phased out by 2030. While the final policy decisions are still to be confirmed, the</p>	<p>HF <input type="checkbox"/></p> <p>HCPP <input checked="" type="checkbox"/></p>

Assumption	Risk	Level of Uncertainty	Mitigations, Reasons and Financial Impact of Uncertainty	Sign Off
			direction of the proposals is that the levy system will result in more accurate cost recovery of growth infrastructure from development.	
2.4 Population. That population and business growth will occur as forecast by the Council's growth modelling.	If population and/ or business growth is higher than projected, then the Council will need to provide additional unplanned services and infrastructure. If growth is lower than projected, then the Council will be required to support excess levels of infrastructure and service delivery.	Low	Population projections are based upon a standard set of demographic assumptions. The Council revises its growth modelling annually based on the best information available at the time. Changes to services or infrastructure due to differing population are not likely to be required within a single Annual Plan year but may be significant when measured across a longer timescale.	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> HCPP <input checked="" type="checkbox"/>
2.5 Rating Base. Growth in the number and development of rating units to 30 June 2026 is expected to increase the rating base for 2026/27 by \$12.4 million, which represents a 1.0% increase in the rating base compared to 2025/26 and the increase in the rating base due to the revaluation of Council owned properties. This is taken into account when determining the annual rates increase to existing ratepayers.	If the rating base grows at a materially different rate from that projected, then rates income may be materially different to that planned.	Low	Actual growth in the rating base is never known until 30 June because of the process by which it is measured. Council staff work closely with QV in the period leading up to 30 June to have as accurate an assessment as possible. Variances between the forecast and actual growth in the rating base to 30 June of each prior year will cause changes to the total rates revenue collected in the new year.	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> GFC <input checked="" type="checkbox"/>
2.6 Aging population. The number of Christchurch residents over the age of 65 is expected to increase by 150% between	If the mix of ages within the population is significantly different from that forecast the range and types of services that have factored in the	Low	Age projections are produced by Statistics New Zealand on a nation-wide basis, and for the purpose of this annual plan the LTP assumption holds.	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>

Assumption	Risk	Level of Uncertainty	Mitigations, Reasons and Financial Impact of Uncertainty	Sign Off
<p>2023 and 2053 to 94,200 (20% of the total population).</p> <p>2.7 By 2053 the number of residents over the age of 80 is expected to be around 7% of the population, compared to around 4% in 2023. The total number is expected to increase by 209% from 16,300 to 34,000.</p>	needs of older persons may need to change.			
3. Impact of policies and external factors				
<p>3.1 Council policy. Given the significant extent of government reform, there will be regular updates to Council policy in response to legislative changes and emerging strategic issues. Known changes are appropriately budgeted for.</p>	New legislation is enacted that requires a significant policy response or business change from Council or, Department of the Prime Minister and Cabinet (DPMC) uses its statutory powers such that a change is required to Council policy that was unplanned.	Low	Dealing with changes in legislation is part of normal Council operations. Any financial impact is managed, which may include deferring some work. Significant policy changes also are usually signalled sufficiently in advance that in any one AP they are manageable or will have limited impact during the relevant AP, e.g. the proposed rating cap and RM reforms.	<p>CFO <input checked="" type="checkbox"/></p> <p>HF <input type="checkbox"/></p> <p>GMSPR <input checked="" type="checkbox"/></p> <p>HLDS <input checked="" type="checkbox"/></p> <p>HSPR <input checked="" type="checkbox"/></p>
<p>3.2 NZTA subsidies. The Current Funding Assistance Rate (FAR) of 51% on qualifying expenditure will not change. We will receive the total amount of subsidy that we have assumed we will receive.</p>	If there are changes in the FAR, and/ or the overall amount in the National Land Transport Fund, then there could be changes to government transport priorities, and to funding eligibility criteria for projects which could impact on the amount of subsidy funding we receive from NZTA and/ or could change the projects for which we receive funding.	Moderate/ Low	<p>Changes to government funding priorities and NZTA funding decisions are outside Council control, and the risk varies from project to project. The maximum financial impact would be the elimination of all subsidies, which is extremely unlikely as continuous programmes have been approved for the three-year funding period.</p> <p>Decisions on which improvement projects will be funded through the National Land Transport Fund will not be confirmed until after approval of the</p>	<p>CFO <input checked="" type="checkbox"/></p> <p>HF <input type="checkbox"/></p> <p>GMCC <input checked="" type="checkbox"/></p> <p>GMCI <input checked="" type="checkbox"/></p> <p>HTW <input checked="" type="checkbox"/></p> <p>FBP-CI/SPR <input checked="" type="checkbox"/></p>

Assumption	Risk	Level of Uncertainty	Mitigations, Reasons and Financial Impact of Uncertainty	Sign Off
			<p>Detailed Business Case, and this means there is some inherent uncertainty around funding for some improvement projects. The Council is regularly in discussions with NZTA to gain more clarity on which projects will receive funding.</p> <p>The Council adjusts its work programme and budget assumptions if necessary to align with NZTA funding availability.</p>	
<p>3.3 Resource Consents. Conditions of resource consents held by Council will not be significantly altered.</p>	<p>Conditions required to obtain/maintain the consents will change, which may result in higher costs than projected, and these costs will not be covered by planned funding.</p> <p>Council is currently applying for the Akaroa wastewater consent. Consent conditions are unknown at this point.</p>	Moderate/ Low	<p>Council will usually have sufficient notice period of likely changes to resource consents that may have significant financial impact.</p> <p>The financial impact of failing to obtain/renew resource consents cannot be precisely quantified generally but must be analysed per consent. The direction of government policy is generally to make resource consenting requirements more enabling rather than restrictive.</p>	<p>CFO <input checked="" type="checkbox"/></p> <p>HF <input type="checkbox"/></p> <p>GMCC <input checked="" type="checkbox"/></p> <p>GMCI <input checked="" type="checkbox"/></p> <p>H3W <input checked="" type="checkbox"/></p>
<p>3.4 Legislative and Regulatory change. The Government has initiated significant reform that will impact on the legislative and regulatory frameworks within which local government currently operates.</p> <p>Key reform programmes relate to Local Waters Done Well reform, resource management reform, building system reform, System Improvement Bill, and a rates cap.</p>	<p>Should the legislative environment change, the activities, and services the Council plans to provide over the period of this Plan could change which could impact on Council's costs and revenue requirements.</p>	Low	<p>The Government has several reforms in progress which will significantly change the roles and responsibilities of local government as changes are implemented.</p> <p>At the time of preparing this Plan the Council is unable to determine the extent any potential legislative change might impact its operations or quantify the potential financial impact. Adapting to the reforms will have resource, financial and service delivery impacts, however, it is likely to have only a minor impact during the period of this</p>	<p>CFO <input checked="" type="checkbox"/></p> <p>HF <input type="checkbox"/></p> <p>GMSPR <input checked="" type="checkbox"/></p> <p>HLDS <input checked="" type="checkbox"/></p> <p>HSPR <input checked="" type="checkbox"/></p>

Assumption	Risk	Level of Uncertainty	Mitigations, Reasons and Financial Impact of Uncertainty	Sign Off
<p>Given the expected timelines of the review processes the Council has assumed that no significant legislative or regulatory change will impact on the Council in the coming year, although this might change if the government follows through on its intention to enact the water service entities bill this year.</p> <p>The reform programmes are each covered in more detail below. Government has initiated significant reform that will impact on the legislative and regulatory frameworks within which local government currently operates.</p> <p>Key reform programmes relate to Local Water Done Well reform and resource management reform and building system reform.</p> <p>Given the expected timelines of the review processes the Council has assumed that no significant legislative or regulatory change will impact on the Council in the coming year, although this might change if the government follows through on its intention to enact the water service entities bill this year.</p> <p>The reform programmes are each covered in more detail below.</p>			<p>Annual Plan, noting that Council during the period of the 2025/26 Annual Plan will be preparing to meet the new legislative environment, e.g. local water done well (see below on LWDW). The Council will need to be mindful of the upcoming rates cap policy and the Minister’s expectations to keep rates low in the coming years, and may be required to prepare to implement changes under the System Improvements Bill.</p>	

Assumption	Risk	Level of Uncertainty	Mitigations, Reasons and Financial Impact of Uncertainty	Sign Off
<p>3.5 Local Water Done Well Reform (LWDW)</p> <p>Following consultation Council has resolved to maintain water as an internal business unit as its model of delivery. The Council will continue to deliver water services over the life of the LTP and has budgeted accordingly.</p> <p>The government’s reforms will not affect the levels of service for delivery of three waters activities during the period of this annual plan.</p>	<p>The government’s LWDW reform imposes increasing standards on Council around its water management system, including technical standards and financial sustainability.</p> <p>While council has had its water services delivery plan approved by DIA in Oct 2025, if Council is unable to meet these standards to a material degree it is at risk of Crown intervention.</p>	Low	<p>Implementation of the WSDP is a work in progress that does not directly impact the 2026/27 Annual Plan (in respect of governance, operations, LoS, rating and contract costs), however it will directly impact development of the LTP27-37. As such, this remains as an open assumption for the LTP27-37 process to follow.</p>	<p>CFO <input checked="" type="checkbox"/></p> <p>HF <input type="checkbox"/></p> <p>GMCC <input checked="" type="checkbox"/></p> <p>GMCI <input checked="" type="checkbox"/></p> <p>H3W <input checked="" type="checkbox"/></p>
<p>3.6 Potential climate change impacts. The projected local changes to climate that we must prepare for are:</p> <p>a. Sea level rise is projected to increase by 14-23cm by 2050. At the same time Vertical Land Movement is causing most areas of our coast to sink at similar or even faster rates.</p> <p>b. Our average temperature is expected to increase by 0.8 to 1.4°C by 2050. The number of hot days over 25°C each year could double by 2050</p> <p>c. We’re expecting more intense and heavier rain, particularly during the winter months, a slight increase in wind speeds, and more extreme weather events</p>	<p>The timing or severity of any climate change impacts could be worse than expected, meaning the Council is not sufficiently prepared.</p> <p>The scale and frequency of climate change impacts on Council assets may be so significant that it is cost-prohibitive to continue to maintain some services, and significant reductions in levels of service are also likely to be required.</p>	Low	<p>The Council has developed a Climate Resilience Strategy which identifies action programmes to respond to the impacts of climate change and the legislative requirements to consider the impacts of climate change.</p> <p>The Climate Hazards Adaptation Planning programme has completed its first coastal hazards adaptation plan in Whakaraupō Lyttelton Harbour, and will initiate its next round of planning in 2026.</p> <p>The Council will also release its multi-hazard, climate risk assessment which will set out the likely impacts of climate change on Council assets, including financial impacts. Community Risk Profiles will also be released to provide</p>	<p>CFO <input checked="" type="checkbox"/></p> <p>HF <input type="checkbox"/></p> <p>GMSPR <input checked="" type="checkbox"/></p> <p>HSPR <input checked="" type="checkbox"/></p>

Assumption	Risk	Level of Uncertainty	Mitigations, Reasons and Financial Impact of Uncertainty	Sign Off
<p>Christchurch is already at risk from a range of natural hazard and weather impacts. Climate change will increase the severity and frequency of many of these.</p> <ul style="list-style-type: none"> - Higher sea levels, land subsidence and changes in rainstorm and storms increase risks of flooding, rising groundwater, storm surges, coastal erosion and tsunami - Due to more hot, dry and windy weather, we can expect more frequent and severe periods of drought, more tree-fall, a longer wildfire season more frequent and severe wildfires - Heavier, more frequent rain as well as vegetation loss from wildfires can cause flash flooding in low-lying areas and landslides on steep hills. 			<p>communities with an understanding of likely impacts in their areas.</p> <p>These risk assessments will help build a clearer understanding of our exposure and vulnerability to the impacts of climate change on our assets and inform how we adapt and manage the financial impacts.</p> <p>A Climate Resilience Fund has been in place since 1 July 2025 to build a fund over the longer term to contribute to the costs of adapting Council assets noting that these impacts are going to disproportionately affect future generations. A proposal to pause the 0.25% rates increase for the Climate Resilience Fund in 2026/27 was consulted on through this Annual Plan which would significantly reduce the effectiveness of this fund.</p> <p>Council continues to invest in climate adaptation efforts and partners with communities and rūnanga.</p> <p>To provide capacity to respond to an emergency, Council has deliberately maintained significant debt capacity to fund any urgent and major works.</p>	

Assumption	Risk	Level of Uncertainty	Mitigations, Reasons and Financial Impact of Uncertainty	Sign Off
<p>3.7 Local Government reform. The Council has assumed any changes to local government service delivery and responsibilities arising from reform of Local Government or its functions will not materially impact on its costs or financial position over the life of the Annual Plan 2026-27.</p>	<p>If significant changes to local government functions and/ or structure materialise then this could have a significant impact on work programmes and budgets detailed in the adopted LTP and this Annual Plan.</p>	<p>Moderate (for this Annual Plan of the LTP)</p>	<p>If significant changes to local government functions and/ or structure materialise then work programmes and budgets will need to be amended. This can be done through the LTP 2027-37 or through Annual Plans prepared in the intervening years. It is possible the Council may need to undertake a formal LTP amendment if changes are significant. The AP has been prepared on the basis that there are no significant changes to delivery and operations arising from reform that will impact during the AP timeframe which are not already known or considered. changes are significant.</p>	<p>CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> GMSPR <input checked="" type="checkbox"/> HLDS <input checked="" type="checkbox"/> HSPR <input checked="" type="checkbox"/> HCPP <input checked="" type="checkbox"/></p>
<p>4. Borrowing Related</p>				
<p>4.1 Credit Rating. The Council's current rating of "AA- (Stable)" is maintained.</p>	<p>If the Council's credit rating with Standard and Poor's is downgraded, then the Council's cost of borrowing is likely to increase. This would increase the budget required to service debt which would reduce funding available for other things.</p>	<p>Changed from High in Draft to Moderate</p>	<p>A one-notch downgrade (i.e. from AA- to A+) would not affect any debt existing at the time but would increase the cost of new borrowing and refinancing by an estimated 5 basis points (0.05 percentage points) for the life of the borrowing.</p> <p>Such an event occurring at the start of 2026/27 would increase net interest costs by an estimated \$0.2 million in 2026/27, rising to \$1.7 million annually by 2033/34. A downgrade arising from Council's own activities and finances is considered low risk, but there is a heightened risk of downgrades across the sector due to changes in regulatory settings (including rates-capping).</p>	<p>CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> GT <input checked="" type="checkbox"/></p>

Assumption	Risk	Level of Uncertainty	Mitigations, Reasons and Financial Impact of Uncertainty	Sign Off
4.2 Borrowing Costs. Net cost of ratepayer funded borrowing (i.e. including current and projected debt) is projected to be 4.7% in 2026/27.	If interest rates increase to above the assumed level, then the Council's debt servicing costs will increase. This would increase the budget required to service debt which would reduce funding available for other things.	Moderate	Council manages its interest rate exposure in accordance with its Liability Management Policy, and in line with advice from an independent external advisor. Projected debt is mostly hedged to reduce exposure to market rate fluctuations, but a moderate amount of risk remains. Market interest rates 0.5% higher than projected would increase interest costs by around \$2.6m in 2026/27.	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> GT <input checked="" type="checkbox"/>
4.3 Securing External Funding. New, or renewal of existing borrowings on acceptable terms can be achieved.	If new borrowing cannot be accessed to refinance existing debt or fund future capital requirements, then the Council could need to borrow from unconventional sources or default on its debts.	Low	The Council minimises its liquidity & funding risks by maintaining a mix of current and non-current borrowings in accordance with its Liability Management Policy, plus some undrawn committed lending facilities from banks.	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> GT <input checked="" type="checkbox"/>
4.4 LGFA Guarantee. Each shareholder of the LGFA is a party to a deed of Guarantee, whereby they guarantee the obligations of the LGFA and the obligations of other participating local authorities in the event of default.	If the LGFA couldn't meet its obligations, then each guarantor would be liable to pay a proportion of the amount owing. The proportion to be paid by each guarantor is set in relation to each guarantor's relative rates income.	Low	The Council believes the risk of the guarantee being called on and any financial loss arising from the guarantee is remote. The likelihood of a local authority borrower defaulting is extremely low and LGFA has recovery mechanisms that would be applied prior to any call on the Guarantee. All the borrowings by a local authority from the LGFA are secured by a charge over each local authority's Rates.	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> GT <input checked="" type="checkbox"/>
4.5 Opening Debt: The Council's opening debt of \$2.641 million is made up of; \$218 million of equity investments, mainly in CCTOs (Venues Ōtautahi Ltd \$185 million),	If the Council's actual opening debt differs from forecast, then the debt servicing costs may be higher than budgeted.	Low	Council's debt requirements are well understood and closely managed. It is unlikely that opening debt will be significantly different to forecast.	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> GT <input checked="" type="checkbox"/>

Assumption	Risk	Level of Uncertainty	Mitigations, Reasons and Financial Impact of Uncertainty	Sign Off
<p>\$347 million of money borrowed for on-lending, (in accordance with the Council's Liability Management Policy),</p> <p>\$1,923 million of capital works and earthquake related borrowing. There is an additional \$100 million borrowed internally from the Capital Endowment Fund.</p> <p>\$81.6 million of LGFA borrower notes funding.</p> <p>\$71 million finance lease (Civic Building).</p>				
5. Investment related				
<p>5.1 Return on investments.</p> <p>Interest received on cash and general funds invested is projected to be 3.00% for 2026/27.</p> <p>The return on the Capital Endowment Fund (most of which is currently invested internally) is forecast to be 4.55% for 2026/27</p>	<p>If interest rates are lower than projected, then Council's revenue from interest will be less than budgeted.</p> <p>Conversely, if interest rates are higher than projected, then Council's revenue from interest will be more than budgeted.</p>	Low	Any financial impact is unlikely to be significant, given there are offsetting financing costs for borrowing.	<p>CFO <input checked="" type="checkbox"/></p> <p>HF <input type="checkbox"/></p> <p>GT <input checked="" type="checkbox"/></p>
<p>5.2 Value of Investment in Subsidiaries That the opening statement of financial position reflects the correct investment values.</p>	<p>If CCO revaluations differ significantly from the assumed values, then Council's assets will be overstated.</p>	Low	The valuation of the Council's investments in subsidiary and associated companies at fair value has a material impact on the amounts recognised in these prospective financial statements and	<p>CFO <input checked="" type="checkbox"/></p> <p>HF <input type="checkbox"/></p>

Assumption	Risk	Level of Uncertainty	Mitigations, Reasons and Financial Impact of Uncertainty	Sign Off
			involves a significant amount of judgement. Independent valuers are commissioned to perform these valuations on a periodic (currently annually) basis, at intervals sufficient to ensure that the fair value of these investments does not differ materially from their carrying value and are independently audited by Audit NZ as part of the annual attest audit.	
5.3 CCO/CCTO income. CCHL will deliver dividend income at the levels forecast in this Plan.	If CCHL delivers a lower than projected dividend, then the Council will need to source alternate funding or reduce work programmes funded from dividends. If additional dividend income is received, then the level of borrowing forecast in this Plan will be reduced.	Low	CCO/CCTOs are monitored by their Statements of Intent and quarterly reporting to the Council. CCOs are subject to annual attest audits, and several of Council's CCOs are subject to additional independent regulatory oversight in whole or in part, that is Orion, CIAL, and Enable.	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>
5.4 Tax planning. The Council (parent) will operate a tax loss for the period covered by this Plan due to the availability of tax deductions on some Council expenditure. This allows the Council's profit-making subsidiaries to make deductible payments (known as subvention payments) to entities with a tax loss which reduces the Council Group tax payments.	If subvention payments are lower than planned, then the Council's revenue will be less than budgeted.	Low	CCTOs are monitored by the Statement of Intent and a quarterly performance reporting process. Returns are expected to continue as forecast in this Plan. Council also works closely with those subsidiaries in Council's Tax group, to achieve positive outcomes. Council instructs independent tax advice to provide assurance on its tax calculations and the tax position it adopts in respect of its taxing arrangements.	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/> GFC <input checked="" type="checkbox"/>
6. Services and Operations				

Assumption	Risk	Level of Uncertainty	Mitigations, Reasons and Financial Impact of Uncertainty	Sign Off
<p>6.1 Community housing. The Council's community housing assets are leased to Ōtautahi Community Trust, who are responsible for operations, maintenance and renewals.</p> <p>It is assumed that community housing remains ring-fenced from Rates, through a separate Housing Fund. The ongoing revenue source for this fund is the lease payments from the Ōtautahi Community Housing Trust.</p>	<p>If lease revenue is not sufficient to enable the social housing portfolio to be financially viable then alternative sources of funding may need to be found which may include from rates and property sales.</p> <p>If expenditure is higher than expected expenditure (e.g., due to asset failure or external events) then additional sources of funding may need to be found which may include from Rates and property sales.</p>	High	<p>With a focus on repairing earthquake damage, lifting quality standards, and addressing deferred maintenance, there has been significant expenditure from the fund over the last ten years. The fund is now in a depleted state and is not anticipated to accumulate in the foreseeable future. During this period, it is at a heightened risk. There are unlikely to be material changes, either positively or negatively for the OCHT and Council, over the period of the AP.</p> <p>The Long-Term Plan contains budgeted revenue from future sales of complexes to ensure a balanced budget. Council has already made the decision to sell some complexes but has not yet decided to sell all required for a balanced budget.</p> <p>Changes to Government policy may also impact on the funding available for new social housing.</p>	<p>CFO <input checked="" type="checkbox"/></p> <p>HF <input type="checkbox"/></p> <p>GMCS <input checked="" type="checkbox"/></p> <p>HFP <input checked="" type="checkbox"/></p> <p>FBP-CS <input checked="" type="checkbox"/></p>
<p>6.2 Contract Rates. Re-tendering of major contracts will not result in cost increases in excess of the rate of inflation or budgeted amount.</p>	<p>There continues to be some risk in the market in relation to cost increases - particularly those involving overseas supply chains, those greatly linked to the price of oil and for larger maintenance contracts. Digital Software as a Solution (SaaS) licensing increases are currently well above inflation i.e. approx. 12% per annum for the past 2 years and continue to be prevalent in the market due to AI growth.</p>	High/ Moderate	<p>Inflation generally is lower; there are definite signs that capital project procurement is more competitive with some prices received under their estimate (noting the estimates maybe risk adverse and factoring in levels of inflation etc.).</p> <p>However, countering this there remains volatility in supply chains and shortages of construction materials, placing further upward pressure on costs, including in the opex segment of the market. The construction labour market still faces some pressure, but this is not uniform across all</p>	<p>CFO <input checked="" type="checkbox"/></p> <p>HF <input type="checkbox"/></p> <p>GMCC <input checked="" type="checkbox"/></p> <p>GMCI <input checked="" type="checkbox"/></p> <p>GMSPR <input checked="" type="checkbox"/></p> <p>GMCS <input checked="" type="checkbox"/></p>

Assumption	Risk	Level of Uncertainty	Mitigations, Reasons and Financial Impact of Uncertainty	Sign Off
	<p>There is an ongoing risk that Living Wage increases, which have been on average higher than inflation over recent years, will result in contract cost increases in excess of the rate of inflation.</p>		<p>parts of the construction sector, which means that there are both favourable and unfavourable movements, overall, the pressure is upward. Surplus capacity that previously existed in the general economy is being consumed.</p> <p>Potential cost increases are best mitigated through better design and operational review (for maintenance – e.g. frequencies) and to reduce the risk of uncertainty and variations. Some mitigation can occur by challenging/tasking contractors to identify and suggest cost savings and improved efficiencies and consolidating services within existing contracts where possible. However, it is unlikely that any potential savings will outweigh increased contractor and supply costs, so some budgetary adjustments may be necessary.</p> <p>Digital SaaS cost pressures will continue to be mitigated through an ongoing approach to strengthened vendor management, licence optimisation, and ongoing review and rationalisation of applications/systems. However, given global market dynamics and AI-driven pricing, some cost increases above CPI are expected to continue and may require budget adjustment within existing parameters.</p>	<p>HTW ☒</p> <p>H3W ☒</p> <p>HPA ☒</p> <p>HFP ☒</p>

Assumption	Risk	Level of Uncertainty	Mitigations, Reasons and Financial Impact of Uncertainty	Sign Off
7. Insurance cover and natural disaster financing				
7.1 Insurance cover. The Council has adequate Material Damage cover for all above ground buildings and fire cover for significant unrepaired buildings.	Risk of major loss through fire	Low	The results of external and independent modelling suggests that Council's insurance cover is sufficient to meet two times the estimated loss from the most likely event. Any financial impact is not expected to be significant.	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>
7.2 Natural disaster financial implications. The Christchurch region will at some time experience earthquake, flooding and tsunami events that will result in damage to Council infrastructure. It is assumed the Council's insurance along with central government assistance will cover the cost of repairs.	If the Council's insurance cover and expected Government assistance isn't sufficient to cover the costs of repairing Council infrastructure following a natural disaster, then additional funding will need to be found.	Moderate	Council has adequate insurance cover, based on loss modelling and market capacity, in place for damage to infrastructure networks from flooding, tsunami and earthquake events and relies on the strength of its Financial Position plus access to central government emergency funding in the event of another major event. Financial implications of another significant natural disaster event are large, particularly when our ability to borrow may be limited due to the high debt to revenue ratios forecast. This risk is considered in preparing forecasts and particular attention is paid to the financial headroom for each year. Financial headroom is a measure of Council's ability to borrow in the event of an emergency. Council is maintaining significant debt headroom to meet such events.	CFO <input checked="" type="checkbox"/> HF <input type="checkbox"/>

Annual Plan 2026 – 2027

Analysis of feedback received on the iconic buildings

May 2026

Summary of what we heard

Submitters told us that the Iconic Buildings are an important part of the city's past and future.

We asked submitters how critical the heritage buildings are to Christchurch's future, and overall there was clear public support for investment in restoration as part of the city's long-term identity and recovery.

Support was strong in principle, but conditional in practice.

While many submitters see heritage restoration as important to Christchurch's identity and recovery, support is often contingent on affordability, timing, co-funding, and clear governance.

However, support was not evenly distributed across the buildings.

Although the consultation did not directly ask about individual buildings, submitters nonetheless provided strong, detailed views on specific projects, indicating high levels of engagement and awareness.

Submitters were clear that they are looking for leadership and clarity.

Across differing views, submitters consistently called for clear plans, staged delivery, and robust business cases for individual buildings, and expected Council to demonstrate disciplined financial stewardship and accountability, balancing heritage investment with ongoing investment in essential infrastructure and services.

How to use this report

The purpose of this report is not to analyse everything raised by submitters, but to provide an analysis of the responses to the specific questions asked and to summarise the other key topics and issues identified by submitters.

The analysis is based on the opinions of submitters, whether they are factually correct or not.

Who did we hear from?

Overall, 5,888 annual plan submitters provided feedback on the iconic buildings.

Number of Submitters by Community Board

Community Board	Number of Submitters	% of Submitters
Not Stated*	41	1%
Te Pātaka o Rākaihautū Banks Peninsula	133	2%
Waitai Coastal-Burwood-Linwood	626	11%
Waipuna Halswell-Hornby-Riccarton	595	10%
Waimāero Fendalton-Waimairi-Harewood	603	10%
Waipapa Papanui-Innes-Central	747	13%
Waihoru Spreydon-Cashmere-Heathcote	939	16%
Total	3,684	63%

*Submitters who live in Christchurch but didn't provide enough information to identify the community board they live in.

Number of Submitters by Ward

Ward	Number of Submitters	% of Submitters
Not Stated**	41	1%
Banks Peninsula	133	2%
Burwood	172	3%
Cashmere	402	7%
Central	294	5%
Coastal	254	4%
Fendalton	256	4%
Halswell	262	4%
Harewood	234	4%
Heathcote	341	6%
Hornby	130	2%
Innes	210	4%
Linwood	199	3%
Papanui	239	4%
Riccarton	203	3%
Spreydon	195	3%
Waimairi	111	2%

**Submitters who live in Christchurch but didn't provide enough information to identify the ward they live in.

Number of Submitters by Location

Location	Number of Submitters	% of Submitters
Christchurch City (not further defined)	41	1%
Elsewhere in Canterbury	718	12%
Selwyn	361	6%
Waimakariri	241	4%
Kaikoura	2	0.03%
Hurunui	41	1%
Ashburton	41	1%
Timaru	30	1%
Waimate	2	0.03%
Elsewhere in New Zealand	449	8%
Auckland	61	1.0%
Bay of Plenty	1	0.02%
Buller	2	0.03%
Central Otago	2	0.03%
Chatham Islands	4	0.1%
Dunedin	23	0.4%
Far North	6	0.1%
Grey District	8	0.1%
Hamilton	5	0.1%
Hauraki	1	0.02%
Hutt City	4	0.1%
Invercargill	3	0.1%
Kaipara	4	0.1%
Mackenzie	1	0.02%
Manawatu	2	0.03%
Marlborough	7	0.1%
Nelson	6	0.1%
Palmerston North	2	0.03%
Queenstown Lakes	11	0.2%
Rotorua	1	0.02%
Southland	2	0.03%

Tasman	7	0.1%
Taupo	1	0.02%
Tauranga	1	0.02%
Upper Hutt	1	0.02%
Waitaki	6	0.1%
Wellington	20	0.3%
Westland	12	0.2%
Whakatane	1	0.02%
Whangarei	2	0.03%
New Zealand (not further defined)	242	4%
Outside of New Zealand	70	2%
Australia	32	1%
Canada	1	0.02%
France	1	0.02%
Indonesia	1	0.02%
Japan	1	0.02%
Norway	1	0.02%
Rarotonga	1	0.02%
South Africa	2	0.03%
Switzerland	1	0.02%
The Netherlands	1	0.02%
United Kingdom	21	0.4%
USA	7	0.1%

Who did we hear from?

Number of Submitters by Age

Age	Number of Submitters	% of Submitters*
Not Stated	2,017	34%
Under 18 years	34	1%
18 – 24 years	272	5%
25 – 34 years	635	11%
35 – 49 years	1,210	21%
50 – 64 years	923	16%
65 – 79 years	662	11%
80 years and over	144	2%

Number of Submitters by Gender

Gender	Number of Submitters	% of Submitters*
Not Stated	2,047	35%
Male	1327	23%
Female	2458	42%
Non-binary / another gender	65	1%

Number of Submitters by Ethnicity

Ethnicity	Number of Submitters	% of Submitters*
NZ European	1243	21%
Māori	61	1%
Pacific Peoples	8	0.1%
Asian	43	1%
Middle Eastern, Latin American & African	8	0.1%
Other European	123	2%
Other	72	1%

*These proportions are lower than normal as the *Stand Up For Your Museum* form did not collect age, gender, or ethnicity information. As these submitters make up a large proportion of the total submitters, the figures above only include those submitters who chose to provide this information.

Who did we hear from?

Number of Submitters by Submission Method

Submission Form	Number of Submitters	% of Submitters
Council Forms	1,597	27%
Stand Up for your Museum	4,291	73%

Number of Submitters by Type

Submission Type	Number of Submitters	% of Submitters
Individuals	5,780	98%
Organisations	108	2%

Token Counts

Token boxes were placed at libraries across the city throughout the consultation period. They were used to ask the same question as was included in both consultation forms and provided an alternative way for residents across the city to provide their feedback.

A total excluding Turanga has been provided as there was an instance at Tūranga where staff had to remove material from an organisation associated with an iconic building from the Council stand, which may have influenced participant responses.

How important is completing the restoration of these four heritage buildings to Christchurch’s future?										
Total number of responses: 2,195										
	Critical		Important		Somewhat important		Not very important		Not important	
Tūranga	635	45%	339	24%	87	6%	65	5%	278	20%
Lyttelton	5	25%	8	40%	6	30%	1	5%	0	0%
Linwood	39	36%	18	17%	14	13%	20	18%	18	17%
New Brighton	46	23%	65	33%	25	13%	17	9%	43	22%
Fendalton	38	40%	38	40%	8	9%	4	4%	6	6%
Hornby	21	27%	20	26%	16	21%	5	6%	15	19%
Halswell	18	12%	29	20%	30	20%	58	39%	12	8%
Papanui	17	37%	18	39%	2	4%	4	9%	5	11%
Akaroa	64	63%	24	24%	5	5%	4	4%	5	5%
Total	883	40%	559	25%	193	9%	178	8%	382	17%
Total excluding Turanga	248	31%	220	28%	106	13%	113	14%	104	13%

Note: In some instances, staff observed residents “gaming” the token counts by casting more than one vote. There was also an instance at Tūranga where staff had to remove material from an organisation associated with an iconic building from the Council stand, which may have influenced participant responses. While the token counts provide an indication of views from different areas of the city, they should be interpreted with caution.

How important is completing the restoration of the four buildings?

Submitters were asked to provide an indication of how important they think completing the restoration of the four buildings is to Christchurch's future. They were not asked for feedback on a funding proposal, or to rank the importance of each building.

Seventy percent of submitters said the restoration of the four buildings is critical to Christchurch's future. A further 20 percent said it is important, 5 percent said it is somewhat important, and 5 percent said it is either not very important or not important.

How important is completing the restoration of these four heritage buildings to Christchurch's future?		
<i>Council Forms & 'Stand up for your museum' campaign</i>		
Total number of responses: 5,841		
Response	Count	%
Critical – these are essential to our city's identity and economy	4,089	70%
Important – worth pursuing if funding can be secured	1,152	20%
Somewhat important – would add value, but only after higher priority projects	267	5%
Not very important – may have some benefit, but is unlikely to significantly influence the city's future	104	2%
Not important – other priorities matter more	198	3%
Don't know	31	1%

Responses by submission method, where a submitter lives, and age

Breaking the results down by various variables and demographic factors reveals several meaningful relationships.

Submitters who responded through the *Stand Up For Your Museum* form were more likely to see the issue as critical, while those who responded through the Council forms tended to give more mixed or lower-priority responses. Eighty six percent of submitters from the Museum form said that completing the restoration was critical or important, vs. 70% of submitters from the Council forms. On the other hand, around 1.4% of submitters from the Museum form said that it was either not very important or not important, vs. 17% of submitters from the Council forms and channels. The *Stand Up For Your Museum* submissions were strongly weighted toward “this is essential,” whereas Council form responses included more people who saw the project as important but not urgent, or as a lower priority. This suggests the two response channels reached different groups of people, and the results should be interpreted with that context in mind.

How important is completing the restoration of these four heritage buildings to Christchurch's future?				
Total number of responses: 5,841				
Response	Council Forms		Stand Up For Your Museum	
	Count	%	Count	%
Critical – these are essential to our city's identity and economy.	813	52%	3,276	76%
Important – worth pursuing if funding can be secured.	279	18%	873	20%
Somewhat important – would add value, but only after higher priority projects.	184	12%	83	2%
Not very important – may have some benefit but is unlikely to significantly influence the city's future.	88	6%	16	0.4%
Not important – other priorities matter more.	165	11%	33	1%
Don't know.	22	1%	9	0%

There was also a relationship between whether a submitter lives in the city or outside of Christchurch, and their view of how important completing the restoration is. Submitters who live outside of Christchurch were more likely to rate supporting continued restoration as critical than Christchurch residents, while Christchurch residents were more likely to select important, somewhat important, or lower priority responses. Ninety three percent of submitters who live outside of Christchurch said that completing the restoration is either critical or important for Christchurch’s future, compared with 86% of submitters who live in the city.

How important is completing the restoration of these four heritage buildings to Christchurch's future?				
Total number of responses: 4,874				
Response	Christchurch		Outside of Christchurch	
	Count	%	Count	%
Critical – these are essential to our city's identity and economy.	2,462	67%	922	75%
Important – worth pursuing if funding can be secured.	705	19%	218	18%
Somewhat important – would add value, but only after higher priority projects.	207	6%	41	3%
Not very important – may have some benefit, but is unlikely to significantly influence the city's future.	90	2%	9	1%
Not important – other priorities matter more.	163	4%	29	2%
Don't know.	24	1%	4	0%

While less prominent than other factors, age did influence how critical submitters thought the ongoing restoration of the four buildings was. Although age did not divide views as sharply as other variables, the proportion of respondents who considered the restorations critical gradually declined with increasing age. Despite this softening, strong support remained consistent across all age groups, with clear majorities in every cohort still rating the restorations as either critical or important to Christchurch's future.

How important is completing the restoration of these four heritage buildings to Christchurch's future?								
Total number of responses: 3,856								
Response	Under 25 years		25 – 49 years		50 – 64 years		65 years and over	
Critical – these are essential to our city's identity and economy.	235	77%	1,258	68%	578	63%	489	62%
Important – worth pursuing if funding can be secured.	60	20%	383	21%	189	21%	152	19%
Somewhat important – would add value, but only after higher priority projects.	8	3%	98	5%	61	7%	59	7%
Not very important – may have some benefit, but is unlikely to significantly influence the city's future.	2	1%	33	2%	27	3%	29	4%
Not important – other priorities matter more.	1	0.3%	61	3%	55	6%	53	7%
Don't know.	0	0%	7	0%	5	1%	4	1%

Canterbury Museum

The Museum attracted the strongest support for additional Council funding among the four iconic buildings, with 68% of the comments made on the Museum clearly supporting additional Council funding for the project, 2% opposing, and 30% providing more ambiguous support or general feedback.¹ This level of support appears to have been driven in part by the campaign undertaken by the Museum, and the analysis that follows should be considered with this context in mind.

In general, submitters who supported the Museum emphasised its cultural, educational, heritage, and research roles, as well as the role it plays in attracting visitors to the city and wider region. Many expressed a desire to see the project completed and viewed additional Council funding as a means to achieve this outcome.

The Museum was widely described by submitters as one of Christchurch's most important and valued civic spaces. Many submitters regard it as an essential part of the city's identity, placing high priority on its restoration compared with other projects.

However, support was not always unconditional. While submitters urged the Council to provide timely funding to avoid further delays and cost escalation, they also raised concerns about governance, cost control, and financial discipline. These submitters supported funding in principle but called for tighter oversight, clearer accountability, diversified revenue sources, and in some cases user-pays mechanisms (such as entry charges for visitors) to reduce pressure on ratepayers.

They also called for stronger cost control, improved governance, and enhanced Council oversight of the project. Some further requested that the Museum demonstrate a clear commitment to identifying alternative revenue sources before any additional Council funding is provided.

Submitters who expressly opposed further Council funding raised concerns about how the project has been delivered to date, particularly in relation to cost overruns, governance, and financial accountability. Many argued that the redevelopment commenced without secured funding, has been over-designed, and should either be scaled back or supported through alternative funding mechanisms such as user-pays models, fundraising, loans, or central-government assistance. Several submitters suggested that stronger controls and oversight earlier in the project may have reduced these issues and lessened the need for further Council investment.

Others noted the significant contribution already made by the Council and ratepayers and expressed concern that additional funding would be inappropriate without changes to the project's management and governance arrangements. While some acknowledged the Museum's cultural value, they consider additional ratepayer funding unjustified and believe responsibility for resolving the shortfall should rest with the Museum and its Board.

¹ This analysis does not include the standard text provided through the Stand Up For Your Museum form. During the consultation period, it became apparent that some submitters were unaware this text was automatically included in their submissions unless they chose to remove it. Because it is not possible to reliably distinguish between those who intended to include the text and those who did not, all instances of the standard text have been excluded.

Approximately one third of submissions did not clearly state a position on additional Council funding. Instead, these comments focused more broadly on the role and value of the Canterbury Museum than on the funding question itself. Overall, they reflect strong support for the Museum as a core cultural, educational, and tourism asset for Christchurch, alongside unease about how the redevelopment has been managed and funded.

In several cases, these submissions echoed themes raised by submitters who did take a clear position on Council funding, particularly concerns about cost escalation, project scope, and governance. Many questioned why the project proceeded without fully secured funding and expressed frustration with what they perceived as over ambition, including the scale of the redevelopment and certain design choices. A smaller group expressed ambivalence, acknowledging the Museum's value while questioning its timing or priority relative to more pressing infrastructure needs.

The Arts Centre

Overall, most submitters did not explicitly state a position on Council funding for the Arts Centre Student Union building. Instead, feedback generally reflected broad support for the restoration of the building, without clearly addressing the role of Council funding in that process. Seventy four percent of the comments on the Arts Centre fell into the 'not stated' category, 22% were comments that supported additional council funding, and 4% were comments opposing further Council funding.

A consistent theme across submissions was the strong sense of nostalgia and attachment Christchurch residents have to the former student union building. Many submitters referred to fond personal and shared memories, describing it as an iconic social, cultural, and hospitality venue, and expressing a clear desire to see it restored to serve the community once again. This restoration was frequently seen as an opportunity to reactivate the Arts Centre precinct and contribute to the vibrancy of the central city.

Among those who explicitly supported additional Council funding, there was strong and often emphatic backing for investment in the Arts Centre, particularly the restoration of the student union building. Submitters in this group commonly viewed Council funding as a way to restore an iconic cultural and social hub, return a well-loved hospitality and entertainment venue to public use, and increase activity in the precinct. Many also noted the potential for the building to generate lease revenue, contributing to the Arts Centre's financial sustainability and supporting its wider operations.

Conversely, submitters opposed to further Council funding frequently raised concerns about affordability and the cumulative level of public investment already committed to the Arts Centre. These submitters often argued that no additional ratepayer funding should be allocated.

In addition, some submitters argued that the student union building, as a commercial hospitality venture, should be funded privately or through loan financing rather than public grants. A related

concern was that public funding could create an uneven playing field, with the venue competing against other hospitality businesses that have not received similar support.

The Christ Church Cathedral

Feedback on the Cathedral differed from that received on the other buildings. In particular, opposition to further Council funding was more clearly expressed by submitters than for any of the other projects. Fifty one percent of the comments made on the Christ Church Cathedral fell into the 'not stated' category, 14% supported additional Council funding for the project, and 35% opposed additional funding.

While most comments fell into the "not stated" category, the tone and mix within this group was noticeably different. While these submitters did not clearly state a position on additional Council funding, many comments still signalled underlying preferences. In particular, some submitters implied opposition by indicating that in their view the Cathedral is a lower priority, emphasising cost concerns, or suggesting alternative approaches such as scaling back the project, making the building safe only, or not proceeding with full restoration.

At the same time, a number of submitters emphasised that the Cathedral sits at the heart of the city and should be restored. These submitters often referred to the Cathedral's historic and symbolic role, including its connection to the city's name. However, this sense of importance did not translate into a clear position on funding. Others focused on the impact on Cathedral Square if the project is not completed, with the current state described by some as an eyesore, both as a reason to complete the restoration and, for others, as a reason not to continue.

Overall, the feedback in the 'not stated' category highlighted a lack of consensus on the appropriate path forward. Submitters suggested a range of options, including full restoration, partial or staged reopening, or leaving the structure as a ruin. Many also expressed frustrations with the length of time the project has taken and the impact that it has had on the central city. Tension around ownership and responsibility was evident, with some comments questioning the extent to which public funding should be used for a church owned building, even where the Cathedral was recognised as a wider community facility.

Submitters who supported additional Council funding consistently emphasised the Cathedral's significance to Christchurch's identity, describing it as an iconic landmark at the heart of the city. Many highlighted its role as a community asset beyond its religious function, pointing to its use for events, gatherings, and cultural activities, as well as its contribution to tourism and the wider city centre.

Supporters also frequently framed the project as an essential step in completing the city's earthquake recovery, describing it as the "missing piece" needed to restore the city's heart. Some argued the Council has a responsibility to contribute, given its previous involvement and, in their view, the public benefit of the project.

Submitters who opposed further Council funding were generally clear and unequivocal in their views. Many felt that ratepayers have already contributed enough to the Cathedral and strongly opposed any additional public funding. A consistent theme was that the Cathedral is a privately owned, religious building, and therefore should be funded by the Anglican Church rather than the wider community.

These submitters often framed their opposition in terms of fairness and priorities, arguing that public funding should be directed toward projects that benefit the broader population. Some also expressed frustration with the project's cost, delays, and lack of progress, with a number suggesting the Cathedral should instead be made safe, left as a ruin, or demolished. Overall, there was a clear view among this group that further Council investment is not warranted or supported.

The Provincial Chambers

Feedback on the Provincial Chambers was more characterised by indifference than any of the other buildings. This indifference was reflected in the large proportion of responses falling into the “not stated” category (71%), with many submitters indicating that while they recognise the significance of the Chambers, they view restoration as a “nice to have” rather than a priority. Twelve percent of submitters provided feedback that supported additional funding for the restoration of the chambers, while 17% indicated that they opposed any further funding.

The Chambers were frequently ranked lowest among the four projects, with many submitters suggesting that restoration could wait. Several noted they would only support further investment if there were a clear future use and a strong community or economic case. In the absence of that, some felt the project could reasonably be deferred or remain on hold.

Submitters who supported further investment often pointed out that the Chambers are the only one of the four buildings owned by the Council. They also highlighted their national uniqueness and importance to Christchurch's civic history and identity and saw restoration as an appropriate public responsibility.

On the other hand, those opposed generally felt the cost could not be justified at this time. These submitters pointed to limited public access and practical use, and in some cases a lack of strong public connection to the buildings. Many also emphasised competing priorities, particularly the need to invest in core infrastructure and manage cost of living pressures for ratepayers.

Appendix 1: Ward Breakdown

How important is completing the restoration of these four heritage buildings to Christchurch's future?						
<i>Council Forms & 'Stand up for your museum' campaign</i>						
Ward	Critical	Important	Somewhat important	Not very important	Not important	Don't know
Banks Peninsula	60%	19%	7%	2%	9%	4%
Burwood	66%	18%	6%	2%	7%	
Cashmere	68%	17%	7%	5%	3%	1%
Central	69%	20%	5%	2%	2%	1%
Coastal	67%	20%	6%	3%	4%	1%
Fendalton	74%	15%	3%	3%	5%	0.4%
Halswell	65%	22%	6%	2%	6%	0.4%
Harewood	68%	17%	8%	2%	4%	
Heathcote	64%	21%	8%	3%	4%	1%
Hornby	70%	16%	5%	4%	5%	
Innes	71%	19%	4%	1%	5%	0.5%
Linwood	71%	15%	6%	2%	6%	
Papanui	64%	26%	5%	2%	4%	0.4%
Riccarton	72%	19%	3%	2%	2%	1%
Spreydon	63%	26%	4%	3%	4%	1%
Waimairi	66%	17%	6%	3%	7%	

Appendix 2: Breakdown by submitters who live in museum funding districts vs. others

How important is completing the restoration of these four heritage buildings to Christchurch's future?						
<i>Council Forms & 'Stand up for your museum' campaign</i>						
	Critical	Important	Somewhat important	Not very important	Not important	Don't know
Museum Funders	69%	19%	5%	2%	4%	0.6%
Christchurch	67%	19%	6%	2%	4%	0.7%
Hurunui	76%	17%	5%	0%	2%	0%
Waimakariri	80%	18%	2%	0%	0.4%	0%
Selwyn	75%	22%	2%	0%	0.8%	0.8%
All other submitters	73%	21%	3%	1%	2%	0.3%

8. Long Term Plan 2027 - Project Update

Reference Te Tohutoro:	26/1037156
Responsible Officer(s) Te Pou Matua:	Peter Ryan, LTP Project Manager
Accountable ELT Member Pouwhakarae:	Bruce Moher, Interim 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.)

2. Officer Recommendations Ngā Tūtohu

That the Audit and Risk Management Committee:

1. Receive the information in the Long-Term Plan 2027 – Project Update report.
2. Notes the Long Term Plan project update, workstream status and planned actions being monitored by the Long Term Plan Project Team, set out in section 4.1.
3. Notes the summary from the Audit Office of intended areas of focus and audit timings for the Long Term Plan.

3. Background/Context Te Horopaki

- 3.1 On 27 August 2025 the Finance and Performance Committee approved the key principles, governance and other structures to drive development of the LTP. This was followed on 7 October 2025 by this Committee’s approval of specific workstream plans, milestones and accountabilities.
- 3.2 In February 2026 the Finance & Performance Committee consolidated this guidance into Council’s formal Letter of Expectations (LOE) for the LTP (refer Attachment A). 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. This is reflected in an updated LTP project timeline (refer Attachment B.)
- 3.4 This report provides an update to the Committee on the implementation of the above guidance to date, including current status, key risks, and mitigations.
- 3.5 In particular, it provides assurance that a specific risk previously identified by the Committee 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 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.
- 3.7 This approach is consistent with the Council’s LOE, which notes that both the Finance and Performance Committee and this Committee have requested regular project and risk




updates throughout the development of the LTP, with all issues or barriers to be identified and escalated early.

- 3.8 It should be noted that at the meeting of 7 October 2025 the Audit & Risk Management Committee (ARMC) requested that the Audit Office 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.
- 3.9 The Audit Office will present to the Committee their summary of intended areas of focus and audit timings for the LTP.

4. Considerations Ngā Whai Whakaaro

- 4.1 The following is a status update for the overall LTP project and for each workstream. This update is as at 29 May 2026.

Overall Status	On track.	
	Complexity around local government reforms is high, but almost all workstreams are on track. (One requires information on risk and may be reinstated to on track.) Feedback from councillors is positive. Early engagement underway with the Audit Office.	
Community Outcomes	On track.	
	Updated by Council 19 March 2026. Completed.	
Environmental Scan	On track.	
	Council briefed at workshop 19 March, circulated to LTP stakeholders. Completed.	
Financial Strategy	On track.	
	6-5-4% rates trajectory set by LOE, along with clear parameters on capital programme size and development. These two parameters also set many of the major components of an FS.	
	FS workshops were held with councillors over April, May and June. Their purpose was to build consensus around additional issues such as headroom, debt, renewals and financial benchmarks. Scenarios were also canvassed, including savings required to achieve the 6-5-4% rates trajectory.	
	A first draft (WIP) was presented to the Finance & Performance Committee on 10 June. The document can now be further updated prior to going to ELT in September and Council on 1 October 2026.	
From there the draft LTP goes through a 10 week quality assurance and alignment period with Council to ensure that the Letter of Expectation has been met, and that the various components of the LTP are balanced and integrated.		
Infrastructure Strategy	On track.	
	Specific work is being applied to keep alignment and accountabilities for the FS and IS clear, and to ensure that the IS	

	<p>is delivered to match the financial parameters set out in councillors Letter of Expectation.</p> <p>IS workshops were held with Council over April, May and June. Long-term risks, challenges and constraints around infrastructure were clearly framed. A first draft (WIP) was presented to the Finance & Performance Committee on 10 June. The document can now be further updated prior to going to ELT in September and Council on 1 October as a draft.</p> <p>From there the draft LTP goes through a 10 week quality assurance and alignment period with Council to ensure that the Letter of Expectation has been met, and that the various components of the LTP are balanced and integrated.</p>	
<p>Opex budgeting and prioritisation</p>	<p>On track.</p> <p>Informed by draft FS. Personnel planning and opex budgeting have commenced, rolling through to early August. This is followed by ELT signoff prior to the draft LTP going to Council on 1 October. These budgets will need to include any savings required to achieve the 6-5-4% rates trajectory set out in the LOE.</p> <p>There are two tranches of potential savings. They are LOS review (via the activity planning workstream) and a non-LOS based savings initiative (through the Finance team and ELT.) Both are currently active.</p>	
<p>Capital Programme development</p>	<p>On track.</p> <p>The LOE sets out clear guidance on capital programme parameters, including overall quantum. This workstream was asked to deliver a capital prioritisation model for approval prior to the capital programme being developed. The model must enable Council to meet the 6-5-4% rates trajectory, capital programme quantum and deliverability requirements.</p> <p>Council held several workshops with the capital development workstream over April and May. The result was agreement on a prioritisation model, which will now be used to develop a draft capital programme for Council by 1 October 2026. This work was completed ahead of schedule.</p> <p>The key risk to the capital programme lies in maintaining this prioritisation. Once it has been re-prioritised to an affordable and deliverable size, there will be pressure from competing demands to expand it again. This would put the FS and deliverability at risk, and erode opex savings made to reach the 6-5-4% trajectory.</p>	
<p>Activity plans (inc. LOS review)</p>	<p>On track.</p> <p>A simplified activity plan template is being used for the 2027 LTP. As part of the level of service review process, managers presented</p>	

	<p>their current performance and budget information to council in a series of workshops between early May and 11 June.</p> <p>At the specific direction of the Finance and Performance Committee this covered review of both external and internal activities.</p> <p>There was a high level of engagement with these workshops and an extensive Q&A process has been developed to process enquiries.</p> <p>Council guidance affecting level of service measures will be confirmed with Council in late June, prior to feeding into the budgeting, activity and asset planning processes. Other general questions will be responded to as information becomes available.</p> <p>Activity plans, including updated LOS, will be reviewed again after 1 October 2026.</p>
<p>Asset planning alignment with LTP</p>	<p>Potentially on track, but risks to be clarified.</p>
	<p>There are three key risks to manage when aligning asset planning with the LTP.</p> <p>Risk 1: avoiding overlap or duplication between asset plans and activity plans.</p> <p>Mitigation: 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.</p> <p>LOS are represented in asset management plans, 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.)</p> <p>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.</p> <p>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.</p> <p>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.</p>







	<p>Risk 2 – Implications of the Asset Management Maturity Assessment (AMMA) on the LTP to be understood. This must include any asset data or asset management risks to renewals, asset plans, capital programme definition and deliverability, or the financial parameters set out in the FS.</p> <p>The AMM assessment shows a significant decline in audit results for Water Supply, Wastewater and Stormwater since the last assessment in 2023. Broadly speaking there are drops from approx. 80 to 60 (out of 100) across all three activities. The asset renewals and other projects generated by these activities have a major (and expanding) footprint within Council’s capital programme, and are at the heart of the ‘bow wave’ problem raised by the LOE.</p> <p>Mitigation: feedback has been requested from the asset team setting out any risks/impacts on the LTP arising from AMMA findings. This will include any risks arising from confidence in asset data or processes. These risks are currently unknown.</p> <p>Risk 3: asset plans must align with the LTP.</p> <p>Asset planners have opted to build phase 1 asset plans in an unconstrained manner to reflect ideal practice. They then intend to moderate those plans to align with the parameters set out in Council’s Letter of Expectation, and Council guidance on the FS, IS and activity plans/LOS.</p> <p>The risk is that this alignment is not achieved, or that it is not achieved in time for critical LTP milestones (aligned asset plans to ELT for September and to Council 1 October 2026.)</p> <p>Mitigation: checklist signoff across asset plans to ensure clarity and that critical alignment milestones will be met.</p>
Consultation document	<p>On track.</p> <p>The CD will begin early, parallel development rather than being developed late in the process. Agreement in place that one writer will ensure consistent style and voice.</p>
Local Water Done Well	<p>On track.</p> <p>This is not an LTP workstream but there are relationships and issues to be monitored. The Water Services Strategy (WSS) is being written to cover WS, WW and Stormwater activities (not Flood Protection, which is LTP-only). Based on meetings with the GM Infrastructure and Head of Three Waters, the plan 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.)</p>

	<p>This means a single source of truth and that existing organisational reporting platforms can continue to be used. Consultation of the WSS and underlying plans will be separate from but parallel with the LTP CD.</p> <p>Further updates will be provided as this approach matures.</p>
LTP Audit	<p>On track.</p>
	<p>Early engagement with the Audit Office has commenced. Council has been supplied with key audit milestones and timings, and at the time of writing the Audit Office plans to present a summary of LTP focus areas and audit timings to ARMC on 15 June (attachments to be provided under separate cover.)</p> <p>This will include an LTP self- assessment to be completed by early November 2026, with review of underlying LTP information (FS, IS and supporting documents) in December 2026.</p> <p>This will be followed by review of the CD in January 2027 and final audit report on draft LTP in February 2027. These are standard timings and the LTP process has been designed to meet them.</p>

5. Next Steps Ngā Mahinga ā-muri

- 5.1 An LTP progress update is to be provided to the Finance & Performance Committee on 24 June 2026.
- 5.2 A further update will be provided to the ARMC at its next and subsequent meetings.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	LTP 2027 Letter of Expectation	26/552250	109
B  	Summary LTP timeline	26/650556	113
C  	Audit Office - Summary of intended areas of focus and audit timings for the LTP	26/1197199	114

Signatories Ngā Kaiwaitohu

Authors	<p>Boyd Kedzlie - Senior Corporate Planning & Performance Analyst</p> <p>Peter Ryan - Head of Corporate Planning & Performance</p>
Approved By	<p>Peter Ryan - Head of Corporate Planning & Performance</p> <p>Bruce Moher - Interim General Manager Finance, Risk & Performance / Chief Financial Officer</p>

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

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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.

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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 Infrastructure 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

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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

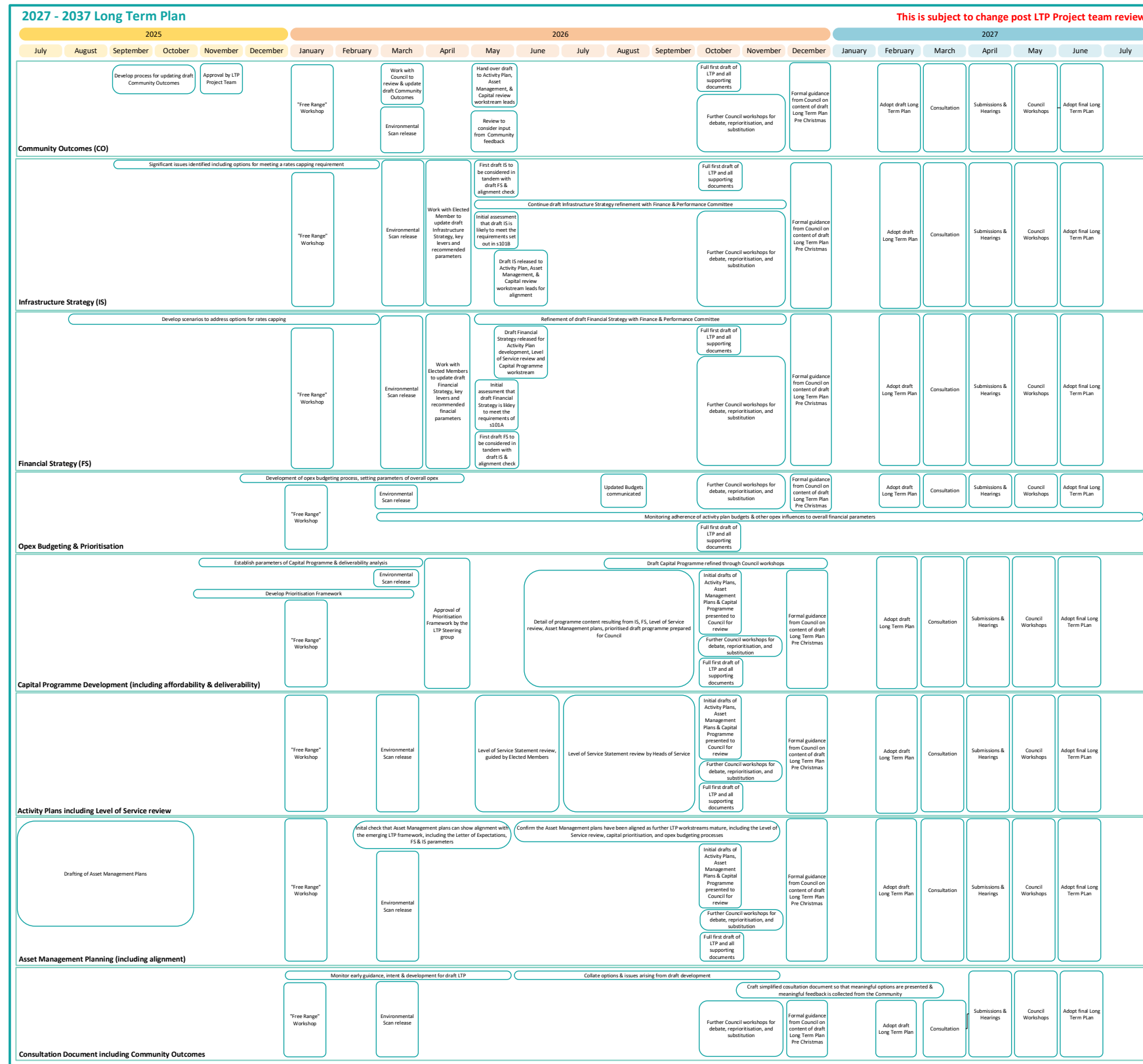
It should be noted that the Audit & Risk Management Committee (ARMC) have requested Audit New Zealand provide their LTP Letter of Engagement by mid-2026 at the latest, to provide clarity to Council and staff over the audit requirements for the LTP.

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]

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2027 Long-Term Plan: Key Legislative Changes and Audit Implications

This paper outlines the main legislative and policy changes likely to shape 2027 Long-Term Plans and highlights the resulting audit risks for councils.

Councils will prepare 2027 LTPs in an uncertain and reform-heavy environment. A key audit question will be whether assumptions reflect the best information available at the time.

The main audit focus areas are whether affordability and deliverability are realistic, whether the draft LTP clearly explains key constraints, uncertainty, and the basis for significant assumptions and decisions, and whether reform-related assumptions are adequately disclosed.

Legislative and policy changes affecting 2027 LTPs

Legislative or policy change	Key point	Main implication for 2027 LTPs
LG (Systems Improvement) Amendment Bill	The statutory purpose of local government is expected to narrow, with the removal of the four well-beings and a refocus on infrastructure, public services, regulatory functions, and economic growth. Councils will also be expected to focus spending on prescribed core service areas.	<p>Councils will need to show clear alignment between activities, spending, and statutory purpose.</p> <p>There is a risk of legal challenge where proposed activities are seen as outside the revised purpose.</p> <p>Regulations may also prescribe activity groups, performance measures, and benchmarking requirements, which could affect LTP structure and performance reporting.</p>
Rates capping regime	Rates capping legislation is expected in 2026, with transition through to mid-2029.	<p>Assumptions on rates, funding, service levels, and affordability will face heightened scrutiny, likely from Year 3 of the 2027 LTP.</p> <p>Councils will need to show robust trade-off decisions on funding, service levels, and affordability where rates increases are constrained.</p>
Local government simplification / amalgamation	A “head start” pathway is proposed for councils seeking new unitary authorities, with outline proposals due in August 2026.	Councils considering structural reform will need to reflect transition costs, planning assumptions, and structural uncertainty. Even councils not opting in may face medium-term uncertainty if a compulsory process follows the 2028 elections.

<p>LG (Water Services) Act 2025</p>	<p>In force from 27 August 2025. Councils may or may not continue to provide water services, but either way the 2027 LTP will look materially different.</p>	<p>Councils providing water services must prepare both an LTP and a separate water services strategy, with the first strategy due by 30 June 2027.</p> <p>LTPs will continue to include high-level water-related financial information but not detailed water services content.</p> <p>If consulted on together, water services strategies and LTPs should be clearly separated within the consultation materials.</p>
<p>RMA reform</p>	<p>Phase 3 reform is expected to replace the RMA and introduce new spatial planning requirements over time.</p> <p>Timing – mid 2026 for new Acts – transition period to 2029.</p>	<p>Councils will need to make provision for implementing new spatial planning requirements, including participation in regional spatial planning committees. Spatial plans will also shape long-term growth and infrastructure decisions, influencing capital expenditure assumptions in the LTP.</p>
<p>Development levies</p>	<p>A new levy system is intended to replace development contributions and improve growth cost recovery.</p> <p>Legislation to be introduced mid 2026, enacted after election.</p>	<p>While levies are unlikely to be charged before July 2028, LTP assumptions should reflect the future revenue model and uncertainty around implementation timing.</p>

Audit focus areas for 2027 LTPs (direct implications for councils)

We will keep management updated if our proposed areas of focus change. We expect our audit focus areas to cover the following:

Audit focus area	What we will consider
Financial sustainability	Assumptions on rates, debt, cashflows and affordability, and whether they are well supported and internally consistent.
Critical assets	Asset condition, performance and renewal information, and whether prioritisation decisions are well supported for critical assets.
Capital expenditure	Major renewal and infrastructure programmes, and whether they are deliverable, taking account of past delivery performance, capacity and phasing.
Performance frameworks	Proposed performance measures, and whether they remain relevant and meaningful and reflect legislative and sector change.
Climate change	Climate risks, resilience responses and adaptation assumptions, and how they are reflected in planning, funding and infrastructure decisions.
Reform assumptions	Reform assumptions are clearly disclosed in the LTP, including what is known and what is uncertain, and whether those assumptions are applied consistently throughout the document.

Audit logistics

Audit timing

The timetable below is indicative only and will be updated if there are changes to the Council’s project plan.

Milestone	Indicative timing
Self-assessment provided to the Council	September 2026
Self-assessment returned to audit team for consideration	November 2026
Review of the underlying information begins (including drafts of infrastructure strategy, financial strategy, financial model, and other underlying documents)	14 th December 2026
Proposed consultation document available	w/c 18 January 2027
Audit report on consultation document available from	11 February 2027
Review of the LTP and underlying documents begins	31 May 2027
Proposed LTP for adoption available to audit	3 June 2027
Audit report on adopted LTP required by	w/c 21 June 2027
Draft report to governors on LTP engagement by	w/c 21 June 2027
Finalised report to governors on LTP engagement	w/c 19 July 2027

9. Proposed Changes to Terms of Reference - Audit and Risk Management Committee

Reference Te Tohutoro: 26/1041767

Responsible Officer(s) Te Luke Smeele, Democratic Services Advisor,

Pou Matua: luke.smeele@ccc.govt.nz

Accountable ELT Helen White, General Counsel / Director of Legal & Democratic

Member Pouwhakarae: Services

1. Purpose and Origin of the Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to outline proposed amendments to the Audit and Risk Management Committee (ARMC) Terms of Reference, as set out in **Attachment A**.
- 1.2 The amendments give effect to a proposal to disestablish the Health, Safety and Wellbeing Committee into the ARMC, with responsibility for governance oversight of health, safety and wellbeing formally incorporated into the ARMC's mandate.
- 1.3 The proposed changes reflect the need to further strengthen governance oversight of health, safety and wellbeing across the organisation and to align these responsibilities within the broader risk and assurance framework.

2. Officer Recommendations Ngā Tūtohu

That the Audit and Risk Management Committee:

1. Receives the information in the Proposed Changes to Terms of Reference - Audit and Risk Management Committee Report.
2. Recommends to the Mayor the proposed amendments to the Terms of Reference (Attachment A) to incorporate oversight of health, safety and wellbeing.
3. Notes that a Mayor's report recording his decision will be presented to Council at the 1 July 2026 meeting.

3. Background/Context Te Horopaki

- 3.1 The Audit and Risk Management Committee supports the Council to discharge its governance responsibilities across risk, assurance, internal control, and compliance.
- 3.2 There is an opportunity to better align the governance of health, safety and wellbeing within the organisation's broader risk management framework. This reflects the importance of considering health, safety and wellbeing alongside other organisational risks, and brings the Council's approach more in line with how these responsibilities are typically positioned within committee structures across the New Zealand local government sector.
- 3.3 The proposal to disestablish the Health, Safety and Wellbeing Committee and instead have those functions merged into the ARMC is intended to consolidate governance functions and provide a more cohesive and integrated approach.
- 3.4 The draft amendments to the Terms of Reference reaffirm the Audit and Risk Management Committee as the appropriate forum for oversight of health, safety and wellbeing. While these responsibilities are already reflected within the existing Terms of Reference, the amendments provide greater clarity and support more efficient governance and decision-making by

consolidating oversight within a single committee, consistent with the organisation's broader risk management approach.

- 3.5 These changes align health and safety governance with existing risk management and assurance structures.

4. Considerations Ngā Whai Whakaaro

Advantages of Including Health, Safety and Wellbeing within ARMC Oversight

Integrated Risk Management Approach

- 4.1 Including health, safety and wellbeing within ARMC ensures these matters are considered alongside other strategic and operational risks. This promotes a more holistic and consistent approach to risk management across the organisation.

Strengthened Governance and Due Diligence

- 4.2 Formalising ARMC oversight supports elected members in meeting their due diligence obligations under the Health and Safety at Work Act 2015 by ensuring regular, structured reporting and scrutiny.

Improved Assurance and Accountability

- 4.3 ARMC provides an established forum with robust processes for audit, monitoring and assurance. Extending its scope enhances transparency, strengthens internal controls, and ensures that health and safety risks are appropriately managed and reported.

Alignment with Best Practice

- 4.4 Integrating health and safety into audit and risk governance frameworks is consistent with best practice in public sector governance, where these functions are increasingly treated as core organisational risks.

Enhanced Visibility of Emerging Risks

- 4.5 ARMC's role in identifying and monitoring emerging risks ensures that health, safety and wellbeing issues receive appropriate attention at a governance level, particularly in complex or evolving risk environments.

Organisational Implications

- 4.6 The proposed changes do not create new operational responsibilities but instead clarify governance oversight. Management will continue to be responsible for day-to-day health and safety management, with ARMC providing oversight, challenge, and assurance.

Alignment with Existing Frameworks



- 4.7 The amendments reinforce alignment between:
- 4.7.1 Risk management frameworks
 - 4.7.2 Internal audit and assurance functions
 - 4.7.3 Health, safety and wellbeing systems
- 4.8 This supports a coordinated "no surprises" approach to governance, consistent with the principles underpinning the Committee.

Next Steps

- 4.9 Following consideration by the Audit and Risk Management Committee:

- 4.9.1 A Mayor's report will be presented to Council on 1 July 2026
- Updated Terms of Reference will take effect immediately
 - Health, Safety and Wellbeing Committee will be disestablished
 - Transfer of responsibilities from the Health, Safety and Wellbeing Committee to ARMC.
- 4.9.2 Health, Safety and Wellbeing reports will be presented to ARMC at the 21 August 2026 meeting.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	Draft Amendments - ARMC - Terms of Reference	26/1097559	122

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

Document Name - Location / File Link
Not applicable

Signatories Ngā Kaiwaitohu

Author	Luke Smeele - Democratic Services Advisor
Approved By	Megan Pearce - Manager Democratic Services Helen White - General Counsel / Director of Legal & Democratic Services

Audit and Risk Management Committee - Terms of Reference / Ngā Ārahina Mahinga

Chair	Mr Bruce Robertson
Deputy Chair	Councillor McLellan
Membership	Councillor Fields Councillor MacDonald Councillor Scandrett External Members: Mr Michael Wilkes
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	Quarterly and as required
Reports To	Council

Purpose

To assist the Council to discharge its responsibility to exercise due care, diligence and skill in relation to the oversight of:

- the robustness of the internal control framework;
- the integrity and appropriateness of external reporting, and accountability arrangements within the organisation for these functions;
- the robustness of risk management systems, process and practices;
- internal and external audit;
- accounting policy and practice;
- compliance with applicable laws, regulations, standards and best practice guidelines for public entities; and
- the establishment and maintenance of controls to safeguard the Council's financial and non-financial assets.
- the risk management and internal control of health, safety and wellbeing

In regard to health and safety, all members of the Governing Body are required to discharge their responsibilities of due diligence under the Health and Safety at Work Act 2015. Staff will provide regular reports to the Council to enable members to discharge their duties, and these reports will include any recommendations made by the Audit and Risk Committee in relation to council's health, safety and wellbeing processes.

The foundations on which this Committee operates, and as reflected in this Terms of Reference, includes: independence; clarity of purpose; competence; open and effective relationships and no surprises approach.

Procedure

- In order to give effect to its advice the Committee should make recommendations to the Council and to Management.
- The Committee should meet the internal and the external auditors without Management present as a standing agenda item at each meeting where external reporting is approved, and at other meetings if requested by any of the parties.
- The external auditors, the internal audit manager and the co-sourced internal audit firm should meet outside of formal meetings as appropriate with the Committee Chair.
- The Committee Chair will meet with relevant members of Management before each Committee meeting and at other times as required.

Responsibilities

Internal Control Framework

- Consider the adequacy and effectiveness of internal controls and the internal control framework including overseeing privacy and cyber security.
- Enquire as to the steps management has taken to embed a culture that is committed to probity and ethical behaviour.
- Review the processes or systems in place to capture and effectively investigate fraud or material litigation should it be required.
- Seek confirmation annually and as necessary from internal and external auditors, attending Councillors, and management, regarding the completeness, quality and appropriateness of financial and operational information that is provided to the Council.

Risk Management

- Review and consider Management's risk management framework in line with Council's risk appetite, which includes policies and procedures to effectively identify, treat and monitor significant risks, and regular reporting to the Council.
- Assist the Council to determine its appetite for risk.
- Review the principal risks that are determined by Council and Management, and consider whether appropriate action is being taken by management to treat Council's significant risks. Assess the effectiveness of, and monitor compliance with, the risk management framework.
- Consider emerging significant risks and report these to Council where appropriate.
- **Oversee the systems and controls in place to manage legislative compliance with health and safety.**

Internal Audit

- Review and approve the annual internal audit plan, such plan to be based on the Council's risk framework. Monitor performance against the plan at each regular quarterly meeting.
- Monitor all internal audit reports and the adequacy of management's response to internal audit recommendations.
- Review six monthly fraud reporting and confirm fraud issues are disclosed to the external auditor.
- Provide a functional reporting line for internal audit and ensure objectivity of internal audit.

- Oversee and monitor the performance and independence of internal auditors, both internal and co-sourced. Review the range of services provided by the co-sourced partner and make recommendations to Council regarding the conduct of the internal audit function.
- Review the co-ordination between the risk and assurance functions and Health, Safety and Wellbeing.
- Monitor compliance with the delegations policy.

External Reporting and Accountability

- Consider the appropriateness of the Council's existing accounting policies and practices and approve any changes as appropriate.
- Contribute to improve the quality, credibility and objectivity of the accounting processes, including financial reporting.
- Consider and review the draft annual financial statements and any other financial reports that are to be publicly released, make recommendations to Management.
- Consider the underlying quality of the external financial reporting, changes in accounting policy and practice, any significant accounting estimates and judgements, accounting implications of new and significant transactions, management practices and any significant disagreements between Management and the external auditors, the propriety of any related party transactions and compliance with applicable New Zealand and international accounting standards and legislative requirements.
- Consider whether the external reporting is consistent with Committee members' information and knowledge and whether it is adequate for stakeholder needs.
- Recommend to Council the adoption of the Financial Statements and Reports and the Statement of Service Performance and the signing of the Letter of Representation to the Auditors by the Mayor and the Chief Executive.
- Enquire of external auditors for any information that affects the quality and clarity of the Council's financial statements, and assess whether appropriate action has been taken by management.
- Request visibility of appropriate management signoff on the financial reporting and on the adequacy of the systems of internal control; including certification from the Chief Executive, the Chief Financial Officer and the General Manager Corporate Services that risk management and internal control systems are operating effectively;
- Consider and review the Long Term and Annual Plans before adoption by the Council. Apply similar levels of enquiry, consideration, review and management sign off as are required above for external financial reporting.
- Review and consider the Summary Financial Statements for consistency with the Annual Report.

External Audit

- Annually review the independence and confirm the terms of the audit engagement with the external auditor appointed by the Office of the Auditor General. Including the adequacy of the nature and scope of the audit, and the timetable and fees.
- Review all external audit reporting, discuss with the auditors and review action to be taken by management on significant issues and recommendations and report to Council as appropriate.

- The external audit reporting should describe: Council's internal control procedures relating to external financial reporting, findings from the most recent external audit and any steps taken to deal with such findings, all relationships between the Council and the external auditor, Critical accounting policies used by Council, alternative treatments of financial information within Generally Accepted Accounting Practice that have been discussed with Management, the ramifications of these treatments and the treatment preferred by the external auditor.
- Ensure that the lead audit engagement and concurring audit directors are rotated in accordance with best practice and NZ Auditing Standards.

Draft Amendments

Compliance with Legislation, Standards and Best Practice Guidelines

- Review the effectiveness of the system for monitoring the Council's compliance with laws (including governance legislation, regulations and associated government policies), with Council's own standards, and Best Practice Guidelines.

Appointment of Independent Members

- Identify skills required for Independent Members of the Audit and Risk Management Committee. Appointment panels will include the Mayor or Deputy Mayor, Chair of Finance & Performance Committee and Chief Executive Officer and Chair of Audit & Risk Management Committee. Council approval is required for all Independent Member appointments.
- The term of the Independent members should be for three years. (It is recommended that the term for independent members begins on 1 April following the Triennial elections and ends 31 March three years later. Note the term being from April to March provides continuity for the committee over the initial months of a new Council.) Note that it is best practice that at least one Independent Member with prior Committee experience is in place at all times, by mandating a minimum overlap period between outgoing and incoming members of no less than one quarter.
- Independent members are eligible for re-appointment to a maximum of two terms. By exception the Council may approve a third term to ensure continuity of knowledge.

Long Term Plan Activities

Consider and review the Long Term and Annual Plans before adoption by the Council. Apply similar levels of enquiry, consideration, review and management sign off as are required above for external financial reporting.

10. Audit Office Report to Christchurch City Council Audit and Risk Management Committee

Reference Te Tohutoro: 26/1124081

Responsible Officer(s) Te Pou Matua: Audit Office

Accountable ELT Member Pouwhakarae: Helen White, General Counsel / Director of Legal & Democratic Services

1. Purpose and Origin of the Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to enable the Committee to receive the report provided by the Office of the Auditor-General (OAG).
- 1.2 This report has been prepared to formally table the OAG's report.

2. Officer Recommendations Ngā Tūtohu

That the Audit and Risk Management Committee:

1. [Receives the information in the Audit Office Report to Christchurch City Council Audit and Risk Management Committee Report.](#)

3. Background/Context Te Horopaki



- 3.1 The Office of the Auditor-General (OAG), now operating alongside Audit New Zealand under the integrated entity known as "The Audit Office", has provided its regular update to the Audit and Risk Management Committee. The integration, effective from 1 April 2026, is intended to improve the efficiency, quality, timeliness, and cost-effectiveness of audit services and support delivery of its strategic objectives.
- 3.2 The report outlines key areas of focus relevant to the local government sector, including guidance to auditors on the implications of water services reform for the 2025/26 financial year, ongoing engagement with the Department of Internal Affairs, and preparation for the audit of Long Term Plans (LTPs).
- 3.3 The report also highlights sector insights from recent inquiries and publications, including procurement and conflict of interest risks, value for money considerations in major programmes, and the Audit Office's Strategic Intentions to 2031.
- 3.4 In addition, the report identifies emerging risks and sector-wide challenges, including uncertainty associated with water services reform and the need for robust governance, risk management, and assurance practices across local authorities.

4. Considerations Ngā Whai Whakaaro

- 4.1 4.1 The Audit Office report provides relevant insights to inform the Committee's oversight of risk, assurance, and governance. Key considerations include:
 - The ongoing uncertainty associated with water services reform, which presents financial reporting and audit risks for the 2025/26 financial year and requires clear and transparent disclosures;

- The importance of robust assumptions and risk assessment in the development and audit of Long Term Plans, particularly in relation to financial sustainability, capital delivery, and infrastructure performance;
 - The continued identification of procurement and conflict of interest risks across the sector, reinforcing the need for strong internal controls and governance oversight;
 - The emphasis on value for money and disciplined programme delivery, particularly for large-scale infrastructure investments;
 - The broader operating environment, including legislative reform and climate-related risks, which require proactive identification and management through established risk frameworks.
- 4.2 The report reinforces the importance of maintaining strong governance and risk management practices. The insights provided by the Audit Office support the Committee’s role in providing oversight of organisational risk, internal controls, and assurance processes.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	Report to Christchurch City Council Audit and Risk Committee 15 June 2026	26/1184258	129

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

Document Name – Location / File Link
Not applicable

Signatories Ngā Kaiwaitohu

Author	Luke Smeele - Democratic Services Advisor
Approved By	Bruce Moher - Interim General Manager Finance, Risk & Performance / Chief Financial Officer



Report to the Audit and Risk Committee, Christchurch City Council

Date: 5 June 2026
From: Greg Goulding, Sector Manager
Meeting date: 15 June 2026

New organisational structure and name

From 1 April, the Office of the Auditor-General and Audit New Zealand were brought together under the name 'The Audit Office'. This integration will support our ambitions about the efficiency, quality, timeliness, and cost of our work. It will also better position us to deliver on our new strategy.

Water reforms

We have recently issued guidance to auditors to help them deal with the audit implications of the water services reform in councils' 2025/26 annual reports. I note that the Department of Internal Affairs (DIA) has issued some guidance to the sector on the accounting considerations. Our guidance supplements the DIA guidance and includes the following:

- Expected financial statement disclosures for the 2025/26 financial year (applies where the transfer of water services to another organisation has not occurred by 30 June 2026);
- Classification and presentation of water services assets and liabilities – consideration of held for sale/distribution classification;
- Audit of the water reform disclosures made by the territorial authority;

For accounting considerations beyond 2025/26, we plan to issue a separate guidance document to auditors on relevant financial reporting considerations beyond the 2025/26 financial year, which will have relevance to both the annual audit for future accounting periods and also to the audit of territorial authorities' next long-term plan.

We continue to engage with DIA around any further guidance they are preparing for water organisations and councils. We will assess the need for our own further guidance to auditors pending the outcome of these discussions.

Long Term Plans

Following the Government's announcements on the Head Start for Simplifying Local Government, we have discussed with DIA whether there are any implications for LTP timeframes. They confirmed to us the Government's intention to continue with legislated timeframes for completing LTPs. Accordingly, we are planning our audits to match.

Our areas of focus are likely to remain as follows:

- Local government reform and how implemented or proposed changes, for example rates capping, are reflected in LTP assumptions.
- Financial sustainability.
- Condition and performance information for critical assets.
- Capital expenditure delivery/do-ability.
- Performance frameworks – how practical are they, and are they relevant to council outcomes and objectives.
- Climate change – mitigation and adaptation.

We are continuing work on the LTP auditing methodology, and we anticipate auditors will be able to present the engagement letter and the proposed fee for discussion in July.

Chatham Island Council inquiry report at Select Committee

On 27 May Parliament's Finance and Expenditure Committee held a hearing on our report [Chatham Islands Council: Inquiry into sensitive expenditure and procurement](#). The committee's questions included the extent to which weaknesses we identified at Chatham Islands Council, particularly for managing conflicts of interest during procurements, are found elsewhere in local government. Our position is that procurement is an area of risk to all local authorities, and indeed all public entities. It is important that elected members, as governors, receive assurance that management is appropriately managing conflicts of interest and other procurement risks. The hearing can be viewed at [Finance and Expenditure Committee](#).

Recent OAG publications relevant to local government

[Auckland Council's blue-green projects: Flood protection and value for money](#)

The article provides our independent view of how the Auckland Council considered value for money in procuring and managing these two construction projects as part of its 10-year \$760 million "Making Space for Water" programme to reduce future flood risks. We focussed on supplier selection, cost and risk management, contract management, and the quality of information used for oversight.

Overall, our assessment is that the Council has made a strong start in delivering two urgent and complex flood resilience projects with disciplined procurement and oversight. The Council's decision-making processes include a focus on costs, results, and the management of risks: all essential components that support value for money.

As the wider programme scales up, it will be important for the Council to maintain this discipline and take opportunities to improve its practices. Doing so will help it to demonstrate a continued focus on value for money and maintain public trust.

Other councils and agencies can use our observations as a reminder of practices they can apply in their own context. Our work also underlines that value for money requires sustained attention across the full lifecycle of a project.

[Terms of reference for inquiry into Kaipara District Council – The Audit Office](#)

We have decided to carry out an inquiry into Kaipara District Council's (the Council's) procurement, contract management, and governance practices. These terms of reference set out the background and scope for the inquiry.

[The Auditor-General's Strategic Intentions to 2031](#)

This sets out the Audit Office's strategic objectives and key priorities over the next five years. The new strategic objectives are:

Strategic Objective 1: Steward the public audit system to serve Parliament, the public and the public sector; ensuring it remains resilient and adaptable.

Strategic Objective 2: Modernise and strengthen our core audit service - this focuses on enhancing the audits we deliver in-house.

Strategic Objective 3: Influence better value for money.

Strategic Objective 4: Maximise our impact on public sector performance

[Results of council audit in 2025](#)

This article provides summary information about the 2024/25 local authority audits and presents time series data on key metrics drawn from annual reports such as revenue, expenditure and debt. This complements [an interactive dashboard](#) on our website, which enables a targeted focus and/or comparisons on and between individual councils.

Across the 2024/25 annual reports, the most significant issue was uncertainty attributed to the proposed changes to local water service delivery.

Later in the year we will publish a full insights report including information on financial and non-financial performance.

11. Internal Audit Plan

Reference Te Tohutoro: 26/1161110

Responsible Officer(s) Te
Pou Matua: Min Jang, Manager Risk and Audit

Accountable ELT Bruce Moher, Interim General Manager Finance, Risk & Performance
Member Pouwhakarae: / Chief Financial Officer

1. Purpose and Origin of the Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to present the three-year rolling Internal Audit Plan for the 2027–2029 financial years to the Audit and Risk Management Committee (Committee) for review, feedback, and approval.
- 1.2 This report has been prepared by the Council’s Risk and Audit Team, drawing on input from relevant Council units and insights from previous internal audit engagements, where appropriate.

2. Officer Recommendations Ngā Tūtohu

That the Audit and Risk Management Committee:

1. Receives the information in the Internal Audit Plan Report.
2. Notes that the decision in this report is assessed as low significance based on the Christchurch City Council’s Significance and Engagement Policy.
3. Approve the three-year rolling Internal Audit Plan for financial years 2027 to 2029.

3. Executive Summary Te Whakarāpopoto Matua

- 3.1 This report presents the three-year rolling Internal Audit Plan to the Committee for review, feedback, and approval.
- 3.2 The Committee is requested to make a decision on the finalisation of the Internal Audit Plan.

4. Background/Context Te Horopaki

- 4.1 Risk and Audit provides independent and objective assurance and advisory services on the effectiveness of the Council’s risk management, governance, and internal control environment. It serves as a key source of insight and assurance for the organisation.
- 4.2 Local government in New Zealand continues to face an increasingly complex and evolving risk landscape, including financial constraints, fraud risks, infrastructure delivery pressures, regulatory reform, cybersecurity threats, and rising community expectations for transparency and service delivery.
- 4.3 In this context, it is critical that the control environment remains robust, disciplined, and effective, and that key risks are appropriately identified and managed.
- 4.4 To support the Council in understanding its key risks and aligning with best practice, while reinforcing a commitment to strong internal controls, transparency, and the maintenance of public trust and confidence, this Internal Audit Plan (the Plan) has been developed.

- 4.5 The Internal Audit Plan is designed to provide independent assurance over the effectiveness of governance arrangements, risk management practices, and the internal control environment, while supporting continuous improvement across Council activities. In doing so, the Plan contributes to the Council's stewardship responsibilities and its obligation to maintain public trust and confidence in the management of resources and delivery of services.
- 4.6 In developing the Plan, consideration has been given to a range of inputs, including the Council's strategic risk profile, engagement with executive and senior leaders¹, historical audit findings, insights from the Audit Office, and internal audit plans from other New Zealand councils².
- 4.7 External factors have also been considered, including regulatory obligations relevant to the local government sector and emerging risks such as climate resilience and cybersecurity. Areas have been assessed based on the significance of risk, the likelihood and potential impact of control failure, the complexity and pace of organisational change, and the extent of previous assurance coverage.
- 4.8 Consideration has also been given to ensuring appropriate coverage across all Council groups to support a balanced audit programme.
- 4.9 While priority ratings have been assigned to items within the Internal Audit Plan, the Council's risk landscape continues to evolve. Accordingly, the Plan is intended to remain flexible, allowing for reprioritisation throughout the year.
- 4.10 The proposed areas of focus represent a high-level view of how each internal audit review may be scoped. These are indicative only; the detailed scope for each engagement will be developed and agreed with relevant stakeholders prior to commencement.

Options Considered Ngā Kōwhiringa Whaiwhakaaro

- 4.11 The following reasonably practicable options were considered and are assessed in this report:
 - 4.11.1 That the Committee receives the Internal Audit Plan and approves its finalisation.
- 4.12 The following options were considered but ruled out:
 - 4.12.1 The Committee does not support finalising the Internal Audit Plan.

Options Descriptions Ngā Kōwhiringa

- 4.13 **Preferred Option:** That the Committee receives the Internal Audit Plan and approves its finalisation.
 - 4.13.1 Option Advantages
 - The Internal Audit Plan is finalised, establishing a clear roadmap of audit activities for the upcoming financial year.
 - Finalisation of the Plan enables the Risk and Audit Team to allocate in-house resources in line with the agreed work programme.
 - Strengthens governance and oversight through a structured framework for reviewing key risks, controls, and public accountability obligations.
 - Reinforces transparency and the responsible use of public funds, while providing assurance to elected members, ratepayers, the Audit Office, and management.

¹ This includes Heads of Service and managers across various Council units.

² The Manager Risk and Audit regularly engages with risk and audit counterparts across other councils to share knowledge and insights, and to understand emerging risk landscapes and assurance activities.

- Establishes a defined, risk-based audit programme approved by governance.
- Enhances confidence that key organisational risks are being independently assessed.

4.13.2 Option Disadvantages

- No material disadvantages have been identified. While the absence of a formal Internal Audit Plan may suggest greater flexibility, the proposed Plan has been designed to remain adaptable to the Council's evolving risk landscape. It allows for reprioritisation and enables the Risk and Audit Team to respond to emerging risks through reactive reviews (including internal audits and risk assessments) as required.

4.14 **Not Preferred Option:** The Committee does not support finalising the Internal Audit Plan.

4.14.1 Option Advantages

- No clear advantages have been identified in retaining the Internal Audit Plan in draft form. An unfinalised Plan may create ambiguity regarding the Risk and Audit Team's work programme for the forthcoming financial year. Given the limited availability of internal audit resources, it is important to ensure these resources are directed toward key risks, which a finalised Plan supports.

4.14.2 Option Disadvantages

- The Internal Audit Plan has been approved by the Executive Leadership Team and is designed to provide structured, risk-based assurance across the organisation. While it incorporates flexibility to respond to emerging risks, not finalising the Plan would reduce clarity, limit coordinated assurance activity, and diminish the value derived from a planned, risk-based approach. Accordingly, retaining the Plan in draft form offers no additional value to the Council.

Analysis Criteria Ngā Paearu Wetekina

4.15 The options for the Internal Audit Plan have been assessed against criteria focused on the value each option adds to the Council. Consideration has also been given to the degree of flexibility each option provides to respond to emerging risks.

5. Financial Implications Ngā Hīraunga Rauemi

5.1 There are no immediate financial implications arising from the Internal Audit Plan. Following approval, individual audits will be delivered using in-house resources or within existing budget allocations. It is expected that identified management actions will also be implemented by the relevant Council units within existing resourcing and budget provisions.

6. Considerations Ngā Whai Whakaaro

Risks and Mitigations Ngā Mōrearea me ngā Whakamātautau

6.1 There are no significant risks associated with the decisions outlined in this report. The Internal Audit Plan is at an appropriate stage for finalisation. While not approving the Plan would not introduce material risk, it would reduce the effectiveness of work planning and create a lack of clarity regarding the Risk and Audit Team's upcoming priorities.

Legal Considerations Ngā Hīraunga ā-Ture

6.2 There is no legal context, issue, or implication relevant to this decision. The Internal Audit Plan is an internal document that outlines key focus areas for the Risk and Audit Team in the forthcoming financial year. The work undertaken as part of the Plan provides independent

assessment of the Council's control environment maturity and is not expected to give rise to any legislative or regulatory considerations.

Strategy and Policy Considerations Te Whai Kaupapa here

- 6.3 The required decision:
- 6.3.1 Align with the [Christchurch City Council's Strategic Framework](#).
 - 6.3.2 Is assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy. The decision relates to internal document to outline the review areas to strengthen Council's control environment.
 - 6.3.3 Is consistent with Council's Plans and Policies.
- 6.4 This report supports the [Council's Long Term Plan \(2024 - 2034\)](#):
- 6.5 Internal Services
- 6.5.1 Activity: Risk and Internal Audit
 - Level of Service: 13.6.10.3 Ensure Council has a documented, functional, and effective risk and audit management system (13.6.10.3) - Deploy a documented risk and audit management system aligned with GERMAF, ISO31000 and ISO19011

Community Impacts and Views Ngā Mariu ā-Hāpori

- 6.6 There are no specific community impacts.

Impact on Mana Whenua Ngā Whai Take Mana Whenua

- 6.7 The decisions in this report do not impact on our agreed partnership priorities 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 adaptation to the impacts of climate change or emissions reductions. The decision relates to finalisation of an Internal Audit Plan.

7. Next Steps Ngā Mahinga ā-muri

- 7.1 The Committee is requested to review the Internal Audit Plan and provide any feedback to be incorporated prior to finalisation.
- 7.2 Subject to the Committee's approval, the Internal Audit Plan will be finalised and will take effect from FY2027.
- 7.3 Consistent with previous audit engagements, the scope of each internal audit review will be revisited prior to commencement to ensure it remains fit for purpose and appropriately aligned with the level of risk. Risk and Audit Team will work with the relevant Head of Service and Executive Leadership Team member to confirm that the timing, scope, and focus of each audit are appropriate and aligned with the Council's needs and risk profile.
- 7.4 Internal audit reviews in progress will continue to be reported to the Committee, including updates on their status and final outcomes.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	Internal Audit Plan	26/1115233	138

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

Document Name - Location / File Link
Not applicable

Signatories Ngā Kaiwaitohu

Author	Min Jang - Manager Risk and Audit
Approved By	Bruce Moher - Interim General Manager Finance, Risk & Performance / Chief Financial Officer

Internal Audit Plan

Three year rolling plan covering
FY 2027 – 2029

Christchurch City Council
June 2026

Executive Summary

Purpose

The Internal Audit Plan provides Christchurch City Council (Council), the Audit and Risk Management Committee (Committee), and the Executive Leadership Team (ELT) with a balanced, risk-based programme of work to deliver independent assurance over the effectiveness of Council's risk management, governance, and internal control environment.

Local government in New Zealand continues to face an increasingly complex and evolving risk landscape, including financial constraints, fraud risk, infrastructure delivery pressures, regulatory reform, cybersecurity threats, and rising community expectations for transparency and service delivery.

In this context, it is critical to ensure that control environment remains robust, disciplined, and effective, and that key risks are identified and managed appropriately.

This plan supports Council to better understand its key risks and promotes alignment with best practice, reinforcing Council's commitment to strong internal controls, transparency, and maintaining public trust and confidence.

Developing the plan

Risk and Audit are responsible for developing and maintaining a rolling three-year Internal Audit Plan. The plan is reviewed regularly to ensure it remains responsive to emerging risks, organisational priorities, and changes in Council's operating environment.

The development of the plan is informed by the following key considerations:

- Engagement and consultation with Council management.
- Alignment with Council's strategic risk profile.
- Consideration of emerging sector risks, including legislative and regulatory developments.
- Outcomes and insights from previous internal audits.

Internal audit approach

Council's internal audit approach is based on a risk-based methodology, designed to provide independent and objective assurance over the effectiveness of governance, risk management, and internal control processes across the organisation.

Audit activities assess whether:

- Key risks are appropriately identified and managed.
- Controls are adequately designed and operating effectively.
- Governance and decision-making processes support accountability and transparency.
- Legislative, regulatory, and policy obligations are met.
- Opportunities exist to improve efficiency, effectiveness, and service delivery outcomes.

Audit reports, including findings and recommendations, are provided to management, the ELT, and the Committee. Management's agreed actions are tracked through a formal follow-up process to support accountability and continuous improvement.

Risk and Audit may also undertake risk advisory engagements to support process improvements, while maintaining independence.

Recognising the Council's evolving operating environment, the Internal Audit Plan remains flexible to respond to emerging risks, organisational changes, and legislative or regulatory developments, as well as requests from management, elected members, the ELT and the Committee.

Summary View

Three-year internal audit plan overview

The table below provides a high-level overview of the proposed three-year Internal Audit Plan. The plan remains subject to change, recognising that emerging risks, organisational developments, and external events may require reprioritisation throughout the year. It is recommended that Council maintains a balanced programme of work, incorporating a mix of core operational reviews, strategic and value-adding audits, and risk-focused advisory engagements (which sit outside of the formal internal audit programme).

Review Area	P1	P2	P3	Potential Focus	Key Strategic Risk(s)
Local Water Done Well Readiness Review	●			Assess Council's readiness for Local Water Done Well reform to support a smooth transition and meet future regulatory and service delivery requirements.	R3 – Service Delivery R5 – Infrastructure Assets R10 - Legal
Sensitive Expenditure		●		Review of Council's sensitive expenditure process against Audit Office's sensitive expenditure guidance.	R1 – Financial Stability R2 – Social Licence
Fleet Management	●			Assess whether Council's fleet management processes effectively support compliance with health and safety requirements, with particular focus on the management of risks associated with Health, Safety and Wellbeing critical risk framework. The review will also assess whether fleet assets are used appropriately and in accordance with the Council policy.	R10 – HSW R2 – Social Licence
Inventory		●		Assess whether inventory management processes ensure accurate recording, safeguarding, and monitoring of assets, with effective controls to minimise loss, obsolescence, and financial misstatement.	R1 – Financial Stability R2 – Social Licence
Community Grants	●			End-to-end process review to assess whether community grants are allocated and administered in line with Council policy and objectives.	R2 – Social Licence
Conflicts of Interest - Governance			●	Continuation of the Conflicts of Interest internal audit, focusing on governance processes and the identification, disclosure, and management of conflicts of interest at the governance level, complementing the prior review of staff-related processes.	R2 – Social Licence
Animal Management		●		To assess the effectiveness and compliance of animal shelter operations, including receiving and releasing of dogs, disposal practices, disease control measures, and health and safety management to ensure processes are consistent, well controlled and aligned with regulatory requirements.	R3 – Service Delivery R7 – Legal R10 - HSW
Cyber Security	●			Review of Council's cyber security maturity given the increasing complexity and heightened risk.	R2 – Social Licence R6 - Technology
Fringe Benefit Tax (FBT) Compliance			●	Review of Council's processes for identifying and reporting FBT to ensure compliance with Inland Revenue requirements.	R1 – Financial Stability R7 – Legal

The priority ratings (P1-P3) have been applied to indicate the relative importance of each audit item, based on professional judgement. Prioritisation, rather than fixed scheduling by year, has been adopted to maintain flexibility within the audit programme. This approach enables the plan to respond to changes in the operating environment, while clearly identifying the areas of highest priority.

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Review Area	P1	P2	P3	Potential Focus	Strategic Risk(s)
Cash Handling Controls			●	Continuation of the Cash Handling Controls internal audit, focusing on additional Council sites not included in the initial review, to assess the consistency and maturity of the control environment.	R1 – Financial Stability R2 – Social Licence
Environmental Health			●	Assess whether environmental health regulatory functions are delivered in compliance with legislative requirements, with effective processes for monitoring, enforcement, and risk management to protect public health and support community wellbeing.	R3 – Service Delivery R7 – Legal R10 – HSW
Operating Expenditure (opex) Contract Management – ‘Managing’ Phase		●		Continuation of the Capital Expenditure (Capex) Contract Management – ‘Managing’ Phase internal audit, focusing on the end-to-end management phase for opex contracts, to assess the effectiveness of contract oversight, performance monitoring, and control practices.	R1 – Financial Stability R2 – Social Licence R3 – Service Delivery R7 – Legal
Te Tiriti o Waitangi		●		Assess whether Council appropriately recognises and provides for its Te Tiriti o Waitangi obligations, including effective engagement, and the incorporation of partnership principles into governance, decision-making, and service delivery.	R2 – Social Licence R4 – Senior Leadership
Policy Management			●	Assess whether Council’s policy framework is effectively governed, developed, and maintained, with clear accountability, and consistent application across the organisation.	R4 – Senior Leadership R7 – Legal
Records Management and Retention Compliance		●		Assess whether records management and retention practices comply with legislative and regulatory requirements, with effective controls to ensure accurate record-keeping, appropriate retention and disposal, and protection of Council information.	R2 – Social Licence R6 – Technology R7 – Legal
Climate Change		●		Assess whether climate considerations are embedded in infrastructure planning and capital investment decisions, including resilience, adaptation, and lifecycle cost impacts.	R1 – Financial Stability R5 – Infrastructure Assets R8 – Climate Change
Food Licencing			●	Review of whether food licencing processes complies with relevant legislation, with effective controls in place to support timely approvals, accurate record-keeping, and ongoing monitoring of food operator compliance and public health risk.	R3 – Service Delivery R7 – Legal R10 – HSW

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Review Area	P1	P2	P3	Potential Focus	Strategic Risk(s)
Compliance and Investigations			●	Assess whether compliance and investigation activities are conducted in a timely, consistent, and compliant manner, with effective controls to support decision-making and escalation.	R3 – Service Delivery R7 – Legal
Capital programme portfolio management		●		Assess whether capital programme portfolio management processes effectively support prioritisation, risk management, and delivery performance, ensuring projects are aligned to strategic priorities.	R1 – Financial Stability R3 – Service Delivery R5 – Infrastructure Assets
Development Contributions			●	Assess whether Development Contributions are calculated, collected, and applied in accordance with legislative requirements and Council policy, with transparent methodologies, accurate record-keeping, and effective controls to support funding of growth-related infrastructure.	R1 – Financial Stability R11 – City Growth and Land Use Planning
Employee Recruitment			●	Assess whether pre-employment screening controls are consistently applied and effective in identifying and mitigating risks associated with new hires, including integrity, capability, and safety considerations.	R2 – Social Licence R4 – Senior Leadership

The priority ratings (P1-P3) have been applied to indicate the relative importance of each audit item, based on professional judgement. Prioritisation, rather than fixed scheduling by year, has been adopted to maintain flexibility within the audit programme. This approach enables the plan to respond to changes in the operating environment, while clearly identifying the areas of highest priority.

Council's Strategic Risk

Risk ID	Risk Title	Risk Owners	Risk Description
R1	Financial Stability	GM Finance, Risk & Performance / Chief Financial Officer	Inability to maintain financial health and stability.
R2	Social Licence (to operate)	Chief Executive General Counsel	Trust and confidence are lost.
R3	Service Delivery	GM Strategy, Planning and Regulatory GM Citizens and Community GM City Infrastructure	Not delivering agreed activities and levels of service.
R4	Senior Leadership	Chief Executive GM Corporate Services / Chief People Officer	Deficiencies or failures in senior leadership.
R5	Infrastructure Assets	GM City Infrastructure	Failure or vulnerability of infrastructure assets.
R6	Technology	GM Corporate Services / Chief People Officer	Inability to adapt and respond to technology challenges.
R7	Legal	General Counsel	Failure to meet legal requirements.
R8	Climate Change	GM Strategy, Planning and Regulatory	Actions are not adequately responding to, or reducing climate related impacts.
R9	Significant Natural Hazards Event	GM Citizens and Community GM Strategy, Planning and Regulatory	Lack of disaster preparedness and resilience planning.
R10	Health, Safety and Wellbeing	GM Corporate Services / Chief People Officer GM Citizens and Community GM City Infrastructure	Failure to deliver on Council's commitment to health, safety and wellbeing.
R11	City Growth and Land Use Planning	GM Strategy, Planning and Regulatory	Council's inability to appropriately plan and manage growth.

12. 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
13.	PUBLIC EXCLUDED AUDIT AND RISK MANAGEMENT COMMITTEE MINUTES - 17 APRIL 2026			REFER TO THE PREVIOUS PUBLIC EXCLUDED REASON IN THE AGENDAS FOR THESE MEETINGS.	
14.	RISK AND AUDIT UPDATE	S7(2)(E)	PREVENTION OF MATERIAL LOSS	DISCLOSURE OF THE COUNCIL'S ORGANISATIONAL WEAKNESSES AND ITS APPROACH TO REMEDIAL ACTIONS COULD RESULT IN SERVICE DISRUPTIONS WHICH OUTWEIGHS THE PUBLIC INTEREST.	28 MAY 2027 UPON REVIEW AND APPROVAL FROM THE MANAGER RISK AND AUDIT AND GM FINANCE, RISK AND PERFORMANCE / CFO.
15.	AUDIT FEE LETTER FOR FY 2026	S7(2)(H)	COMMERCIAL ACTIVITIES	DISCLOSURE OF INFORMATION ON CCC INTERNAL SYSTEMS COULD RESULT IN POTENTIAL SERVICE DISRUPTIONS OR INFORMATION BREACHES THAT WILL NOT BE IN THE PUBLIC INTEREST.	31 OCTOBER 2026 THIS REPORT MAY ONLY BE RELEASED IF THE HEAD OF FINANCE HAS DETERMINED THAT THERE IS NO LONGER ANY REASONS UNDER THE LOCAL GOVERNMENT OFFICIAL INFORMATION AND MEETING ACT TO WITHHOLD THE INFORMATION.

16.	CYBER SECURITY REPORT 15 JUNE 2026	S7(2)(C)(I)	PROTECTION OF SOURCE OF INFORMATION	DISCLOSURE OF OUR APPROACH TO CYBERSECURITY WILL INCREASE THE RISK OF COUNCIL BEING A TARGET, RESULTING IN POTENTIAL SERVICE DISRUPTIONS AND / OR INFORMATION BREACHES THAT WILL NOT BE IN THE PUBLIC INTEREST.	30 JULY 2026 THIS REPORT MAY ONLY BE RELEASED IF THE CHIEF EXECUTIVE OFFICER HAS DETERMINED THAT THERE ARE NO LONGER ANY REASONS UNDER THE LOCAL GOVERNMENT OFFICIAL INFORMATION AND MEETING ACT TO WITHHOLD THE INFORMATION.
17.	RISKPOOL UPDATE	S7(2)(B)(II)	PREJUDICE COMMERCIAL POSITION	THE INFORMATION IN THIS REPORT MUST REMAIN CONFIDENTIAL TO PROTECT RISKPOOL'S POSITION WHEN DEALING WITH REINSURERS. SHOULD THIS INFORMATION BE RELEASED IT MAY RESULT IN ADDITIONAL COST TO RATEPAYERS, WHICH OUTWEIGHS THE PUBLIC INTEREST IN THIS MATTER.	30 MAY 2027 THIS REPORT MAY BE RELEASED ONCE RISKPOOL COMPLETES THE CLOSURE OF THE FUND YEARS IN QUESTION.

Actions Register Ngā Mahinga

When decisions are made at meetings, these are assigned to staff as **actions** to implement. The following lists detail any actions from this meeting that were:

- Open at the time the agenda was generated.
- Closed since the last ordinary meeting agenda was generated.

Open Actions Ngā Mahinga Tuwhera

No open actions were remaining at the time the agenda was generated.

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

No actions were closed since the last ordinary meeting.