

Ōtautahi-Christchurch

Te Whakarāpopoto-ā-tau
Annual Report Summary
2022

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Te Whakarāpopoto-ā-tau 2022
Annual Report Summary 2022
Ōtautahi-Christchurch
For the period 1 July 2021 to 30 June 2022
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ISBN: 978-1-99-101703-1

What is the summary report?

The Annual Report outlines our overall financial position and performance for the 2021/22 financial year, measured against key goals set out in our Long Term Plan 2021/31.

The Annual Report shows how we are delivering on our commitments to the community. It sets out what we did, why those things were done, what they cost and how we paid for them.

This is a summary of the main report, telling what we worked on in the 2021/22 financial year and highlighting our key achievements.

The Council adopted the 2022 Annual Report on 14 December 2022.

Te whakakitenga

He whenua haumako mā te katoa.
Mauria mai ōu huatau, āu koi, tō iwi.
Keria kia puawai.

Our vision

Ōtautahi-Christchurch is a city of opportunity for all.
We're open to new ideas, new people and new ways of
doing things – a city where anything is possible.

Published by the Office of the Chief Executive, Christchurch City Council, under section 98 (4) of the Local Government Act 2002.

If you'd like more detailed information please refer to the full report, which is available:

- online at ccc.govt.nz (use the search feature and search for: Annual Report 2022)
- at any of our service centres or libraries
- from our call centre:

Christchurch residents call: 03 941 8999
Banks Peninsula residents call: 0800 800 169



Community outcomes

Our community outcomes describe what we aim to achieve in promoting the social, economic, environmental and cultural wellbeing of the Ōtautahi-Christchurch and Te Pātaka o Rākaihautū-Banks Peninsula community.

Under the Local Government Act all government organisations must set community outcomes.

Our community outcomes take a whole-of-community view – they can be achieved only by empowering communities and working with the government and other agencies.

The Council refreshed our community outcomes in 2019. We have 18 community outcomes under four strategic themes.

Throughout this summary report we refer back to our community outcomes. Each of our activities works to achieve specific outcomes, with most activities working towards several outcomes.



Resilient communities

- Strong sense of community
- Active participation in civic life
- Safe and healthy communities
- Celebration of our identity through arts, culture, heritage, sport and recreation
- Valuing the voices of all cultures and ages (including children)



Healthy environment

- Healthy water bodies
- High quality drinking water
- Unique landscapes and indigenous biodiversity are valued and stewardship exercised
- Sustainable use of resources and minimising waste



Liveable city

- Vibrant and thriving city centre
- Sustainable suburban and rural centres
- A well connected and accessible city promoting active and public transport
- Sufficient supply of, and access to, a range of housing
- 21st century garden city we are proud to live in



Prosperous economy

- Great place for people, business and investment
- An inclusive, equitable economy with broad-based prosperity for all
- A productive, adaptive and resilient economic base
- Modern and robust city infrastructure and community facilities

Mai i te Poumatua, a Phil Mauger me te Tumu Whakarae, a Dawn Baxendale

Message from Mayor Phil Mauger and Chief Executive Dawn Baxendale



Phil Mauger
Mayor of Christchurch



Dawn Baxendale
Chief Executive



Lianne Dalziel
Former Mayor of Christchurch

A new Mayor was elected on 8 October 2022. The Annual Report 2022 documents the period before the elections, when Lianne Dalziel was Mayor. She did not seek re-election and the new Mayor, Phil Mauger, was sworn in on 25 October 2022.

We would first like to acknowledge and thank Councillors, staff, and our diverse communities across Christchurch and Banks Peninsula for your support during what was a unique and at times testing year.

We faced many challenges this year, some of which will carry into 2023. Overall the Council's staff and our communities responded well in sometimes very trying circumstances.

Some of these challenges, such as another lockdown and the continuing economic effects of the pandemic response, and the national water reforms, were expected.

Others, such as extreme weather events, were predictable as there will always be some in any given year – although the severity of damage to Banks Peninsula roads caught us by surprise and may, unfortunately, be a precursor to weather effects we should expect from climate change.

The toughest challenges are those that come out of the blue, such as the fire at the wastewater treatment plant and the effects of the resulting offensive odour on people in parts of Christchurch.

We also celebrated many successes. New facilities were opened, including the St Albans Community Centre and Te Pou Toetoe: Linwood Pool, and construction began on the new Hornby Centre. We started refurbishing the Little River Community Centre and Library, and committed to rebuilding the earthquake-damaged South Library.

Lancaster Park was re-opened to very positive public reaction, providing much needed open space in the Charlesworth area and sports fields for the city's south-east.

High Street re-opened with a fabulous new streetscape with Ngāi Tūāhuriri cultural elements and an extension to the tram tracks, allowing it to complete a full city loop.

We made the call to stop library fines and, working with Enable, provided free public wi-fi in the central city.

For the nation's first Matariki holiday, we hosted Tiramā Mai, and opened Takapūneke Reserve with a ceremony to unveil a new pou to mark the significance of this culturally and historically important site.

During the year there were also awards and accolades for facilities, including Te Pou Toetoe: Linwood Pool and He Puna Taimoana (New Brighton hot pools), and for staff whose work was recognised by their peers and national organisations – our people really are experts in their fields.

Our customer services team won for the second time, the 2021 CRM Contact Centre Industry Award for Public Services, following their win in 2020. The Awards focus on the quality of the customer service experience provided by contact centres across New Zealand. Our customer services team take up to 380,000 calls, 115,000 online enquires and 126,000 face to face interactions per year.

COVID-19

As the financial year drew to a close, COVID-19 was resurging in Christchurch, just as influenza and other winter illnesses were prevalent.

The effects of the pandemic were far-reaching. Many of us had first-hand experience of the virus and there was always the possibility of reinfection. Businesses struggled to operate with staffing across all sectors being affected by illness and isolation requirements.

Despite these challenges the council was able to maintain its services. We used digital innovation to bring services into people's homes virtually, including library offerings, fitness classes, and art gallery tours.

The lessons learned from this unique period are influencing the way we do things - building consent inspections can now be done digitally, and all Council and community board meetings are livestreamed, recorded and available online.

Climate change

We're putting climate change at the centre of everything we do – we must, especially with evidence presented by scientists this year that we'll see the worst effects of sea-level rise much sooner than anticipated.

We set a target to achieve net zero greenhouse emissions (excluding methane) by 2045. We know the greatest benefit can be gained in the transport area, which contributes 54% of the city's emissions. For this reason we've continued working on our network of cycleways and encouraging greater use of public and active transport, including stepping up policy development, communications and initiatives designed to unlock barriers to public and active transport.

We know from our climate change survey during the year that people want us to continue to show leadership in addressing climate change – and to move more quickly.

In fact, there are climate change benefits in much of our work – stormwater wetlands, Council and community plantings of large areas of native trees and plants, and our focus on reducing waste to landfill.

Climate change is knocking on our door. There is a renewed sense of urgency as we ensure climate change benefits are considered in everything we do. In partnership with Ngāi Tahu Papatipu Rūnanga and others, we want to lead positive change and inspire people to take the steps possible in their own lives to reduce carbon emissions.

It's only by working together that we'll be able to make a difference for our environment, our community, our economy and our future.

Te Kaha Christchurch Multi-use Arena

The cost of living is rising and higher costs are having an effect on Council as well. Our long-awaited new multi-use arena is the most obvious example, with the risk of escalating construction costs due to rising international prices for steel and other building materials and components.

As a Council, we have a responsibility to ensure the costs of a facility like this are shared fairly, across current and future generations of ratepayers. Central government has been clear that no more money would come from the national coffers.

We asked our community for guidance in June on whether to scrap, pause or continue the build – a consultation resulting in 30,000 submissions, the most received for any project in the past decade. Council decided early in the 2022-23 year to proceed with a fixed-price contract to minimise risk to the Council and ratepayers.

Waterworks

Continuing to provide drinking water that is safe to drink and being environmentally responsible in discharging wastewater and stormwater are key activities of any council.

It was another big year for the three waters – drinking water, wastewater and stormwater.

Central government's water reforms will significantly change the way water services are managed and delivered. The government's decision to push on with the reforms outlined under the Water Services Bill failed to recognise the concerns raised by this and other councils. While we recognise the need for more sustained investment in water infrastructure nationwide, the specific proposal does not adequately address local input nor the integrated nature of land use and stormwater.

As the detail of the reforms is worked through at central and local levels in 2022-23, we will also push to maintain some influence over stormwater disposal.

For Christchurch and Banks Peninsula, managing stormwater is about much more than pipes. We have developed an integrated and sustainable approach, using wetlands, floodplains and natural landscapes, and we

can't compromise this. We see it as an essential part of our waterways improvement programme, our approach to climate change and in developing an environment where native flora and fauna can thrive.

We've made great progress in recent years, with new wetlands being established throughout the district. These wetlands provide a filter for stormwater, meaning it is cleaner when it finds its way back into the environment – in te ao Māori, it allows the mauri (life force) of the water, including treated wastewater, to be restored.

On the wastewater front, and in close collaboration with mana whenua, we developed new projects on Banks Peninsula which aim to treat wastewater and reclaim it for reuse. We plan to use treated wastewater from Akaroa to irrigate new plantings of native trees around Robinsons Bay, Takamātua and Hammond Point, and to flush public toilets and irrigate public parks and gardens in Akaroa. We'll be seeking resource consent for this in 2022-23. In a similar project at Duvauchelle, we plan to use treated wastewater to irrigate the Akaroa Golf Course. We worked collaboratively with mana whenua and consulted the community in May, with hearings held in July 2022.

In relation to drinking water, we have invested heavily in our water supply infrastructure since the earthquakes of 2010 and 2011 and our communities are relying on us to fulfil our commitment to removing chlorine from our drinking water supply.

We strongly argued for a process whereby we can seek an exemption from the chlorine mandate. The new law will provide for this, and we will apply for an exemption in the coming year.

Bromley fire

On 1 November 2021, a catastrophic fire destroyed two trickling filters at the Christchurch Wastewater Treatment Plant in Bromley. The full impact of the crisis unfolded over some months and was a big challenge for the Council and the nearby community during this year.

The top priority was to ensure wastewater treatment continued at the plant while various temporary processes and methods were explored. These included spending nearly \$5 million to extract material from the trickling filters and more than \$8 million to reconfigure the treatment process.

We recognised this was especially difficult for nearby residents as there was nothing we could do to reduce the odours until the effluent ponds could be returned to better health – a frustratingly slow natural process.

While waiting for this and our insurance claim to be settled so that the plant can be rebuilt, we offered some financial support to people who found the odour affecting their physical and mental wellbeing. This was intended to help

people with some additional expenses incurred because of the odour, which affected people at home, at work, at school and made outdoor recreation difficult to enjoy.

We can now see a way forward and we're confident the odours will fade as the ponds return to better health.

Ōtākaro Avon River Corridor

We welcomed the governance arrangements confirmed for the Ōtākaro Avon River Corridor. This sees us working with Ngāi Tūāhuriri and the community to develop this special part of the city.

This is a positive approach for cohesive oversight of decision-making as we embrace this once in a lifetime opportunity to turn the river corridor into a recreational asset and an ecological sanctuary for future generations. It will ensure the area is developed for the common benefit of everyone, including Ngāi Tūāhuriri, neighbouring suburbs and the wider community.

This will be a co-governance entity that comprises equal representation of Ngāi Tūāhuriri and the Council, with some of the Council's members being drawn from local communities. This will help to ensure that communities with strong connections to the area are involved in the decision-making for this important new taonga.

We're still working through the legal process for establishing the co-governance entity and determining the best model to use.

Meanwhile, other work continued throughout the former residential red zone. Highlights included work starting on the first of several new stormwater and flood control basins in the Bexley area and the opening of three new bridges across the Ōtākaro-Avon River and the Dallington Landing.

Local elections

Christchurch and Banks Peninsula now has new representation, after the local elections in October 2022.

It's a big thing to stand up and represent your community. We thank all those who served across the district in the previous term. Their efforts are appreciated and we wish them well.

We look forward to working with new and returning representatives for Christchurch and Banks Peninsula for this term. They will confront many of the same challenges of the previous term, and there will be new problems to solve and opportunities to seize. On behalf of our community we wish them every success.

Financial highlights

Council – The 2022 year in review

Total assets —————

\$18.2 billion

2021 **\$15.9 billion**
Planned **\$16.2 billion**

Total operating expenditure —————

\$900.1 million

2021 **\$880 million**
Planned **\$870.4 million**

Total revenue —————

\$1.1 billion

2021 **\$975.8 million**
Planned **\$938.2 million**

Total capital expenditure —————

\$435.8 million

2021 **\$446.1 million**
Planned **\$634.0 million**

Total liabilities —————

\$2.3 billion

2021 **\$2.4 billion**
Planned **\$2.9 billion**

Total rates levied —————

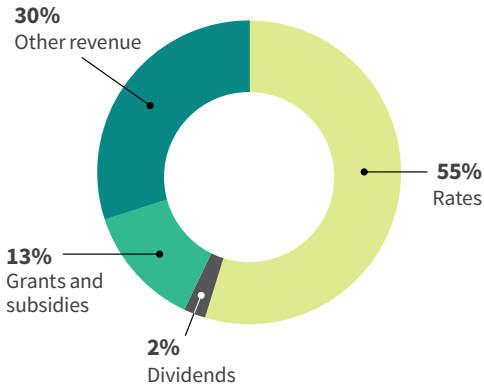
\$595.8 million

2021 **\$556.7 million**
Planned **\$594.7 million**

Financial highlights

Total revenue

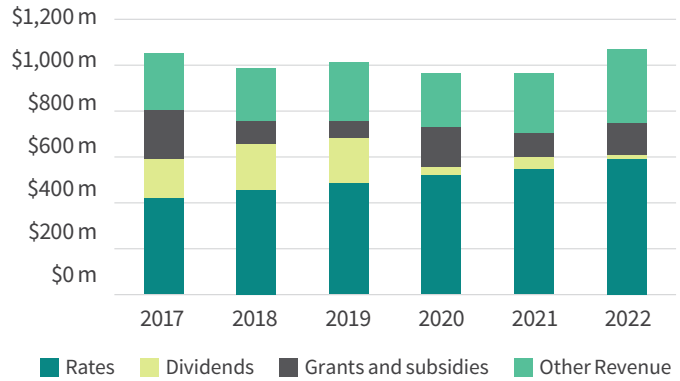
Sources of revenue 2022



Council Operations

The results for the year ended 30 June 2022 include the impact of the growth in the number of rating units within the city. Increased building services revenue as a result of increased building activity.

Sources of revenue actual



Over the past six years

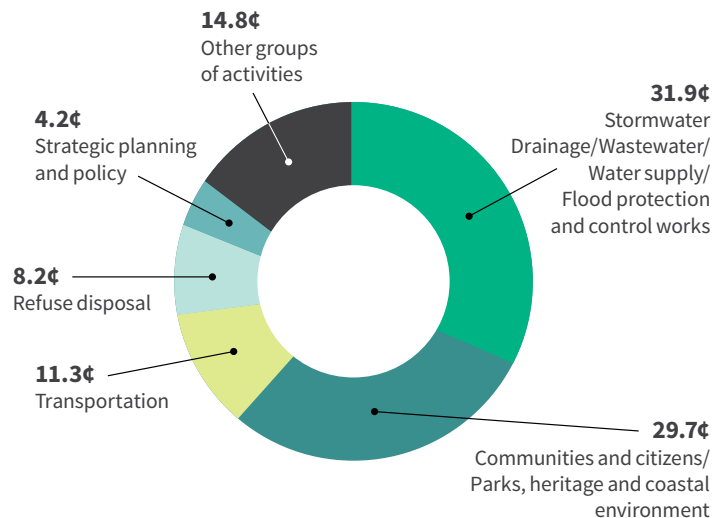
During the past six years, revenue has remained relatively constant however the mix from which this revenue is sourced has changed.

The proportion of rates income to other revenue streams has increased as historical earthquake related recovery funding has subsided and this has resulted in a shift in the reliance on rating income over other sources.

Where did my rates go?

Major components of the rates dollar

- 31.9 cents goes to the three waters (water supply, stormwater drainage and wastewater) plus flood protection and control works;
- 29.7 cents goes to communities and citizens and park, heritage and coastal environment;
- 11.3 cents goes to transport,
- 8.2 cents goes to refuse disposal;
- 4.2 cents goes to strategic planning and policy; and
- 14.8 cents goes to other GOA (including regulatory and compliance, governance and corporate).

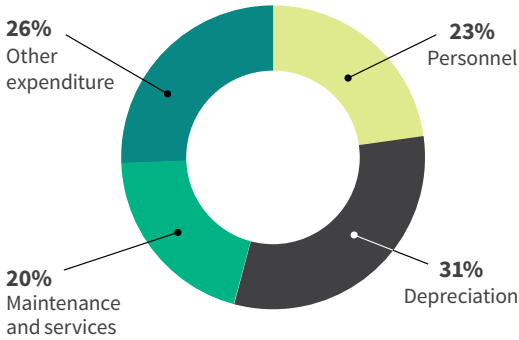


* This includes Christchurch Art Gallery, museums, libraries, community development and facilities, pools and recreation centres, community arts and events, and civil defence and emergency management

Financial highlights

Total expenditure

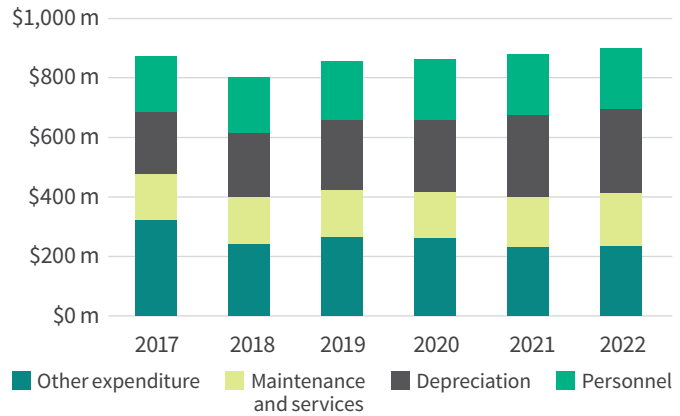
Expenditure categories 2022



Council Operations

Our policy is to rate for the long run average cost of asset renewals and replacements. In the 2022 year, the Council recorded an accounting charge of \$281 million for the depreciation and amortization of Council assets. Personnel costs of \$206 million represents 22.8% of total expenditure which is consistent with previous years. Other expenditure includes finance costs of \$87 million on total borrowing of \$2.1 billion.

Expenditure categories actual



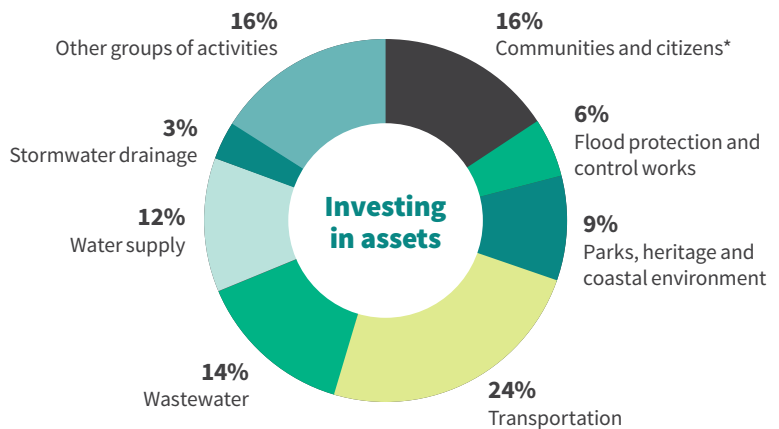
Over the past six years

During the past six years, with the exception of 2018, expenditure has remained relatively consistent with even the proportional mix of expenditure being constant with personnel cost remaining within a small band of 22-24% of total expenses. Increasing capital expenditure on infrastructure has resulted in a steady climb in the depreciation charge recognised by Council. Significant revaluation increases will also impact future depreciation costs.

Capital expenditure

The Council spent \$436 million on significant asset investment in the 2022 year on:-

- infrastructure works including the three waters renewal programme, Major Cycleway Route programme, transport renewal programme, Ōtākaro Avon River Corridor Programme and Naval Point Development Plan.
- sports facilities, including the Parakiore Recreation and Sports Centre, Te Kaha Multi Use Arena and Matatiki Hornby Centre.



* This includes Christchurch Art Gallery, museums, libraries, community development and facilities, pools and recreation centres, community arts and events, and civil defence and emergency management

Taumata tutuki

Significant achievements



He Puna Taimoana

A visit to He Puna Taimoana has become a ‘must do’ visitor experience.

The Council-owned and operated hot pools at New Brighton received Qualmark Gold Sustainable Tourism Business Award in April.

The gold award recognises the best sustainable tourism businesses in New Zealand. It is given only to those businesses which deliver exceptional customer experience and lead the way in making the New Zealand tourism industry a world-class sustainable visitor destination.

The award came in the hot pools’ second year of operation. Since opening at Queen’s Birthday Weekend in 2020, the beachside hot pools have become a popular destination for Christchurch residents and visitors alike.

Despite border closures and COVID-19 restrictions, He Puna Taimoana welcomed more than 123,000 visitors over the 2021-22 financial year.



Lancaster Park

Lancaster Park reopened for sport and recreation activities in June.

The much-loved park opened in 1881 but was badly damaged in the 2010 and 2011 earthquakes and needed to be demolished.

All signs of the old stadium have gone, and the park has been transformed back into green fields, bringing much-needed open space to the Charleston area and additional sports grounds to the city’s east.

While Lancaster Park hosted top-level sports and events over many years, it is now dedicated to sport at the community level – a training ground, a match ground and a gathering ground – catering to rugby and football in winter and cricket in summer.

The 1924 memorial gates are being restored and reminders of the park’s history will be installed around the park.



Takapūneke Reserve

The first stage Akaroa's Takapūneke Reserve opened in June and was marked with the unveiling of a pou.

Takapūneke Reserve is a place of huge cultural and historical significance to Ōnuku Rūnanga. It was an important centre for trade between Ngāi Tahu and European settlers, but following a massacre in the 1830s the area became tapu. It was registered as wāhi tapu (a place of outstanding historical and cultural heritage value) in 2002.

Giving the site proper recognition was a joint Council and Ōnuku Rūnanga project.

It included extending the reserve to include the Red House property, which Council bought in 2020. A landscape master plan was also developed.

Stage one of the project was officially opened on June 24, the first Matariki public holiday. The pou, designed and created by renowned Ngāi Tahu master carver Fayne Robinson was unveiled and a public planting event was held.

Eventually, an application will be made to have the reserve recognised as a National Reserve, giving it the same status as the Waitangi Treaty Grounds.



Linwood Pool

Te Pou Toetoe: Linwood Pool opened in October 2021 and is proving a popular new attraction, with more than 116,000 participations in its first six months.

The \$22 million complex in the city's east has been very successful in its first year, with 90% of customers being satisfied with the range and quality of the new facilities.

The new pool also impressed judges in the 2022 New Zealand Commercial Project Awards. Built by Apollo Projects and completed two months ahead of schedule, the pool won the gold award in the tourism and leisure category.



Tram extension and High Street

The opening of a new 500-metre extension to Christchurch's tram network on June 2 marked a huge milestone in the project to upgrade High Street north of Tuam Street.

High Street was one of the central city's most earthquake-damaged streets.

The street upgrade included a new tram stop and shelter, new trees, a safer 10km/h speed limit and short-stay parking, cycle-safety improvements, new feature lighting and street furniture, and upgraded stormwater and sewer pipes.

The street features a streetscape co-designed with Matapopore to express Ngāi Tūāhuriri narratives and values. The feature aramoana paving pattern that crosses High Street was designed by Ngāi Tahu master carver and artist Fayne Robinson.

Extending the tram tracks allows the tram to travel a complete city loop. It now goes from the corner of Manchester Street along High Street, up Tuam Street and turns into Poplar Street before heading back down Lichfield Street.



Waitaki Street stormwater basin

Work began to construct a nine-hectare flood management area beside Anzac Drive and Pages Road – the first in a series of stormwater basins to be established in the Ōtākaro Avon River Corridor (ŌARC).

As well as addressing regular flooding in the area, the basin will improve the quality of water entering the Ōtākaro Avon River, and will help Christchurch prepare for the future threat of sea-level rise. It will also increase the ecological values of the river corridor and create valuable habitats for coastal and wetland native flora and fauna.

The first stage of work is to build stopbanks alongside Waitaki Street (permanently closed), before excavating and creating stormwater catchment basins. Finally the area will be landscaped, including footpaths and walkways through the regenerating wetland area.

The project is expected to take three years to finish and is the first of about 17 stormwater projects planned for the Ōtākaro Avon River Corridor.



Free public wi-fi

Free public wi-fi has been available at our libraries and at some facilities and open spaces for some time, and this year that was extended to the central business district.

Community-owned fibre broadband provider Enable approached us about partnering with them to roll out Christchurch free wi-fi at access points in the central city.

Having an efficient, reliable and fast public wi-fi helps reinforce Ōtautahi-Christchurch as being an innovative and progressive city and provides a social good for residents, especially those who are not digitally connected and on data plans.

Enable installed equipment on our existing street infrastructure such as traffic lights and streetlights. The fibre network connects the access points to the Council's internet service, allowing businesses and visitors to easily connect with each other.

Council activities and services

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Our activities and performance

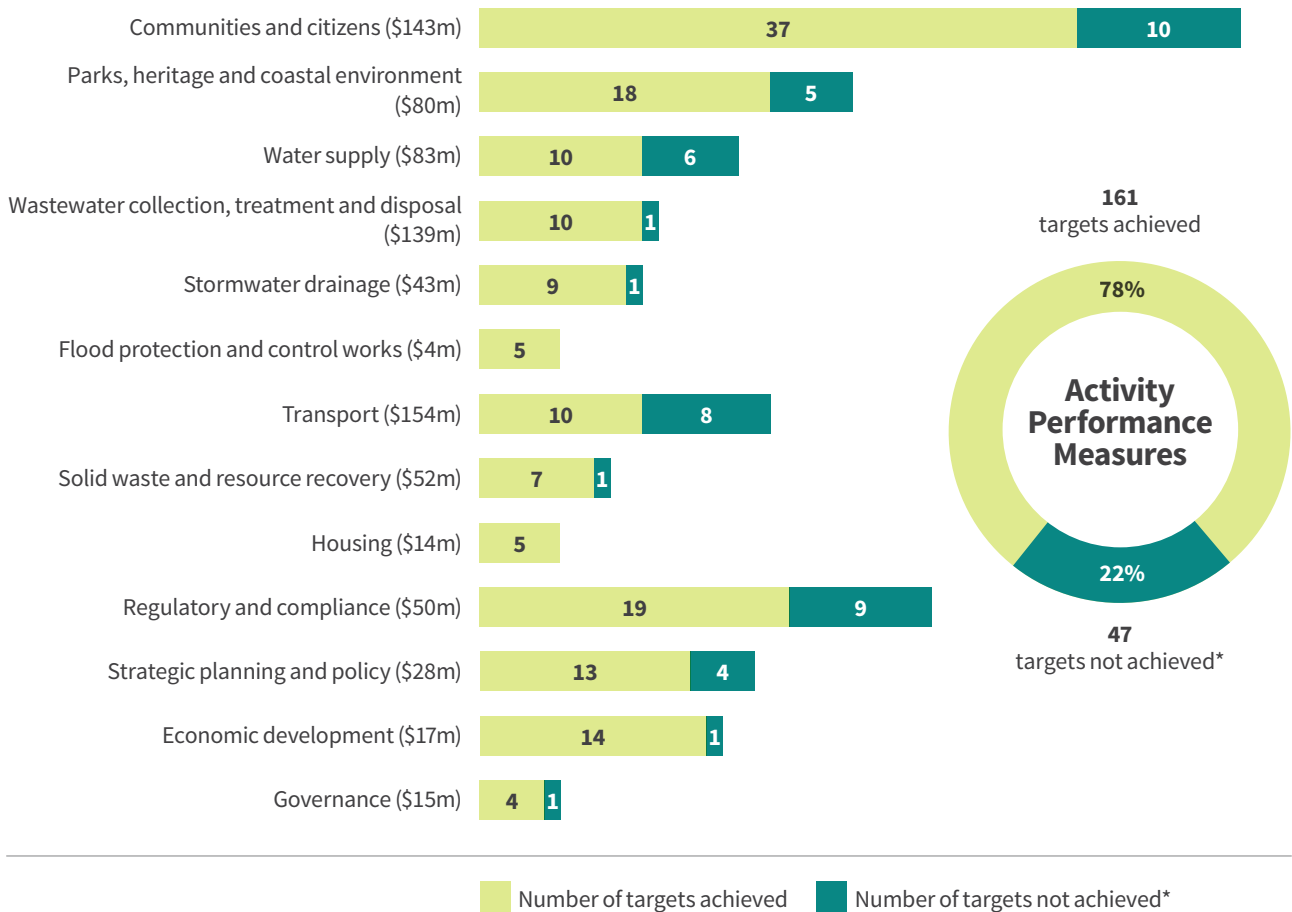
We are responsible for a large range and variety of services and activities. For example, we collect rubbish, recycling and green waste, build and maintain roads and the water supply network, and run the Botanic Gardens, Christchurch Art Gallery, city libraries and many festivals and events.

These activities are grouped into 13 Council Activities and Services; you can find further detail in the Council activities and services section of the Annual Report.

The summary graph below shows that, of 208 (2021: 245) measures we use to track performance:

- we have met the targets for 161 (2021: 197)
- we have not met the targets for 47 (2021: 48), and
- we have nil targets (2021: nil) that are no longer applicable or there is insufficient data available to report against.

Activity (with capital and operating expenditure) and performance measures



The Council has allocated its service delivery activities into groups, to facilitate management and reporting.

* Full details of the performance measures “not achieved” are included in the full Annual Report.

Aro tāngata

Communities and citizens



Community Outcomes

Resilient communities

- Strong sense of community
- Active participation in civic life
- Safe and healthy communities
- Celebration of our identity through arts, culture, heritage, sport and recreation
- Valuing the voices of all cultures and ages (including children)

Liveable city

- Vibrant and thriving city centre
- Sustainable suburban and rural centres
- 21st century garden city we are proud to live in

Prosperous economy

- Great place for people, business and investment

What we do and why we do it

Citizens tell us they want accessible, joined-up, one-stop services and the ability to choose how they engage with us. Our aim is to deliver first-point-of-contact services in an integrated, citizen-centric way (often through service hubs) so that it's simple and easy to get things done.

The purpose of local government is to promote the social, economic, environmental and cultural wellbeing of communities, now and for the future.

Public amenities – libraries, sport and recreation centres, art gallery and museums – and the services they provide give residents opportunities to meet, socialise and to develop strong, inclusive networks.

The events we provide, fund and host give people opportunities to come together to have fun and help to promote the city, showcase local talent and provide a sense of identity.

Through our civil defence and emergency management (CDEM) initiatives, we help communities build resilience to disasters, understand hazards and risks, and be prepared for an emergency. We work alongside other organisations and the community to respond to emergencies.

We contribute mainly to the Strong Communities and Liveable City community outcomes by helping the district be a place of diverse and inclusive communities and a place for recreation, fun, creativity and life-long learning.

This helps establish cultural identity and social cohesion, and to enrich citizens' lives. Along with the development assistance and funding we offer to community groups, our activities help build resilience and encourage local input into decision-making.

We also enhance the experience of visitors to the wider city, helping them to understand the influences that shaped our communities. The art gallery, museums and libraries have an important place in the region's tourism infrastructure, contributing to economic wellbeing.



What we achieved

Christchurch Art Gallery Te Puna o Waiwhetū

We welcomed 208,655 visitors over the year, 67% of target. With reduced public movements, and New Zealand's borders remaining closed, visitor numbers were lighter than usual.

We achieved an overall visitor satisfaction rate of 97%.

Over the year we presented 16 exhibitions, with Te Puna Waiora: The Distinguished Weavers of Te kāhui Whiritoi developed in partnership with Te Roopu Raranga Whatu with support from Toi Māori.

Our public programmes attracted 11,791 visitors. The target was 22,000, and the shortfall reflects the ongoing effects of the pandemic. Many events were cancelled or presented with reduced capacity.

Education programmes were also affected by the pandemic, with 5,897 children taking part – just over half of the 11,500 target.

We added 196 works to the collection – 96 we bought and 100 were gifted.

There were four editions of the Bulletin magazine published and distributed, along with four exhibition and collection-related publicatinos. We received five Museums Australasia Publication Design Awards, including best in show for Bill Hammond: Across the Evening Sky.

We supported public art in line with the Public Art Advisory Group's recommendations.

Museums

With the border still closed, Akaroa Museum was unable to meet the visitor target of 29,903, with just 15,524 people visiting – 42% from Christchurch.

We were open seven days a week, except during the three-week COVID-19 lockdown in August and September. Open hours totalled 1,983 for the year.

Three new temporary exhibitions were presented: Beneath: Three Archaeological Sites in Akaroa; Ngā Taonga me ōna Kōrero – a decade of collecting; and The View From Paris – Charles Meryon's Pacific Etchings.

Our collection grew with the addition of 71 objects (27 accessions), all documented, insured and safely stored. Access to the collections was maintained, with 100 collection-related and 274 family history enquiries received and answered.



Civil Defence Emergency Management

We're now operating at full strength, with key staff having been recruited since the second national lockdown. Staff capability building is well under way, with training, exercises and deployments used to build competence, currency and experience.

A comprehensive update to key plans covering local readiness and response arrangements is under way.

Our community resilience coordinators have been engaging with community groups to identify opportunities to build resilience and progress planning for emergencies. A community-focused approach to developing resilience in children is well supported through our Stan's Got a Plan school programme, delivered by the Council's Parks Team.

We continue to recruit, train, and equip emergency operations centre (EOC) staff, New Zealand Response Team (NZRT) volunteers and Emergency Support Team (EST) volunteers across the city.

Libraries

We had another strong year, with 19,086 new members and a 94% customer satisfaction rate.

COVID-19 continued to affect visitor numbers, programme attendance, and the use of physical collections, however there was strong growth in the use of digital resources and online services. We also offered a broader range of online services.

Councillors approved the removal of overdue fines and all historical debt relating to fines for adult members. We have joined a growing number of libraries to have removed overdue fines and made access to library services more equitable for all.

We continued planning the new library at the Hornby Centre, began consulting users of our Mobile Library and began gathering community ideas for the South Library and Service Centre, ahead of developing a concept design for the rebuild. Four libraries were refurbished – Shirley, Aranui, Diamond Harbour, and Little River.

In line with our COVID-19 expectations, the circulation of physical collections was down 13% and digital downloads were up 11%. Canterbury Stories, the Digital Heritage Repository, now offers over 43,000 items. The Discovery Wall had over a million touches in the past year.

Specialist reference and research services completed three requests per month on average, each requiring in depth research expertise.

94% of library users are
satisfied with our services.
(Residents survey)

Programmes and events

- We held 6126 public programmes and events for 114,425 attendees and another 22,805 participants attended community-run sessions in our libraries.
- Māori and Multicultural Services held 228 sessions, with 6,291 attendees.
- Regular programmes included: a weekly Ngā Pakiwaitara Bilingual Storytimes, Māori holiday programmes for all school holiday periods and monthly iwi research events.
- Our 21 outreach programmes included: Kī o Rahi tournament with ARA and a digital programme to kaumatua at Rehua Marae.
- Outreach services provided digital storytimes to 2609 customers during the red traffic light environment and adapted services to choose and deliver at least 36,500 items to rest homes and preschools throughout the year. The annual Summertime Reading Campaign was very successful, with 3,854 participants.
- Two major exhibitions were led and delivered by the team Whakaata Mai te Kūkūwai and Te Ao Hou.

- We celebrated Matariki in June and multicultural events this year included celebrations of Japan Day, Chinese Lunar New Year, Nowruz and Philippine Independence Day. Pasifika events included tapa-making and family makerspace activities centred on language weeks.
- Tūranga hosted a wide range of programmes and events including activities involving dinosaurs, a beach party, architecture, wellbeing and more. It was also home base for the WORD Festival in November 2021; a Heritage Highlights Speaker Series, and the restart of the Spotlight On... workshop with Treasures from the Archives.
- Auahatanga Creative Space at South Library was implemented in March 2022. The learning space was reconfigured to trial new technologies, enabling customers to access creative production tools and staff expertise, with positive feedback from customers.

Partnerships and collaborations

- We're very focused on sustainable partnerships and collaborations.
- We partnered with Impact Education to deliver information sessions to their teachers on the Māori resources held in libraries, with Ngāi Tahu Archives Unit to deliver a collaborative exhibition, with Northlands Mall to deliver Ngā Pakiwaitara for Matariki, Te Pā o Rākaihautū, and with Te Kura Whakapūmau to deliver sessions on manu tukutuku.
- New collaborations were established with Plains FM to provide a monthly library radio show So Many Stories, and with BLAKE, a not-for-profit trust, providing BLAKE NZ-VR learning for customers. Our collaboration with Digital Alliance Aotearoa NZ was extended to host DORA mobile digital banking, and Better Digital Futures for Seniors was offered at five community libraries.
- We worked with MBIE to host the MBIE: Thanks From Iso exhibition and with artist Ruby Jones to bring Kiwis' managed isolation experiences to life in a unique artist residency. We worked with the Ministry for the Environment, Ecan and the council's Sustainability Team on the Our Climate Future exhibition. We also worked with Youth and Cultural Development on a Hip Hop Summit, and with University of Canterbury and Christchurch East School on the We Stand Here exhibition.
- We continued collaborating with Digital Inclusion Alliance Aotearoa, to help families in lower socio-economic areas to gain internet access at home via Skinny Jump, and continued to partner with Recycle a Device (RAD) offering used corporate computers, refurbished by school students, free for the Linwood community.
- Our libraries made the most of the five secondment opportunities provided by New Zealand Libraries Partnership Programme, a two-year government funding package, with a focus on improving connections between Māori and Pasifika communities, and engaging with community groups and individuals to increase their awareness of sharing their stories digitally through Canterbury Stories, our Digital Heritage Repository.

Community arts, events and festivals

The Events, Partnership and Development Team provided 16,028 hours of staff support to community groups and received a customer satisfaction rating of 90% for the quality of that support.

Our events calendar was disrupted by the pandemic, but highlights included the Women's Cricket World Cup, Kidsfest programme, Go Live Festival, Tirama Mai and Sparks.

Events allow us to promote Christchurch and attract visitors to the city.

Recreation and sport

We had another strong year with 88% of customers being satisfied with the range and quality of centres and 85% satisfied with the quality of support.

Te Pou Toetoe: Linwood Pool was officially opened on 1 October 2021 and has been very successful in its first year, with 90% of customers being satisfied with the range and quality of the new facility. It received a gold award in the tourism and leisure category of the New Zealand Commercial Project Awards.

COVID-19 affected all centres, either through closures or reduced capacity. Participation for the year was 3,898,293 across multipurpose recreation and sport centres, outdoor pools and stadia.

In collaboration with funding partners we were able to provide 117,379 affordable swim lessons through primary schools.

We continue to work towards the opening of the new recreation and sport centre in the central city, Parakiore, and the new Hornby Centre, both due to open at the end of 2023.

94% of users are satisfied with sport and recreation facilities.

(Residents survey)

Community Development and Facilities

The Strengthening Communities Together Strategy was adopted on 4 April 2022, heralding a whole of council approach to building strong communities. Implementation includes establishing cross-council working groups to ensure a more joined up approach across units where levels of service align with strategy goals and objectives.

We processed more than 1196 applications for community funding, with \$9,958,154 being granted towards community initiatives involving volunteers.

We are fortunate to benefit from the efforts of volunteers, this year 3,429,984 hours of their time. Volunteers are involved in a wide range of activities – sitting on governance boards, coaching sports, teaching arts and crafts, helping at food banks, helping to maintain parks and reserves, graffiti spotting and removal, toiling at the men's sheds or visiting and supporting vulnerable members of the community who may be socially isolated or lonely.



Our Graffiti Team received 19,500 reports of tagging, with 52% coming from Graffiti Programme volunteers.

The volunteers work with community partners to identify tagging and remove it. The programme has 139 volunteers aged from 10 to 85 years and contributing 4495 hours. Our partnership with Community Patrols contributed another 2380 hours.

We have 13 groups working with us to remove between 50 and 300 square metres of graffiti each month, contributing 4800 hours. Fourteen artists also volunteer, contributing 500 hours to community art projects and mentoring.

We have 88 community facilities, with 65 (78%) being operated by partner organisations. Our portfolio has decreased for several reasons, including asset transfers to community groups, earthquake-prone buildings and facilities were demolished, and some facilities are no longer needed.

A wide range of community development initiatives are supported at both a metropolitan and community board level. Over 60 community network meetings have been facilitated by staff. That's a slight drop from last year due to the pandemic, although participation was maintained through online meetings.

The Civil Defence Emergency Management (CDEM) unit is at full strength, with key staff being recruited since the second national lockdown. Staff capability building is well under way, with training, exercises and deployments used to build competence, currency and experience.

Our Graffiti Team received 19,500 reports of tagging, with 52% coming from Graffiti Programme volunteers ... the programme has 139 volunteers aged from 10 to 85 years and contributing 4495 hours.

Key plans covering local readiness and response arrangements are being updated.

Our community resilience coordinators are engaging with community groups to identify opportunities to build resilience and to help their emergency planning. A community-focused approach to developing resilience in children is well supported through our Stan's Got a Plan schools programme, delivered by the Parks Team.

Efforts to recruit, train and equip emergency operations centre (EOC) staff, New Zealand Response Team (NZRT) volunteers and Emergency Support Team (EST) volunteers continued.

Citizen and customer services

Our success is measured by the feedback we receive from citizens and customers. This year we achieved a residents' satisfaction rating of 97% for our walk-in service and 90% for our phone service.

The satisfaction of our phone service was further endorsed with the introduction of a real-time post-call survey and a satisfaction score of 96.4%. For the second consecutive year we won the Contact Centre CRM Award for Best in Public Service.

97% of walk-in, 90% of phone, and 76% of email customers are satisfied with our service.

(Point of contact survey)

Significant project focus this year included:

- Completing service provisioning planning for the New Hornby Centre
- Little River Service Hub refurbishment
- Engagement with the South Library and Service Centre community in preparation for developing a concept design for its rebuild
- We were awarded new national after hours service contracts with City Care Property and Oranga Tamariki
- The Service Request Enhancement Project delivered key architectural changes that allow our systems to focus on the customer journey and to design for optimum customer experience. Service categories have been reviewed and improved. We also reviewed our Citizen Service Level Agreement (SLAs) and realigned these to ensure they are more realistic while still providing timely and high-quality customer service.

The pandemic, with its challenges of lock downs and illness, reduced the total number of customer interactions 673,809 – 9.2% down on last year. Nevertheless, we handled:

- 350,905 telephone enquiries
- 86,892 email enquiries
- 72,823 online interactions
- 163,189 face-to-face interactions

Te wao Tāne, te tātai taonga, te wao Tangaroa

Parks, heritage and coastal environment



Community Outcomes

Resilient communities

Strong sense of community

Safe and healthy communities

Celebration of our identity through arts, culture, heritage, sport and recreation

Liveable city

Vibrant and thriving city centre

21st century garden city we are proud to live in

Healthy environment

Unique landscapes and indigenous biodiversity are valued and stewardship exercised



What we do and why we do it

We care for more than 1303 parks and reserves covering more than 10,176 hectares across Christchurch and Banks Peninsula. We also care for our coastal areas and a wide range of heritage items throughout the district.

Residents have a strong affinity with our parks and foreshore, and the idea of Ōtautahi-Christchurch being New Zealand's Garden City resonates with them.

Our portfolio includes large open spaces such as the Botanic Gardens, Hagley Park, the Port Hills, former Residential Red Zone land, Ngā Puna Wai, and beaches, estuaries and wetlands. We also have many smaller community parks, including sport, neighbourhood and heritage garden parks, nature-based regional parks and cemeteries.

Parks, reserves and coastal areas are integral to the natural character and landscape of the district – an accessible network of outdoor spaces that enhance and protect health, recreation and liveability for residents and visitors.

What we do helps the Council achieve several community outcomes.

Everyone benefits from having access to parks and the marine environment for recreation and sports. They improve quality of life and the cultural, economic, environmental and social wellbeing of the community. We know this is important in building resilient, sustainable communities.

As a local government organisation, we are responsible for promoting the cultural, economic and social wellbeing of communities in the present and for the future.

Our aim is to protect and promote the built, cultural and natural heritage of Christchurch and Banks Peninsula.

Understanding, valuing and enjoying the district's heritage helps people develop a sense of place, identity and belonging. By raising awareness of our heritage and helping to protect the district's heritage buildings, as well as its cultural and natural heritage, we help to build understanding and enable enjoyment.

99% of residents are satisfied with the Botanic Gardens and Mona Vale.

(Residents survey)



Parks and foreshore

We provide parks, develop them for different purposes, manage and maintain them, and provide various visitor and community services and programmes to enable use and understanding.

Our foreshore structures allow access to the marine environment for citizens, visitors and commercial operators for activities such as water-based recreation, sport, tourism, and transport.

These structures include wharves, jetties, slipways and ramps, recreational rafts, boat moorings, wharf buildings and seawalls that protect park land or assets.

We manage coastal land, and the plantings on that land, to improve land stability, erosion control, ecology and biodiversity.

Where we can, we conserve foreshore structures of heritage value for their historical significance.

This year we used Jobs for Nature funding to establish 10 roles focusing on pest control, mainly in our regional parks.

Our Learning Through Action programmes (biodiversity, civics, water and waste) educate school communities. With a focus on sustainability, they encourage people to use parks and reserves, waterways, facilities, roads and spaces respectfully and safely. They also work through some of the challenges we face as a community to create a sustainable open space environment.

We provide and maintain cemeteries and administer burials and plot purchases. In addition we manage and maintain closed cemeteries and the heritage associated with them.

What we achieved

Our focus was on improving performance in delivery of our capital programme. There was a significant lift in year-on-year performance, with an achieved level of 97% against an average of 50%.

The per-hectare cost of service delivery is down 6% due to budget cuts and an increase in land.

Three new community partnership rangers will work with communities to get people involved in their local park areas, helping to build community resilience. Volunteering was affected by COVID-19, a strong base remains with good potential for growth.

56% of people are satisfied with their neighbourhood park.

(Residents survey)

Our 18-week cadetship programme, a collaboration with the Ministry of Social Development, has been extended for another year.

We continued renewing and upgrading paths and tracks in Hagley Park, and have received positive feedback on this.

Another focus was improving stream environments, including for the Ōtākaro-Avon River, Addington Brook and Riccarton Stream.

Under the new Trees Policy we must plant two trees for every one we remove. We implemented this policy and by the end of June had planted 2.4 trees for each tree removed, with 5% of

Te wao Tāne, te tātai taonga, te wao Tangaroa Parks, heritage and coastal environment



these being medium or greater in size. They won't mature for several years, but it's a positive step in mitigating the effects of climate change.

We enjoy a strong relationship with the Friends of the Botanic Gardens and the Botanic Gardens Trust. These organisations give vital funding and resources to help us provide a world class garden park. The Friends of the Botanic Gardens donated funding to support staff training and apprenticeships, which we are grateful for.

The budget for community parks was reduced, but staff continued delivering excellent services. With fewer resources, it will be a challenge to meet public expectations for garden maintenance during the spring growth period.

We introduced our rubbish bin reduction programme this year. This programme aims to remove 85% of park bins and replace them with fewer, solar-powered smart bins. These bins have five to seven times more capacity than the old bins, and send an electronic notification to let contractors know they need to be emptied.

The budget for community parks was reduced ... with fewer resources, it will be a challenge to meet public expectations for garden maintenance during the spring growth period.

This generated both positive and negative community feedback. Pleasingly, there has been a reduction in 'fly tipping', where rubbish was left beside a full older-style bin.

An important aspect of protecting the coastal environment is stabilising and naturalising sand dunes. This is a significant ongoing area of work and it's pleasing to see the new grasses taking hold in the dunes successfully.

We completed work to upgrade the carpark at Naval Point in preparation for the international SailGP event in March 2023. This work was completed ahead of schedule and our attention is now on other aspects of our plans for Naval Point.

In our regional parks, the focus has been on biodiversity programmes, including plantings, pest control and land management. Staff have ensured that tracks and trails were available throughout the year for people to enjoy, and offer a range of volunteer opportunities to enable people to participate in programmes to protect and enhance our environment.

Park rangers continued working with numerous groups as interest in community pest control grows. They support various partnerships such as Pest Free Banks Peninsula, Whaka Ora, Healthy Harbour and Te Kahahu Kahukura, a large-scale collaboration of land owners, residents, organisations and agencies working to regenerate native bush on the southern Port Hills.

In collaboration with mana whenua, local communities, and Ōnuku Rūnanga staff led the development of Takapūneke Reserve, Akaroa. The first of four pou, by renowned master carver Fayne Robinson, was installed and the reserve opened at a ceremony on the first Matariki public holiday.

This is a significant milestone for this tapu Banks Peninsula site, and a big step forward in achieving national reserve status. Future development will continue in 2022-23, as budgets allow, to complete the master plan.

We continued investing in cemetery capacity. Surveys of all the available space were completed and we're now stating a programme of land preparation to maximise that space.

Lancaster Park was reopened as a community sports park in June. Work will continue, with plans for community buildings, plantings, play and recreation facilities and a multimedia platform that acknowledges and brings to life the park's remarkable sporting and cultural history. Work to restore the war memorial gates is under way.

We now own and manage much of the Ōtākaro Avon River Corridor and other former residential red zone land in Brooklands, the Port Hills and South Shore. We are developing a co-governance entity to manage implementation of the Ōtākaro Avon River Corridor Regeneration Plan, including the City to Sea Pathway.



Parks heritage management

We manage and maintain a range of places, buildings, public artworks, monuments, artefacts, and ornamental fountains.

We have about 50 buildings scheduled in the Christchurch District Plan and other scheduled items such as a cannon, old whaling try pots, a culvert, park gates, a Victorian phone box, and a horse watering ramp. There are numerous artworks and monuments.

The Botanic Gardens and heritage parks are home to an impressive collection of flora and associated biodiversity from New Zealand and around the world.

Our garden and heritage parks showcase plant collections and botanical diversity and provide opportunities for people to relax and enjoy manicured gardens (some of heritage value). These gardens contribute to plant conservation and research. Some, such as Mona Vale and Woodham Park reinforce the ‘garden city’ image. Many also contain heritage items, such as monuments.

We manage and maintain closed cemeteries and the heritage associated with them.

The district has many publicly owned heritage buildings which we care for on behalf of the community.

Notable buildings include the Provincial Chambers, Municipal Chambers, and Mona Vale homestead. In addition there are several important historic buildings in suburban areas, including Risingholme, Sign of the Takaha and various statues and monuments.

What we achieved

We are focused on rebuilding city-owned heritage buildings, especially those outside the central city. We completed the publicly notified process for identifying ongoing new uses for those buildings that can be occupied.

The former Christchurch Municipal Chambers restoration is well under way, as is the restoration of the Citizens War Memorial in its new location in Whitireia-Cathedral Square.

We’re also working on the last few in the portfolio to be restored, including Chokebore Lodge, Penfolds Cobb Cottage, Little River Coronation Library, Coronation Hall and the Lyttelton Stables. They are being restored for use, with tenants identified.



Ngā Ratonga Wai

Water services

Water supply, wastewater, and stormwater



Community Outcomes

Resilient communities

Safe and healthy communities

Healthy environment

Healthy water bodies

High quality drinking water

Unique landscapes and indigenous biodiversity are valued and stewardship exercised

Sustainable use of resources and minimising waste

Prosperous economy

Modern and robust city infrastructure and community facilities

What we do and why we do it

We are responsible for supplying clean, safe drinking water, safely disposing of grey water and sewage from residential, commercial and industrial properties, and ensuring water is able to drain away after rain.

Collectively, water supply, wastewater and stormwater are known as the 'three waters'. We manage these types of water in an integrated way to protect public health, the environment and infrastructure networks. Our work is closely aligned with flood prevention work and activities to mitigate the effects of climate change.

We supply drinking water through a network of wells, surface water takes, pump stations, treatment facilities, reservoirs and underground pipes.

We dispose of wastewater by pumping it through an underground network of pipes to treatment plants, where contaminants are removed before it is discharged safely back into the natural environment.

We collect stormwater and manage its flow and potential effects on public health, the environment and infrastructure networks.

Local councils have obligations under several laws to provide these water services. We must:

- Supply drinking water, maintain its capacity, protect it from contamination and ensure it meets national drinking water standards
- Provide sanitary services – wastewater collection, treatment and disposal – to protect public health and the environment and to avoid nuisances.
- Provide drainage for stormwater to the levels needed to protect the community and the receiving environment.

46% of people are satisfied with the supply and quality of our water.

(Residents survey)

Providing these water services helps Council ensure the cultural, economic, environmental and social wellbeing of communities, and is essential in achieving several community outcomes.

Our services contribute to safe and healthy communities. We deliver high quality, safe and sustainable drinking

water; protect public health by limiting wastewater overflows to waterways; reduce the risk of flooding; ensure water is available for firefighting; and encourage the sustainable use of resources.

We contribute to a prosperous economy by providing, managing and maintaining modern, robust water infrastructure and systems.

What we do also contributes to fostering healthy water bodies and valuing unique landscapes and indigenous biodiversity.



77% of people are satisfied with the reliability of our water supply.

(Residents survey)

Whakarere Wai Water supply

We ensure that when you turn on the tap, the water flows fresh and clean. We keep the supply reliable and safe, ensure the quality is maintained and that any interruption to supply is as brief as possible.

What we achieved

Work to secure the safety and security of our drinking water supplies continued, with a focus on repairs to reservoirs and suction tanks. We performed 108 external inspections and 18 internal inspections. We repaired 10 tanks, have repairs under way on eight and we're designing repairs to another 30.

We continued chlorinating water supplies where required by our water safety plans and Taumata Arowai, the drinking water regulator. We've expanded our drinking water testing to meet the revised Drinking Water Standards for New Zealand. This has involved setting up dedicated sampling points across the district to provide better water quality data.

A Source Water Risk Management Plan for Christchurch and Lyttelton was completed as part of our Water Safety Plan update, under the Water Services Act. This plan focuses on

hazard identification, risk assessment and action plans to protect groundwater sources.

We renewed about 30.4 kilometres of water supply mains, and 37.4 kilometres of submains.

Replacement of the critical DN600 trunk main along Eastern Terrace has begun. We're using an anchored joint ductile iron pipe – a New Zealand first.

57% of people are satisfied with our responsiveness around water supply.

(Residents survey)

The new Ben Rarere pump station is nearing completion. Work is under way on the Jeffreys and Sydenham water supply pump station suction tanks which both suffered severe earthquake damage.

Using the government's water reform stimulus funding we have completed deferred maintenance on 78 water supply pump stations.

Several water monitoring devices were installed in the Rawhiti water supply zone. These provide data to our smart water monitoring system and represent a huge step towards achieving our smart water network objectives. We're rolling out smart metres in a small area of the Rawhiti zone.

Critical software and hardware upgrades to our SCADA (Supervisory Control and Data Acquisition) and PLC (Programmable Logic Controller) systems have been completed. This has made it easier to operate our water supply systems and improves resilience.

Our water supply bylaw was reviewed, revised and adopted by Council. This allows us to continue managing, regulating and protecting the networks from misuse or damage, while prioritising health and safety.

Parawai Wastewater

We ensure that when you flush your toilet, take a shower, do washing and the like, the sewage and used water is collected and treated before it returns to the environment. We receive, transport and treat wastewater from about 170,000 properties, keeping people safe from waterborne illnesses and protecting our environment.

What we achieved

The Lyttelton Wastewater Scheme is almost complete. This major project will carry wastewater from Lyttelton, Diamond Harbour and Governors Bay to the Christchurch Wastewater Treatment Plant at Bromley, enabling us to stop discharging treated wastewater into Lyttelton Harbour.

In Akaroa, we have resource consent to continue operating the existing wastewater treatment plant for the next eight years, while we design and construct a new scheme. We also completed the options analysis and public consultation for the new scheme at Duvauchelle and design work is now under way.

A significant upgrade to the Halswell Road wastewater pump station, and we have almost finished installing a large new wastewater main in Hayton Road.

We repaired or replaced 10,075 metres of gravity wastewater pipes, 181 metres of pressure main pipes, and installed 4927 metres of new local pressure pipes.

We have completed critical software and hardware upgrades to our SCADA (Supervisory Control and Data Acquisition) and PLC (Programmable Logic Controller) systems to improve the ease of operations and to improve resilience for our wastewater pumping stations and the Christchurch Wastewater Treatment Plant.

Water reform 'stimulus funding' gave a meaningful boost to our wastewater inspection programme, enabling us to better programme renewal works. Inspections were done around the site for Te Kaha (Canterbury Multi-use Arena), the brick barrels on Fitzgerald Avenue and the large relief trunk sewer on Buchanans Road.

Our wastewater bylaw was reviewed and adopted by Council. This allows us to continue managing, regulating and protecting the networks from misuse or damage while prioritising health and safety.

Protozoa compliance

Protozoa compliance under the old and new drinking water rules is challenging resulting in only two of our treatment plants (Brooklands-Kaingā and Wainui) achieving compliance. The supplies for Akaroa, Little River and Pigeon Bay have since achieved compliance through treatment plant updates. For Christchurch city additional time is required to carry out sufficient sampling of our groundwater sources to demonstrate Class 1 status (the equivalent of 'Security' under the old standards) and to carry out improvements to the treatment plants across Christchurch. We are working to achieve protozoa compliance within two years.

Bacterial compliance

The poor performance against the level of service was due to a failure to take the requisite number of samples to demonstrate compliance rather than a detection of bacteria in the drinking water supply. We have reviewed our sampling regime to ensure that the required number of samples are taken and analysed in the laboratory.



Fire damage tests Bromley Wastewater Treatment Plant

Disaster struck at the Christchurch Wastewater Treatment Plant in Bromley in November, when a large fire caused significant damage to two trickling filters. As a result, we lost about 60 per cent of our capacity to effectively treat wastewater.

Despite this, we continued to receive and treat the approximately 150,000 cubic metres of wastewater we get per day at the plant. Initially this was done by adding chemicals, then by converting parts of the existing treatment plant for an interim treatment process – a huge job.

Despite our best efforts, the damage from the fire means we aren't able to treat wastewater as effectively, which caused a strong stench to hang over Christchurch's eastern suburbs. The persistent foul smell has been extremely upsetting for nearby residents.

In May we appointed a contractor to clear the burnt plastic material from the trickling filters, which will eliminate one of the main odour sources.

At the same time, we continued work on a new activated sludge treatment process, which will improve the quality of the wastewater entering the oxidation ponds. These ponds are now the main source of smells for residents.

We expect both trickling filters to be emptied and the activated sludge process to be well established by September. This will improve the health of the ponds and reduce the odours affecting nearby residents.

Waikeri Stormwater

We ensure that when you tuWe ensure that surface water can drain away after rain. This keeps the city functioning in wet weather, protecting streets, homes, businesses and properties. Reducing the effects of flooding protects public health, preserves our environment, and promotes regeneration and growth.

What we achieved

Our focus was on asset repairs and planning for the rebuild or renewal of damaged or deteriorated assets.

We've completed network renewals and upgrades in many areas, including improvements to inlet structures and bank linings across the district. This has included replacing linings with more ecologically sensitive designs.

Some major capital infrastructure renewals were completed, including work on stream lining and brick barrel replacements in Jacksons Creek, Mairehau Drain, Dudley Creek, Papanui and St Albans. Work on the Lyttelton Stormwater Brick Barrel Network continued and we completed a series of new manholes to give access for future lining work.

Delivering and planning other significant stormwater drainage projects progressed. This work will improve the management of both the quantity and quality of stormwater. Delivery of the upper Cashmere Worsleys Flood Storage Dam was tendered, with construction planned for later in the 2022/23 year.

We made good progress on work to reinstate the pre-earthquake capacity of Pump Station 205. This will benefit flood-prone properties in the St Albans area.

We began building a long-term stopbank next to Waitaki Street in the Ōtakaro Avon River Corridor and installing new

stormwater pipes to connect upstream catchments to the proposed treatment facility behind the stopbank. The design of the Waikakariki Te Oranga-Horseshoe Lake stormwater treatment facility has progressed well, with planning under way for other work in the corridor.

These are cornerstone projects in the Ōtakaro Avon River Corridor (OARC) Regeneration Programme, and are required to meet our obligations under the Comprehensive Stormwater Network Discharge Consent (CSNDC). They are crucial to reducing the discharge of stormwater contaminants to our waterways.

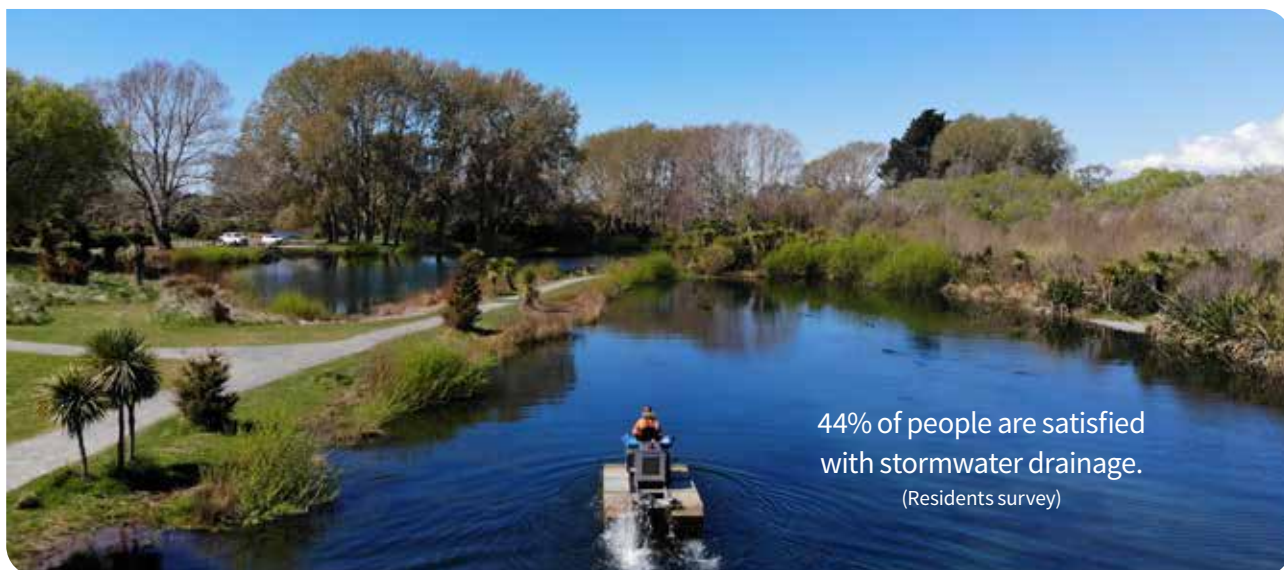
Many projects are in the design phase for waterway relining work in 2022/23. These include renewal of Mairehau Drain and Paparoa Drain, Canal Reserve Stage 2 works, Waimari Stream and Scotston Avenue works.

We're closely monitoring the weed harvesting programme to ensure optimum benefit in managing river water levels. Planning has begun for equipment renewals at stormwater pump stations, replacing ageing assets and maintaining current infrastructure.

Building on work completed last year to support our Comprehensive Stormwater Network Discharge Consent we've been working on Stormwater Management Plans, the Environmental Monitoring Programme, investigations needed for developing an Instream Contaminant Concentration Model, and several other studies relating to stormwater quality and quantity and floodwater management.

A climate change implementation plan for surface water infrastructure and waterways is critical to our infrastructure programme and will give effect to the Council's Climate Resilience Strategy, adopted in the Long Term Plan 2021/31.

We've provided ongoing support to the Coastal Hazard Adaptation Planning Programme, the Ōtakaro-Avon Catchment Multi-hazard Study, and the Canterbury Regional Climate Change Working Group.



44% of people are satisfied
with stormwater drainage.
(Residents survey)

Papare waipuke, ngā mahi whakahaumarū

Flood protection and control works



Community Outcomes

Resilient communities

Safe and healthy communities

Healthy environment

Healthy water bodies

High quality drinking water

Unique landscapes and indigenous biodiversity are valued and stewardship exercised

Prosperous economy

Modern and robust city infrastructure and community facilities



What we do and why we do it

We maintain natural waterways and associated structures and systems, provide and operate flood protection infrastructure and carry out hydrometric monitoring to protect vulnerable areas from the effects of flooding.

Our role is to protect the community from the effects of flooding, one of our most common natural hazards.

Flooding can have disastrous consequences for residents and communities, and can have a significant effect on the district's economy.

Local councils have obligations under several laws to protect people, property, infrastructure and the environment from the effects of flooding.

To do this we develop and manage waterways and associated structures and systems, and we provide and manage flood protection infrastructure, such as stop banks.

This helps us to decrease flood risk, safeguard public health, and protect water quality and ecosystems. They are vital in allowing for the district's growth, help keep transport and other networks functioning and support climate change resilience.

Good quality flood protection and river control infrastructure gives residents better protection from the likelihood of flood damage to their homes and property in significant storms. This complements building code requirements for minimum floor levels and planning controls in flood-prone areas.

It also helps reduce the adverse public health and ecological effects associated with flooding.

Flood protection and control works are vital in helping the Council achieve its community outcomes. Our work helps to protect public health, provides modern and robust infrastructure and facilities, fosters healthy water bodies and protects and improves unique landscapes and indigenous biodiversity.

Flooding can have disastrous consequences for residents and communities, and can have a significant effect on the district's economy.



What we achieved

Building on the work of previous years, significant progress has been made in reducing flood risk and effects of flooding this year with a number of projects under way or nearing completion.

In the Ōpawaho-Heathcote catchment we've started work on the automatic control system for the upper basin, completed wetlands and a control structure in the Eastman Wetlands and made progress on our joint project with the Ministry for the Environment to enhance Cashmere Stream.

Significant rainfall in December 2021 and February 2022 were a good test for much of the work done, and it provided relief in the downstream parts of the catchment.

In other areas, we're designing the Greens Stormwater facility, and working on the Highsted system, including realignment and naturalisation of a section of Styx Drain. The Blakes Road facility was completed.

Design work for the Addington Brook and Riccarton Stream stormwater treatment facility has started. These works support the Council's strategic priority of improved waterways and our six-values approach to stormwater management: ecology, heritage, landscape, culture, recreation and drainage.

Work to extend the stopbank in South New Brighton near to South New Brighton School is finished. Preliminary design of the Southshore earthquake legacy work, featuring a new flood bund, has begun.

We monitored and maintained the Ōtākaro-Avon River temporary stop banks, and began addressing known issues. The stop banks protect against tidal events in the short term while projects in the Ōtākaro Avon River Corridor progress. We started the first long-term stopbank project to replace the temporary stopbank in the Waitaki Street area – a significant milestone.

To service the needs of the stormwater and waterways planning, delivery and operational teams, upgrades to the Christchurch hydraulic models continued, with updates to the Ōtākaro-Avon, Huritini-Halswell, Ōpawaho-Heathcote, and Matuku Takotako-Sumner models. We're also working to improve the way modelling data is managed. A Pūharakekenui-Styx model will be developed in 2022-23.

Environmental projects we're working on include improving known fish barriers such as the Mona Vale Weir in Christchurch and similar sites on the Banks Peninsula, waterway enhancements such as Cashmere Stream, Arran Drain realignment, and renewals to Steamwharf Stream and Opara Stream.

Waka whenua Transport



Community Outcomes

Resilient communities

Safe and healthy communities

Liveable city

Vibrant and thriving city centre

Sustainable suburban and rural centres

A well connected and accessible city promoting active and public transport

21st century garden city we are proud to live in

Healthy environment

Sustainable use of resources and minimising waste

Prosperous economy

Great place for people, business and investment

Modern and robust city infrastructure and community facilities



What we do and why we do it

People and goods are constantly on the move, and we provide the way for them to get where they're going efficiently and safely, whether on foot, by bike, or in a car, truck or bus.

We operate and maintain the network of roads, footpaths, cycleways and bus lanes, including traffic signals and cameras, bus shelters – everything that supports safe, efficient and comfortable ways to get around.

When other parties need to access the network, to install power or phone cables and the like, we work with them to control when and how that happens. We plan, build, operate and maintain the city's major cycleway network and local connections to it.

We plan, build and maintain:

- All local roads and footpaths
- Public transport infrastructure, including bus lanes, bus stops and bus shelters
- Major cycleways and local connections to that network
- Public parking facilities

We work with others to:

- Control how and when they use the network (parades, sports events, protests and the like)
- Provide access for other work to be done (by power, phone or other companies)

We plan and provide:

- Transport safety education
- Initiatives to encourage more people to use public transport and active transport (walking, cycling) and to use them safely

We provide:

- On and off-street parking that is safe, accessible and attractive, and that allows easy access to work and leisure activities

Local government is responsible for promoting the cultural, economic, environmental and social wellbeing of communities now and in the future. We contribute by providing a network and infrastructure that allows safe and efficient ways to travel and gives people choices in how they travel. We provide transport education and encourage people to increase their use of public and active transport.

What we do helps the Council achieve its community outcomes in several ways:

- Our focus is always on making it safer for people to get around, and to be safe from crime while using the network.
- We provide travel options to meet community need, ensuring access to economic, social and cultural activities.
- Encouraging the use of active transport helps to reduce congestion and lower emissions.
- We use energy-efficient street lighting and we encourage the use of electric vehicles.

All this supports sustainable economic growth and a vibrant and prosperous business centre.

What we achieved

Improvements to our roads have reduced fatal and serious-injury crashes by about 23 per year for the past four years (since 2018). This was achieved through a wide range of infrastructure improvements, cycleways, walkways, crossing points and education.

Being involved in consent processes for new sub-divisions and other large developments has also allowed us to influence approvals to achieve best alignment with the district plan and Council's strategic priorities.

Way safer to get around

Significant safety improvements were made to the road network. We completed the upgrade of the Marshland, Lower Styx and Hawkins roads intersection. Safety barriers

27% of people are satisfied with the condition of our roads.

(Residents survey)

were installed on a significant stretch of Dyers Pass Road, with the next section to be completed in 2023.

Minor safety improvements were made across the network at 18 local sites, including to four signalised intersections with dedicated right-turn arrows, as well as pedestrian and cycle safety improvements. Four other intersections and a roundabout were also improved, making them safer for all road users.

We completed five speed limit reviews. In total, 34 roads or road sections (around 20 kilometres) were made safer with appropriate speed limits. This work included limiting speeds to 30km/h and 40km/h in residential areas and key activity centres, including Woolston Village and surrounds, Beckenham Loop, Selwyn Village and across Banks Peninsula (working with Waka Kotahi on safer speed limits on SH75).

Way safer by bike

Our work on the major cycle routes continued. Construction continued on the South Express Cycleway and stages one and two of the Nor'West Arc Cycleway. Design and consultation on stage three of the Nor'West Arc Cycleway was also completed.

Better by bus

We began working on improvements identified in the approved public transport business case.



This has involved extensive work across the network, including reviewing, designing and consulting on the upgrade of all bus stops along the new Port-to-Port route, from Lyttelton (and Rapaki) to the airport. This project includes a proposal for six new pedestrian crossings, five new shelters, 24 new seats, 12 new bus stops and updated line markings for more than 100 stops. If approved this work will start in 2022-23.

Other work on the public transport network included:

- 114 bus stop updates
- 63 Orbiter bollard removals
- 77 new white poles and signs
- 16 post removals
- 29 signs installed on existing posts,
- 36 bus stop footpath extensions (to improve accessibility)
- 4 new shelters
- 4 bus stop kerb improvements
- 4 bus stops line marking improvements
- 6 new seats
- 9 new bus locator screens

35% of people are satisfied with the condition of our footpaths.

(Residents survey)



Closing the loop

An important post-earthquake streetscape project was completed in the central city – High Street, between Cashel and Tuam streets. This project included extending the tram track, which allows the tram to complete a full loop in the central city.

Learning safer ways

Twenty-five schools enrolled with our School Travel Planning Programme this year.

To embed more consistent active travel we held a Walk or Wheel to School Week in March, with 74 schools participating – more than ever before. This amounted to a combined roll of more than 24,427 pupils.

Over the year 3200 students took part in our Cycle Safe in-school training course.

Through our Workplace Travel Planning and Personal Travel Planning programmes we provided advice, support and incentives to 2233 customers.

Crash Bash visited 22 schools. The programme focused on peer pressure and alcohol. The show, called Leader of the Pack, encouraged students to speak up and feel empowered to help friends make safe choices when in uncomfortable situations around driving, alcohol and their peers.

Tidy streets

We removed 82,000 square metres of graffiti, pruned 16,722 street trees and removed 630 street trees (for various reasons).

We serviced approximately 18 million square metres of turf and 5.5 million square metres of gardens, laid 13,000 cubic metres of mulch and planted 12,000 shrubs.

To enable people to work on our roads safely and in a coordinated way, we processed and approved 2900 corridor access requests.

Makaia para Solid waste and resource recovery



Community Outcomes

Resilient communities

Safe and healthy communities

Healthy environment

Healthy water bodies

Sustainable use of resources and minimising waste

Prosperous economy

An inclusive, equitable economy with broad-based prosperity for all

Modern and robust city infrastructure and community facilities

What we do and why we do it

Removing waste and managing it appropriately is critical to the health and wellbeing of any community.

We collect, process and dispose of residential solid waste – rubbish, recycling and organics.

Our priority is to reduce waste and we work with residents, businesses and organisations to encourage them to divert waste from landfill and to minimise the waste they produce.

We maintain closed landfills and are responsible for monitoring them, including the aftercare of the old Burwood landfill where earthquake demolition and sensitive waste was taken.

We collect, process and dispose of solid waste to protect the health of the community, and through waste reduction, reuse, recycling and organics composting, ensure the sustainable use of resources.

This contributes to the environmental and economic wellbeing of the community. Our resource recovery system ensures the reliable collection and processing of recoverable resources. This includes recycling what we can and composting organic material to improve soil quality. The system also ensures residual waste is disposed of in a cost-effective and environmentally acceptable way.

What we do contributes to Council achieving its community outcomes. By collecting and managing waste properly and reducing the amount we send to landfill, we're helping to ensure a healthy, safe environment for all to live in. We contribute to the district's infrastructure, ensuring waste infrastructure and facilities are modern and robust. We also contribute to a prosperous economy by providing employment and business opportunities.



We have six main areas of work:

Recycling: Collection and processing –

We reduce the amount of waste we send to landfill by collecting recyclable material from households and public places, advising the public of recycling options (regular communications and education programs), and by sorting and processing recyclable materials.

Organics: Collection and composting –

We collect kitchen and garden waste from households and turn it into compost, which gets sold. We also accept garden waste for composting at our Transfer Stations (EcoDrops) and encourage home composting and worm farms.

Residual waste: Collection and disposal –

Not everything can be recovered so we collect, consolidate and safely transport this remaining waste to landfill.

78% of residents are satisfied with
our kerbside collections.

(Residents survey)

Closed landfills: Aftercare –

We look after closed landfills to make sure they don't harm the environment. Methane gas is captured from the Burwood landfill, piped underground, and used to power some city buildings and parts of the Christchurch Wastewater Treatment Plant.

Education –

Education enables residents to make informed decisions on the best waste practices, focusing on the best environmental and social outcomes. We work closely with other councils across the region to align campaigns and hold regular workshops and information sessions for our residents.

Working with others –

We contribute towards Canterbury-wide waste minimisation initiatives, and support nationwide waste avoidance initiatives such as improving product stewardship and reducing packaging waste, including use of single use plastics.

What we achieved

The kerbside collection system is working well, diverting about 65% of waste from landfill. This service rates highly in our annual residents' survey.

We're committed to continuous improvement and work with our collections contractor to maximise efficiencies under the recently completed Radio Frequency Identification Programme. Electronic identification tags were fitted to the city's 480,000 wheelie bins. The tags and associated data means we can manage bin allocations and resolve issues more quickly, and makes it more difficult for people to misuse the service.

In response to the challenges faced since the COVID-19 pandemic response, significant efforts have been made in reducing the rate of contamination in recycling bins. This has involved checking 425,000 bins and implementing a gold star education programme, and has meant we're now able to recycle material collected by 91% of trucks – a big improvement from 49% before the programme.

Consultation on changes identified in a review of refuse disposal and resource recovery was held. The changes will help us meet the objectives in the Waste Management and Minimisation Plan 2020, a six-year plan for service delivery. This is a detailed action plan outlining our short, medium and long-term strategies to minimise waste.

We're progressing a significant programme of work to remediate 'at risk' former landfills.

Work is under way to identify a suitable location for moving the Christchurch Organics Processing Plant, and for next year's upgrade (using funding from the Provincial Growth Fund) of the Materials Recovery Facility, where the kerbside recycling is processed.

Gas extracted from the Burwood Landfill is used at Te Hononga Civic Offices for heating, cooling and lighting, at the Christchurch Art Gallery for heating, and at the Christchurch Wastewater Treatment Plant for drying biosolids.

We continued our role in the Canterbury Waste Joint Committee on regional waste minimisation projects and identifying opportunities to further improve waste reduction.

Our initiative to collect and recycle household batteries will now be implemented across Canterbury.

Whare kāinga Housing



Community Outcomes

Resilient communities

Strong sense of community
Active participation in civic life
Safe and healthy communities

Liveable city

Sufficient supply of, and access to,
a range of housing

Healthy environment

Sustainable use of resources and
minimising waste

Prosperous economy

An inclusive, equitable economy with
broad-based prosperity for all

Two new complexes were developed, adding 70 new homes to the portfolio. Another six complexes are being built and planning is under way for another 80.

What we do and why we do it

We provide community housing through social housing complexes that we own. We lease these to community housing providers, the Ōtautahi Community Housing Trust (ŌCHT) and some other organisations, which sub-let the units to those in need. While we own the assets, the leasee organisations manage tenancies and maintenance and set their own tenant eligibility criteria, most of which are based on affordability and need.

Community housing is a form of assisted housing that aims to meet housing need through a range of social and affordable rental and home ownership options. It includes public 'social' housing traditionally provided by central or local government and other community providers. We've been involved in housing since 1938.

Our portfolio is mainly studio and one-bedroom units, with a few two, three and four-bedroom units.

By providing community housing we contribute to community wellbeing, ensuring that people on low incomes, including the elderly and people with disabilities, are able to access affordable housing.

Housing is a key influence on the Council's social and economic wellbeing objectives and contributes to the achievement of several of its community outcomes.

It is extremely difficult for people in hardship because of illness, disability, unemployment and other issues to access housing without help. To achieve a liveable city, it's vital that our most disadvantaged citizens can live in warm, dry and secure homes.

Access to housing helps people find a sense of community and belonging, and means they are more likely to take part in community life and use the services and facilities we offer.

Without a home address, it is difficult to participate in civic life. Once people have a place to call home it is easier for them to do the things many of us take for granted – opening a bank account, enrolling to vote or getting a library card.

A home is also the first step in being able to stay safe and healthy. By providing community housing, we contribute to both the tenant and the public feeling safe.

We ensure our units are built, maintained and renewed in a way that promotes sustainability and energy efficiency.

Housing is a key driver of social and economic wellbeing, and is strongly linked to economic performance.

What we achieved

Working with our partner, the Ōtautahi Community Housing Trust (ŌCHT), we continued improving the supply and quality of our community housing.

Two new complexes were developed, adding 70 new homes to the portfolio. Another six complexes are being built and planning is under way for another 80. A Council loan of \$55 million has helped ŌCHT facilitate these developments and meet the needs of some of our most vulnerable citizens.

The Warm and Dry Programme was completed this year at a cost of \$16 million. This involved installing heat pumps and ventilation, insulation upgrades, draught stopping, moisture ingress and drainage improvements, and upgrading all curtains. The programme was completed ahead of the central government compliance date and feedback has been that this work has made a significant difference to the warmth and dryness of the units.

This year ŌCHT took on responsibility for major maintenance and unit renewals. This change allows more integrated planning between reactive repairs and programmed work, improved tenant experience, and the potential for procurement savings.

ŌCHT has agreed a three-year asset management plan and planned upgrades have continued. Eight complexes were fully painted outside, significant tree maintenance was carried out at 16 complexes, line marking was done at 56 complexes, path and driveway repairs and renewals at four complexes, and fence replacements were planned for nine complexes.

Other highlights included ŌCHT undertaking a stove replacement programme, replacing 120 stoves. Failing exterior stairs were replaced at one complex and a water supply upgrade programme is under way at 34 complexes to



reduce leaks. Repairs to eight of the most serious leaks have been completed and this work will continue.

There were delays in half-life refurbishments, mainly due to supply chain issues. Only 18 unit upgrades were completed, against a target of 54. ŌCHT plans to warehouse key materials and create efficiencies in procurement and programme delivery in 2022-23, and this will help it to achieve the target.

Unfortunately we have had to repair two fire-damaged units. We're working with ŌCHT to improve fire education messaging to residents. ŌCHT continued its partnership with Fire and Emergency to install more smoke alarms, above regulatory requirements.

We've continued inspecting units for asbestos. This has included preparing asbestos management surveys and plans, in preparation for future works.

On the policy side, a new Community Housing Strategy was approved early in 2021. It frames community housing as being central to the district's wellbeing. It sets the future direction for our role in both public and affordable housing, with a focus on working in partnership with other providers. Some priorities are to investigate options for providing community housing at scale, and to ensure the use of council-owned land and resources supports and retains a range of community housing.



Aro Tūtohu

Regulation and compliance



Community Outcomes

Resilient communities

Safe and healthy communities

Liveable city

Vibrant and thriving city centre

Sustainable suburban and rural centres

Healthy environment

Healthy water bodies

Prosperous economy

Great place for people, business and investment



What we do and why we do it

We ensure all the rules set for Christchurch and Banks Peninsula are followed. Having these rules, set out in plans, policies and regulations, helps guide development, and contributes to making the district a safe and healthy place for people to live, work and visit.

Local government is responsible for a wide range of local services, including regulatory and compliance services required under legislation, regulations, bylaws, and policies.

Regulation and compliance teams administer the laws governing what people can do, where these activities can be done, and the effects they have on others and the environment.

Our work is wide-ranging and includes monitoring and enforcing rules for building and development, where people can buy and drink alcohol, how much noise they can make and how dogs and other animals are kept. We also ensure that places where food is prepared and sold are clean and healthy and providing food that is safe to eat.

What we do contributes to the environmental, social, cultural and economic wellbeing of the community. This is achieved through resource consenting, building consenting, licensing approvals, building inspections, and by enforcing bylaws covering noise and other aspects of living in a community.

Our work helps the Council achieve several of its community outcomes. We help make Christchurch and Banks Peninsula a safe, healthy, attractive and well-designed place to live.

What we achieved

Regulatory compliance and licensing

Our compliance work was more complex than in previous years, specifically in the areas of illegal building works and district plan non-compliance.

The risk-based Compliance Strategy is now part of our business as usual when prioritising investigations.

Alcohol licenses and food premises registrations have remained steady with COVID-19 having minimal effect on application numbers.

There were 10,330 LIMs produced over the year, representing an increase in real estate activity in Christchurch.

We saw an increase in freedom camping compliance, with the 2021 Freedom Camping Bylaw providing clarity of the camping rules in our district.



Building regulation

The demand for both commercial and residential building consents picked up slightly in the first six months of the year and increased significantly in the final third of the year.

COVID-19 modelling available at the time meant the overall higher demand wasn't forecast. The nature of forecasting is that it is done in advance, then adjusted during the year based on trends and updated economic forecasts. We're keen for our forecasting to be more accurate, but this is difficult to achieve for building consent applications.

Consenting

Demand for building consents continued to increase during the period, especially for residential consents. This resulted in record-breaking numbers of consents for new household units, in line with the national trend.

This significant increase in workload, coupled with staff retention, resourcing and contractor availability issues, resulted in a continued decrease in statutory processing performance until November.

As recruitment and additional contractor procurement progressed, processing performance improved. In all, 5134 consents were granted (compared to 4,810 in the previous year).

Despite our poor processing times, our overall customer satisfaction rate remained high at 81.5%.

77% of customers are satisfied with our resource consenting process.

(Point of contact survey)

Inspections

With the increased volume and complexity of consents being granted there was a corresponding increased demand for inspections.

The inspection wait time was mostly within the three-day KPI, until March to May 2022, when some complex residential projects waited more than 20 days. While COVID-19 affected staffing, the introduction of remote inspection technology and inspection resource from another building consent authority saw wait times return to two to five days.

Building exemptions

Discretionary exemptions remained popular, with 2,145 granted (a small increase from the previous year). We processed 98% within the 10-day KPI.

Code compliance

Demand for Code Compliance Certificates remained high at 3829, and 96% were issued within the statutory timeframe.

Earthquake prone buildings

At the end of June there were 614 buildings (201 priority buildings and 413 non-priority) on the MBIE National Earthquake Prone Building Register – 93 fewer than at the end of the 2021 financial year.

Building warrant of fitness

There were 187 building audits undertaken during the period, about the same as the previous year. We received 5359 warrants and all were desk-top audited.

Eco-design advice

Demand for this service has remained steady over the past few years. This year 323 consultations were completed.

Public advice

We had 1810 fewer walk-in customers this year, probably due to COVID-19 restrictions, with a total of 4299. Duty Building Consent Officers received 9329 calls and emails, down from 12,024 from the previous year.

Land and property information services

Despite COVID-19, our workload increased significantly, with 27% more LIMs and 26% more residential property file requests. This increase was unexpected as forecasts predicted demand would decrease.

However, the numbers ended up being in line with our other building activities and performance was maintained, with all requests processed within the statutory timeframes.

The request process for LIMs and property files moved onto a new request and pay system. This has enabled faster delivery of property files and LIMs to our customers, resulting in an improved customer experience.

Resource consenting

Resource consent application numbers rose significantly this year, with 3337 applications (compared to 2728 the previous year).

This unexpected surge resulted in only 76% of applications being processed within the statutory timeframe. Various initiatives have been implemented over the year to improve processing timeframes, which started to improve towards the end of the year.

Customer satisfaction with the resource consenting process was up 6% at 76% (the target is 70%). Other survey information (pulse survey feedback) showed customer satisfaction to be consistently higher than 90%.

We received more public enquiries than usual to our duty planner phone and email service.

Some contentious applications we received and processed led to more people raising concerns about developments in some neighbourhoods.

The request process for LIMs and property files moved onto a new request and pay system. This has enabled faster delivery of property files and LIMs to our customers, resulting in an improved customer experience.



Rautaki kaupapa here

Strategic planning and policy



Community Outcomes

Resilient communities

Safe and healthy communities

Liveable city

Vibrant and thriving city centre

Sustainable suburban and rural centres

A well connected and accessible city promoting active and public transport

Sufficient supply of, and access to, a range of housing

21st century garden city we are proud to live in

Healthy environment

Sustainable use of resources and minimising waste

Prosperous economy

Great place for people, business and investment

A productive, adaptive and resilient economic base

Modern and robust city infrastructure and community facilities

What we do and why we do it

Our focus is on the future. We lead direction-setting work and ensure the organisation has up-to-date policy frameworks. This helps in providing consistent and appropriate decision-making and services for the benefit of the community.

We manage a programme of regulatory work, keeping bylaws up to date and compliant with government legislation, and we support decision-makers by providing well-informed, clearly argued advice.

On the planning side, we support city-wide planning and regeneration activities, including the district plan, urban design and heritage.

We help to develop and provide advice to support robust decision-making. It's important for elected decision-makers to understand the nature, scale and significance of the issues involved. The supporting advice they receive needs to be well rounded, consider the past, present and future, and be backed up by evidence.

Well-designed cities that offer exciting opportunities for work, business and recreation develop strong economies, and this benefits the community because there are more and better jobs and business opportunities.

In Christchurch, where post-earthquake regeneration remains a strong focus, temporary streetscapes, vacant space activation and supporting the creative sector has been important in reviving the central city.

We help the Council to achieve several community outcomes by working to protect and enable a healthy environment, manage growth, and guide the use and development of our resources and infrastructure.

All this helps make Christchurch and Banks Peninsula a smarter, more resilient place to live, work and play, and is core to the district's future development and prosperity.

We developed and implemented 79 communications strategies on a range of issues, including key projects on water, transport, civic and community events, kerbside, and major and community facilities.

What we achieved

Strategic planning, future development and regeneration

Land-use planning and strategic transport

We've been involved in Council-wide work to respond to government changes to the resource management system. This included developing a submission to the Parliamentary Select Committee on the Natural and Built Environments Act Exposure Draft, and a further submission to the Ministry for the Environment, in response to targeted engagement questions for local government and iwi.

We will need to give effect to the Government's 2020 National Policy Statement on Urban Development, and legislative changes to the Resource Management Act to enable greater housing supply. This has meant preparing significant changes to the Christchurch District Plan.

We began implementing the Coastal Hazards Adaptation Planning programme. This involves working with low-lying coastal and inland communities to plan responses to risks and exposure to inundation, erosion and rising groundwater – the first adaptation area is Te Whakaraupō-Lyttelton Harbour.

Work continued with our Greater Christchurch partners to develop a spatial plan for Greater Christchurch, which will influence several planning and strategic transport workstreams. The Greater Christchurch Housing Development Capacity Assessment was developed collaboratively by the partners and is a key piece of evidence.

The Christchurch Transport Plan was updated and will be considered by the new Council. It will guide future

investment in transport infrastructure and focuses on actions to reduce transport-related emissions. We continued to work with the Greater Christchurch Partnership to develop a transport plan for Greater Christchurch.

Greater Christchurch Partnership

The Greater Christchurch Partnership established an urban growth partnership with central government – the Whakawhanake Kāinga Committee. This is an opportunity for central government, local government and mana whenua to work together on region-wide urban challenges.

Under the committee, work continued on a new Spatial Plan for Greater Christchurch which considers our response to climate change and wellbeing in the context of population growth. The committee is also working on an interim business case on the feasibility of Mass Rapid Transit for Greater Christchurch, and a wider Greater Christchurch Transport Plan and Investment Programme. These drafts will be considered in 2023.

The Greater Christchurch Partnership has continued to strengthen its partnership with mana whenua.

Strategic Policy

We began planning for Kia Tūroa te Ao, Ōtautahi Christchurch Climate Resilience Strategy, and completed district risk screening to identify local climate risks. Emissions reduction efforts continue, and an offsetting project was established to identify options for offsetting Council emissions. An online Christchurch greenhouse gas emissions tracker was launched to highlight some major sources of local transport emissions and how they are tracking over time.



Rautaki kaupapa here Strategic planning and policy *cont'd*

We submitted on the Government's Te Hau Mārohi ki Anamata (transitioning to a low-emissions climate-resilient future), and participated in workshops with central government agencies developing a national climate policy.

We're working towards implementing the Christchurch Housing Initiative shared equity home ownership scheme via a leasehold approach, which helps give effect to the Community Housing Strategy. We contributed to the affordable housing content in the Greater Christchurch's 2050 Plan and its spatial plan, and worked with Government, LGNZ and the community housing sector to support and advocate for social and affordable housing.

We developed and briefed councillors on the Ōtautahi Christchurch Plan. This is a local spatial plan prepared in response to the Spatial Planning Act to guide decision making, investment and action in the district. It will also influence sub-regional planning through the Greater Christchurch Spatial and Transport Plans.

We adopted our reviewed Development Contribution Policy 2021 which came into effect on 1 August 2021. Economic policy advice has continued across a range of projects including work on issues related to the Future for Local Government review and Three Waters Reform.

We supported the work programme for the Long Term Plan, ensuring key building blocks such as activity plans were aligned to the Council's Strategic Framework, and helped prepare the Infrastructure Strategy and Financial Strategy.

Since July 2021, we made 21 Council submissions and 20 staff submissions on priority issues to external agencies. A substantial number of these submissions have set out the Council's perspective on the wide-ranging reform programme being led by central government:

- New Zealand Infrastructure Strategy
- Government Policy Statement on Housing and Urban Development
- Natural and Built Environments Bill exposure draft
- Resource Management (Enabling Housing Supply and Other Matters) Amendment Bill
- Natural Hazards Bill
- National Adaptation Plan
- Future for Local Government (feedback)

Under the 10-year bylaw review schedule and regulatory statutory requirements, we:

- Reviewed the 2014 bylaw for water supply, wastewater and stormwater and replaced it with two new bylaws – the Water Supply and Wastewater Bylaw 2022 and the Stormwater and Land Drainage Bylaw 2022.

- Following the review of the Freedom Camping Bylaw 2015, we consulted on a replacement bylaw and the Freedom Camping Bylaw 2021 came into force in December 2021.
- Progressed the review of the Waste Management Bylaw 2009 and the Cleanfill and Waste Handling Bylaw 2015.

We completed a three-yearly review of the Class 4 Gambling and TAB Venue Policy with a revised policy approved by the Council on 9 September 2021. We also completed a review of the Psychoactive Products Retail Locations Policy.

We continued to update policies under the Public Places Bylaw 2018, and have progressed a review of the outdoor dining-related policy. This review is expected to be completed in the 2022/23 financial year.

Under the Alcohol Restrictions in Public Places Bylaw, seven 24-hour temporary alcohol bans were applied for and approved for events scheduled for the summer of 21/22. However due to COVID-19 only one of these events took place.

We continued working with Community Public Health to integrate health and wellbeing perspectives in planning, policy, and decision-making. Updated information on smokefree and vape-free spaces has been developed, and we are using a digital animation at council libraries, community facilities, civic offices, and the Bus Interchange to get the smokefree and vape-free message out to the community.

26% of people are satisfied with participation in decision-making.

(Residents survey)

Christchurch Biodiversity Funding of \$400,000 was allocated to private landowners with sites of ecological significance, for fencing, pest control and planting.

Implementation of Te Wai Ora o Tāne Integrated Water Strategy is under way, led by Three Waters and Waste Unit staff with support from the Natural Environment Team. The first implementation plan, for water supply, was completed December 2020. The wastewater implementation plan has been completed and the surface water/stormwater implementation plan is in progress.

We continued to support implementation of the Canterbury Water Management Strategy, in particular by providing advice to water management zone committees.

The Natural Environment Team led reviews of several dozen non-notified resource consent applications lodged with ECan for takes and discharges to water, land and air. We submitted on three limited-notified regional resource consent applications, and provided feedback to ECan on 12 non-notified regional resource consent applications.

We led and/or contributed submissions on matters of regional and national importance, including but not limited to:

- Amendments to the National Environmental Standard for Sources of Human Drinking Water, the National Environmental Standards for Freshwater and the National Policy Statement for Freshwater Management
- Taumata Arowai ‘exposure draft’ of New Zealand drinking water standards

We also provided advice to other Council teams and units, Council senior management and elected members on a range of environmental matters including:

- Te Waihora co-governance
- Three waters reform
- Nit in drinking water
- Mayoral Forum (and its sub-forums), as applicable
- CCC/ECan forums
- Review of water supply, wastewater and stormwater bylaw
- Working with the Mayor’s Office on water-related matters
- Natural hazards mitigation (coastal erosion, inundation and sea level rise)
- Natural, social and cultural values of landscapes, open space and biodiversity in local and sub-regional planning

We facilitated the implementation of our Resource Efficiency Greenhouse Gas Emission programme to help us meet the policy commitment to reduce greenhouse gas emissions from our operations.

Urban Place Making

The Central City Action Plan guides regeneration, with programmes designed to work with residents and owners in emerging residential neighbourhoods, to encourage land owners to improve and maintain vacant land, and to support creative, cultural and community activities – all to make the central city a great place to live, work and play.

Suburban regeneration focused on Linwood Village (revitalisation plan) and Ferry Road, Woolston (streetscape enhancements).

We provided heritage and urban design advice on an unprecedented number of resource consent applications ((3029 applications, including over 500 urban design assessments), and facilitated discussions with landowners, developers and their agents. The Christchurch Urban Design Panel provided design review advice, and design clinics continued to facilitate outcomes for Kāinga Ora developments.

Urban design advice supported Council capital works, including city-wide streetscape improvements and central city projects such as Te Kaha, the Performing Arts Precinct, and Whitirea-Cathedral Square. Policy and planning advice has been a focus with changes to the district plan and spatial planning through the Otautahi Christchurch Plan.

The Place Partnership Fund was established as a three-year pilot with \$82,000 available, linking to the refreshed Te Haumako Te Whitingia Strengthening Communities Together Strategy 2022. Terms of Reference were developed and six initial applications supported. Three-year agreements have



Rautaki kaupapa here Strategic planning and policy *cont'd*

been established with city-making partners Gap Filler, Life in Vacant Spaces and The Green Lab – a move away from annual funding to support community leadership.

The Sustainability Fund focused on initiatives to help meet climate change objectives, with \$380,000 made available and 28 projects supported.

Our work on healthy and energy efficient homes has continued in partnership with ECan and free healthy home assessments, although service delivery was affected by COVID-19.

The Our Heritage, Our Taonga, Heritage Strategy remains the key guide for the Council's heritage work.

Heritage staff administer two heritage grant schemes. Nine Heritage Incentive Grant applications were approved, allocating \$268,039 towards the conservation, repair, and upgrade of heritage buildings and structures. Five Intangible Grants were approved, allocating \$91,769 towards non-tangible aspects of the district's heritage, including for participants in the annual Heritage Festival in October.

Under the theme 'People and Place – our stories revealed', the festival ran under COVID-19 Alert Level 2 with a programme of over 60 events put on by over 40 community groups, heritage organisations and individuals.

Heritage staff have also worked on a significant plan change for the heritage chapter of the district plan. This will add 44 items to the schedule of protected heritage, add protection for 26 building interiors, and add 11 new Residential Heritage Areas.

Public information and participation

We provide timely, relevant and accurate information through channels residents use.

New media – online, social media and targeted electronic newsletters – supplements and builds on traditional communications.

The organisation's advertising spend is down from \$1.4 million in 2016 to \$0.9 million, with a further \$60,000 spent on in-house social media as engagement on our own channels grows.

We carried out 47 engagements and consultations, including our Draft Long Term Plan and received 7,072 submissions and/or feedback. We want to make our consultations easy and accessible for those who haven't participated in the past, including youth and migrant groups. A translation facility on our website allows content to be translated into 14 languages.

Excluding the Draft Long Term Plan, 95 per cent of submissions were received online and 5 per cent in hard copy. We're doing fewer consultations after changing our processes for very low level, low influence engagements. We used to call everything consultation, but we're being more considered in how we position engagements, to help manage residents' expectations. If the level of influence is very low, and we're just letting people know about something, we call these 'informs' or 'informs plus'.

We developed and implemented 79 communications strategies on a range of issues, including key projects on water, transport, civic and community events, kerbside, and major and community facilities. We provided communication support for the many district plan changes, which are not captured individually as communication plans.

We responded to 2,155 media inquiries, with 95 per cent being acknowledged within 24 hours.

Our Facebook statistics are down 1.7% on the previous year when the first COVID-19 lockdown pushed them artificially high. Our Facebook posts totalled 1,072, with the most popular relating to recycling, lost dogs and transport.

We're using Instagram more, doubling our number of posts and increasing engagement by 48%. Our most popular posts were about the earthquake anniversary, the School Strike for Climate Change and the Botanic Gardens.

Page views to our digital news channel Newsline reached 978,545 hits, a 0.4 per cent decrease on the previous year's figure which was boosted by high interest in services and facilities during lockdown. With mainstream media using the stories as a resource and people sharing the content, its reach is increasing. More than 700 stories were published on Newsline, during the year with an e-newsletter going out weekly to more than 5,146 subscribers (a 20 per cent growth year on year).

Staff are being trained in our new tone of voice with training included in shared service induction and customer services training.

On average each month we send out 29 e-newsletters to 51,719 subscribers. We also produced 154 community board e-newsletters, sharing news, information, decisions, and events happening in each ward. These were viewed by 5,726 subscribers.

Mana whakahaere

Governance



Community Outcomes

Resilient communities

Strong sense of community

Active participation in civic life

Safe and healthy communities

Celebration of our identity through arts, culture, heritage, sport and recreation

Valuing the voices of all cultures and ages (including children)

What we do and why we do it

Governance and decision-making

Local government enables democratic local decision-making and community action, and promotes the social, economic, environmental, and cultural wellbeing of communities now and for the future.

The Council is governed by two complementary decision-making parts – the elected Council and seven elected community boards. The Council comprises the mayor and 16 councillors, and focuses on city issues that affect the whole district. Each community board has between six and nine members, and they focus on local community issues, activities and facilities and help to build strong communities.

Our role is to ensure decision-making processes are effective, open, transparent, democratically accountable, and that there are opportunities for the community to be involved.

A lot of what we do is about empowering community groups and organisations to develop and manage initiatives that encourage active participation, build social capital and create a sense of belonging.

We help ensure that decision-making contributes towards achieving community outcomes in a way consistent with the strategic direction set by elected members at the start of their term, and that we have a well-governed district of inclusive, connected communities.

Our work contributes towards the Council achieving community outcomes relating to resilient communities – strong sense of community, active involvement in civic life, safe and healthy communities, celebration of our identity through arts, culture, heritage, sport and recreation, and valuing the voices of all cultures and ages (including children).

The Council's activities affect everyone in the district, but residents can have an influence by voting in local elections and by-elections, and by getting involved in decision-making processes through public consultation and hearings.

Public involvement is critical to good governance and it's important that elected members take the views of the community into account, especially those of people directly affected by decisions being made. This enables more effective and informed decision-making.

Office of the Mayor and Chief Executive, and treaty partners and mana whenua relations

We provide advice and administration support to enable the mayor, deputy mayor, elected members and chief executive to meet their legal obligations and leadership roles.

We receive and process requests for official information under the Local Government Official Information and Meetings Act 1987, ensuring the information requested is made available within set timeframes or that valid reasons are given for withholding the information.

It's important that there is engagement with iwi – Te Rūnanga o Ngāi Tahu, and six of the Papatipu Rūnanga who fall within the Council catchment as mana whenua of respective rohe.

Performance management and reporting

Performance management is an essential aspect of the Council's accountability, to central government and to the community.

We work to ensure high quality plans are in place and that performance is measured against those plans, including a long term plan, an annual plan and operational plans.

We're involved in implementing these plans, by helping to set targets and the steps to be taken to achieve them. This includes providing meaningful links to the goals of staff units and teams, and to individual staff performance plans.

To know we are achieving our plans and goals, we need to monitor performance at all levels, with a focus on transparency and accountability for business results. This means regularly reporting to management, elected members and the community.

What we achieved

Governance and decision-making

In delivering expert secretarial and support services we processed more than 2600 reports, managed almost 650 meetings and 3000 applications for a range of hearings on subjects as diverse as menacing dogs and bus shelters.

A by-election was held in October 2021, after the resignation of Coastal Ward Councillor James Daniels. Voters had seven candidates to consider and 31.25% of electors voted. The successful candidate was Celeste Donovan (Independent Positive Community Action).

A Representation Review sought community views on how they are represented and whether this remains fair, effective and equitable. As a result the Local Government Commission made some changes to ward boundaries and the make-up of urban community boards in December 2021.

We extended our project to improve the way we work. We now live-stream community board and other governance meetings. These are also recorded and are available to the community on YouTube.

Good progress was made in putting our commitment to openness and transparency into practice.

- Less than 6% of reports were considered with the public excluded (down from 35% in 2016).
- All reports considered with the public excluded during the 2016/19 triennium have been reviewed, and most have been released.
- 80% of reports considered with the public excluded during the 2019/22 triennium have now been reviewed, with most being released in part or in full.

We were involved in preparing the draft Annual Plan 2022-23. The Council adopted the Annual Plan 2022/23 on 21 June 2022. All critical project plan milestone due dates were met.

Under our audited performance framework, we analysed and reported on organisational performance. This was delivered by agreed deadlines each month to the Finance and Performance Committee of the Whole and to the organisation, and for the Annual Report 2021-22.



Office of the Mayor and Chief Executive, and Treaty Partners and Mana Whenua Relations

We provided advice, services and administrative support so that the mayor, deputy mayor, elected members and chief executive were able to fulfil their statutory, community, council and policy leadership roles.

We received and processed requests for information under the provisions of Local Government Official Information Management Act (LGOIMA). We were able to provide timely information 99% of the time.

Council and rūnanga engaged on important environmental matters over the year, especially activities to protect and replenish our natural environmental resources.

Mana whenua continue to support the city's recovery and regeneration.

Cultural support and presence was provided to many key events and projects throughout the year, including the 10th anniversary of the Christchurch earthquakes, the Muslim memorial service and the unveiling of Pou tu te Raki o Te Maiharanui at one of the three sites where Te Tiriti o Waitangi was signed in Te Waipounamu, Takapunekē.

Performance management and reporting

We ensure high-quality plans and plan monitoring processes are in place, especially for the long-term plan and annual plan.

This year we worked on the Annual Plan 2022/23, preparing it for consultation and for adoption. We reviewed the more than 500 submissions received during consultation on the draft plan, and arranged hearings for the 66 individuals and 56 organisations who wanted to be heard. The plan was adopted by Council on 21 June 2022, with all critical project milestone due dates being met.

Integral to the development and delivery of the long-term plan or annual plan, is the performance framework. This audited framework ensures the integrity of links between key components. This starts with planning and continues on into delivery on our levels of service and capital projects, and linking these to agreed community outcomes and strategic priorities.

Reporting and analysis of organisational performance has been prepared and delivered to agreed deadlines, to governance and the community via Finance and Performance Committee of the Whole (monthly), the Annual Report, and monthly to the organisation.

This reporting includes the annual Residents Service Satisfaction Surveys. Two surveys (General Service Satisfaction, and Point of Contact) were conducted, with results provided to Council, the community and staff.

Community outcomes monitoring and reporting programmes were maintained. We kept 90% (target 85%) of community outcomes monitoring indicators up-to-date and were reported publicly.

Whakawhaneke ohaoha

Economic development



Community Outcomes

Resilient communities

Strong sense of community
Safe and healthy communities

Liveable city

Vibrant and thriving city centre
Sustainable suburban and rural centres
21st century garden city we are proud to live in

Prosperous economy

Great place for people, business and investment
An inclusive, equitable economy with broad-based prosperity for all
A productive, adaptive and resilient economic base
Modern and robust city infrastructure and community facilities

What we do and why we do it

Economic development happens when policy-makers and employers work together over time to improve a community's standard of living, by increasing productivity and prosperity.

We support economic and key-sector development, including regional innovation and export businesses with high potential for growth. Another focus is to attract more domestic and international visitors to Christchurch and Banks Peninsula, and our civic and international relations programmes foster partnerships abroad, bringing economic opportunities and enhancing cultural understanding.

One responsibility of local government is to promote the economic, cultural and social wellbeing of the community today and in future. We do this by ensuring there are plans to shape Christchurch and Banks Peninsula in years to come, and to protect key environmental resources and assets, including natural and cultural heritage sites. This strategic planning and policy work helps the Council achieve community outcomes relating to good governance, a liveable city, strong communities, a healthy environment and a prosperous economy.

Improving community outcomes relies on a strong and developing economy, giving residents better employment and business opportunities and good quality facilities and services.

Everyone benefits when cities are well designed and offer exciting opportunities for work and recreation. By protecting our environment, managing growth and guiding the use and development of our resources and infrastructure, we help make Christchurch a great place to live, work and do business. A strong economy benefits everyone because there are more and better jobs and business opportunities, and a higher standard of living makes it easier to attract high-value migrants, returning residents, investment and innovation.

These economic development activities help build a competitive, resilient and sustainable economy to benefit residents by creating high-value, decent work.

By focusing on raising the profile Christchurch and Banks Peninsula, we're able to improve perceptions and attract more visitors, business, investment and skilled migrants. All our efforts combine to help make this a vibrant place to work, live and visit as we open the doors to investment and business opportunity.

We work in five broad areas:

- Innovation and business growth
- Destination development and visitor attraction
- City positioning
- Economic strategy and insights
- Urban development

What we achieved

We provide ChristchurchNZ with operational funding to lead the economic development of Christchurch. COVID-19 continued to affect activities, particularly major events and the ability to attract visitors and international students.

ChristchurchNZ delivered the following:

- Progressed establishing an urban development role and delivery of urban development projects in New Brighton, the central city and Sydenham under contract
- Completed a review of the Christchurch Antarctic Gateway and Major Events strategies
- Supported innovative businesses, with 49 receiving incubation support through partnership with Te Ōhaka and Thinclub. These businesses created 54 new jobs and raised \$15.8m in capital investment.
- Worked with 56 national and global businesses on potential relocation to, or expansion in, Christchurch. Businesses attracted during the year brought 107 full-time equivalent jobs to the city.
- Won 24 major conference bids for the city, bringing an estimated \$15.75m visitor spend, providing for around 173 full-time equivalent jobs
- Hosted New Zealand's largest convention industry event, MEETINGS, with over 600 domestic and trans-Tasman convention industry delegates
- Secured eight productions in the region under the new Regional Screen Grant, with an estimated GDP impact of

\$11.8m, supporting 116 full-time equivalent jobs. The screen office supported another 209 enquiries.

- Delivered Food Fibre and Agritech, Health Tech and Aerospace challenges to elevate Christchurch's growth industries by creating new investable businesses.
- Attracted and sponsored 11 major events to Christchurch, with an estimated attendance of 57,000 and visitor spending of \$3.6 million despite closed borders and lockdowns limiting ticket sales and forcing 11 events to be cancelled.
- Hosted the Women's Cricket World Cup games, which reached a television viewership of 11.4 million, with 1.64 billion views across all ICC channels.
- Delivered major marketing and promotion campaigns, including #ExploreCHC, BLOOM spring events, Merry Christchurch, Do More Summer, Gateway to Growth business attraction and Christchurch Business Events campaign to attract visitors, talent and business to Christchurch and the central city.

Civic and International Relations

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

Despite COVID-19 lockdowns, we delivered scheduled and unscheduled civic ceremonies, national ceremonies and visits, including:

- Leading a process to identify and secure Council agreement in March 2022 to four IRPF partnership locations: Australia, The United States of America's West Coast, China's Guangdong Province and The Republic of Korea.
- Supporting the Mayor or Deputy Mayor to meet with 18 visiting dignitaries, including diplomats from The United States, China, The Republic of Korea, Hungary, Germany, Israel, Japan and Chile.

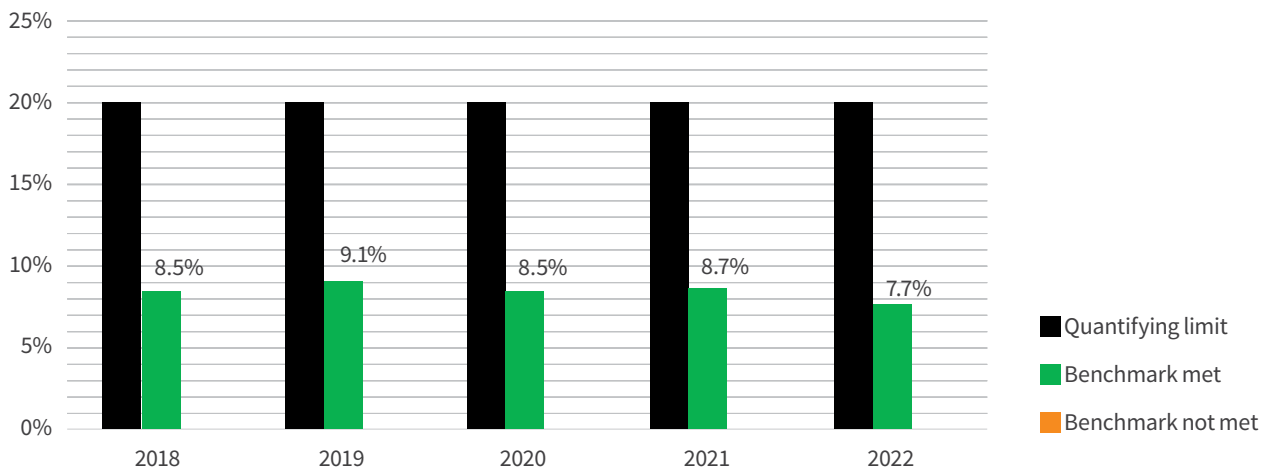


Financial ratios

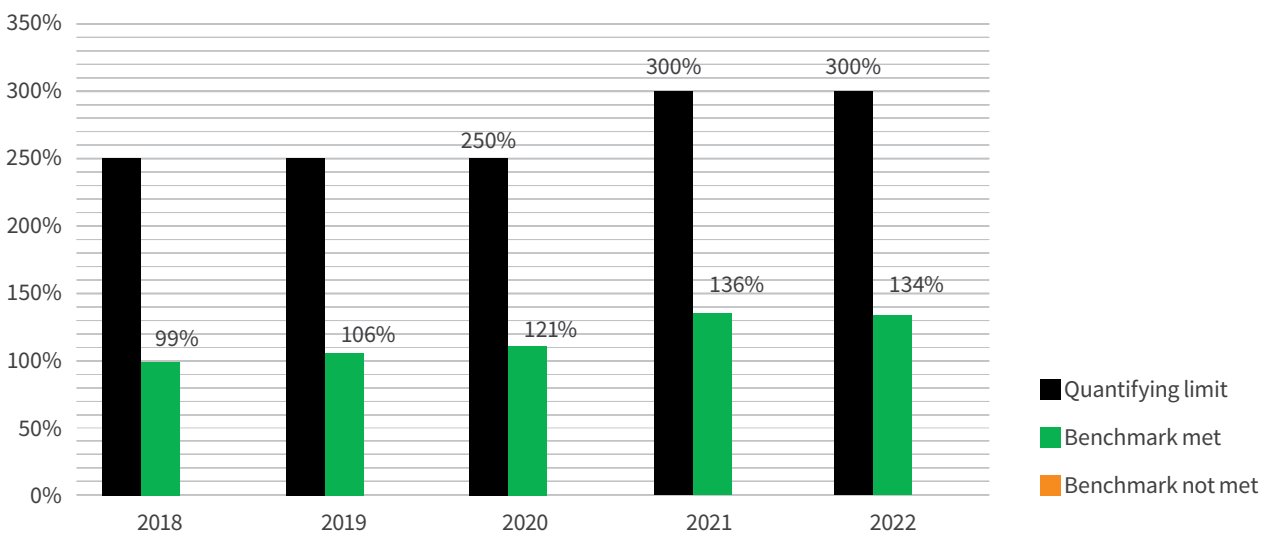
We have several financial ratios which form a key part of our financial risk management strategy. The core ratios come from the Local Government (Financial Reporting and Prudence) Regulations 2014 and are included in the annual report and in our long-term planning documentation.

In addition, four of these ratios are the key limits for our borrowing from the Local Government Funding Agency (LGFA). We met all benchmarks for the 2022 year.

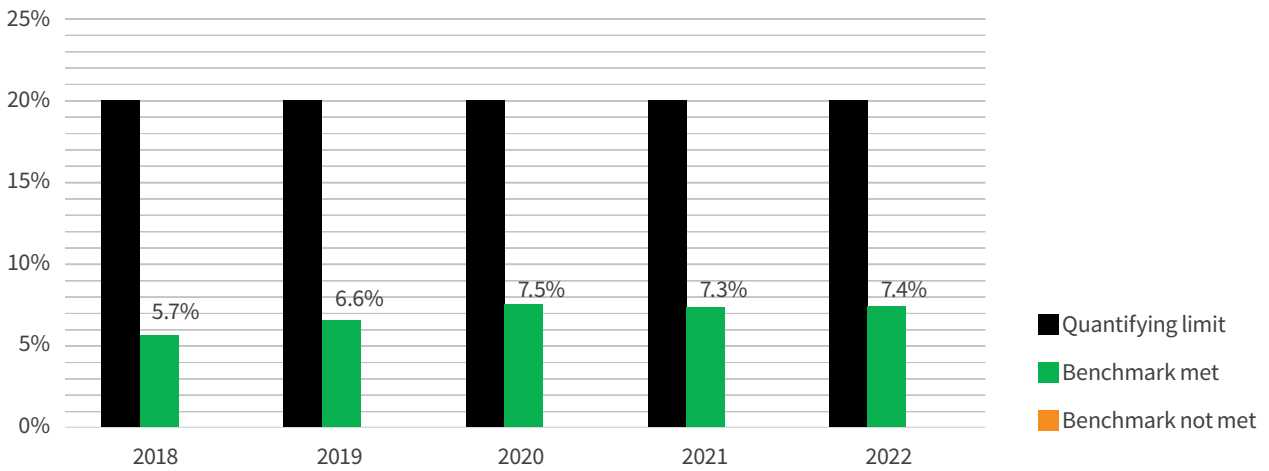
Net debt as a percentage of equity



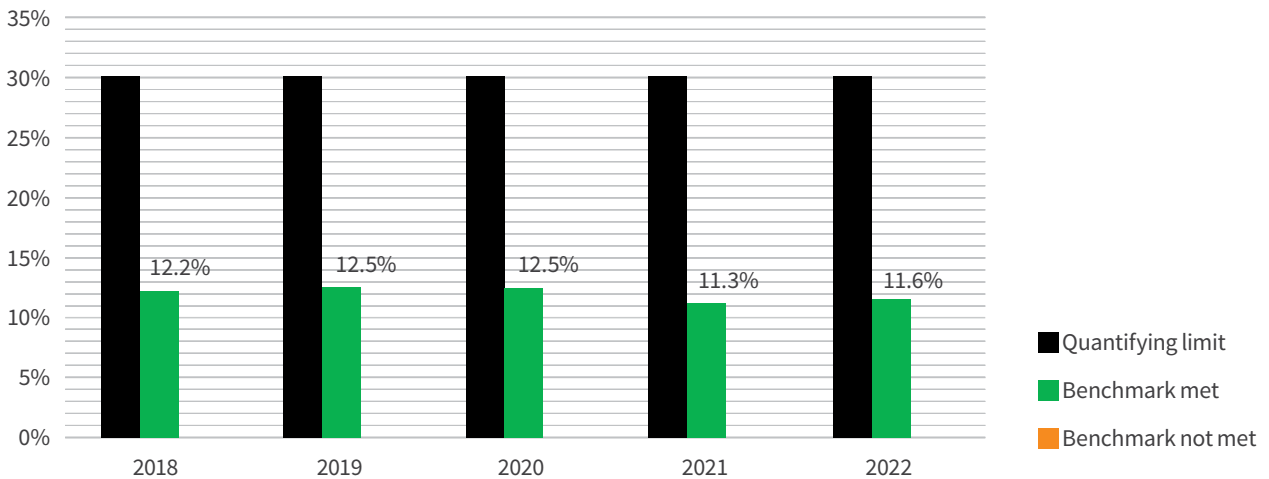
Net debt as a percentage of total revenue



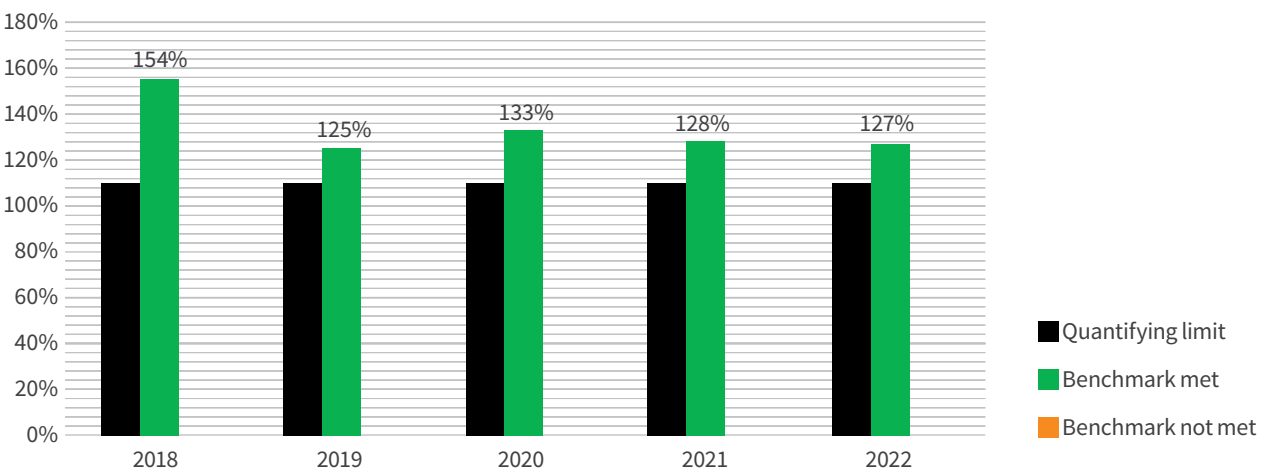
Net interest as a percentage of total revenue



Net interest as a percentage of annual rates revenue



Liquidity



Financial highlights

The Council group – The 2022 year in review

Total assets —————

\$20.3 billion

2021 \$17.7 billion

Total operating expenditure —

\$1.7 billion

2021 \$1.6 billion

Total revenue —————

\$2.0 billion

2021 \$1.8 billion

Total ratepayers funds —————

\$15.7 billion

2021 \$13.1 billion

Total liabilities —————

\$4.6 billion


2021 \$4.6 billion

Total surplus before tax —————

\$0.3 billion

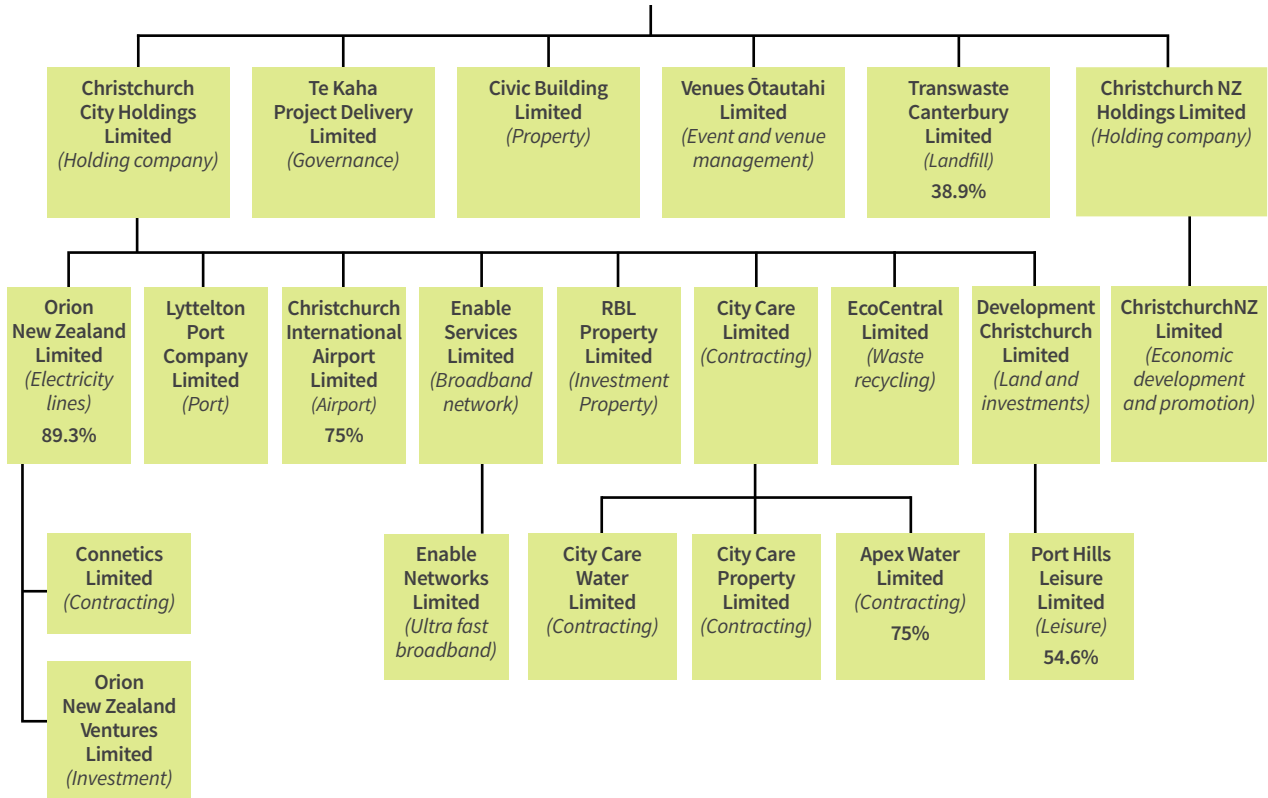
2021 \$0.1 billion

Christchurch
City Council 

 **Christchurch**
City Holdings
Limited

We have a significant group of trading entities in addition to the services provided by the Council. The majority of these trading entities are owned and monitored by Christchurch City Holdings Limited.

Group structure as at 30 June 2022



Major direct and indirect trading and operating subsidiaries



Summary financial table

For more detail refer to individual organisation reports.

	Income	Net result (after tax)	
	2022 \$000	2022 \$000	2021 \$000
Orion New Zealand Ltd	303,421	33,193	48,315
Lyttelton Port Company Ltd	143,538	15,972	(152,782)
Christchurch International Airport Ltd	189,535	38,658	47,826
City Care Ltd	319,613	5,625	5,616
Enable Services Ltd	84,637	15,821	11,320
EcoCentral Ltd	39,608	2,427	(72)
RBL Property Ltd	923	3,060	(30)
Development Christchurch Ltd	6,715	(575)	1,126
Venues Ōtautahi Ltd	21,721	868	(6,207)
Civic Building Ltd	4,327	(93)	(99)
ChristchurchNZ Holdings Ltd	23,436	782	(2,217)
Transwaste Canterbury Ltd	60,149	16,459	23,832
Riccarton Bush Trust	688	(184)	(110)
Rod Donald Banks Peninsula Trust	300	(9)	745
Christchurch Agency for Energy Trust	-	-	(249)
Central Plains Water Trust	104	-	-
Ōtautahi Community Housing Trust	28,397	3,629	1,600

Independent auditor's report

To the readers of Christchurch City Council and group's summary of the annual report for the year ended 30 June 2022.

The summary of the annual report was derived from the annual report of the Christchurch City Council and group (the City Council) for the year ended 30 June 2022.

The summary of the annual report comprises the following information on pages 16 to 54 and 58 to 62:

- the summary statement of financial position as at 30 June 2022;
- the summaries of the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended 30 June 2022;
- the notes to the summary financial statements that include accounting policies and other explanatory information; and
- the summary service performance information.

Opinion

In our opinion:

- the summary of the annual report represents, fairly and consistently, the information regarding the major matters dealt with in the annual report; and
- the summary statements comply with PBE FRS-43: Summary Financial Statements.

Summary of the annual report

The summary of the annual report does not contain all the disclosures required by generally accepted accounting practice in New Zealand. Reading the summary of the annual report and the auditor's report thereon, therefore, is not a substitute for reading the full annual report and the auditor's report thereon.

The summary of the annual report does not reflect the effects of events that occurred subsequent to the date of our auditor's report on the full annual report.

The full annual report and our audit report thereon

We expressed an unmodified audit opinion on the information we audited in the full annual report for the year ended 30 June 2022 in our auditor's report dated 14 December 2022.

Our auditor's report on the full annual report also includes an emphasis of matter paragraph drawing attention to the Government's three waters reform programme. In June 2022, the Government introduced legislation to establish four publicly owned water services entities to take over

responsibilities for service delivery and infrastructure from local authorities with effect from 1 July 2024.

The impact of these proposed reforms, once legislated, will mean that the City Council will no longer deliver three waters services or own the assets required to deliver these services. The bill is currently before Parliament and as such, the impacts of the proposed reforms are currently unclear. Additional legislation is expected later in 2022 that will provide detail on the transfer of assets and liabilities to the water service entities. This matter is disclosed in note 8 of the summary financial statements.

Council's responsibility for the summary of the annual report

The Council is responsible for preparing the summary of the annual report which includes preparing summary statements, in accordance with PBE FRS-43: Summary Financial Statements.

Auditor's responsibility

Our responsibility is to express an opinion on whether the summary of the annual report represents, fairly and consistently, the information regarding the major matters dealt with in the full annual report and whether the summary statements comply with PBE FRS 43: Summary Financial Statements.

Our opinion on the summary of the annual report is based on our procedures, which were carried out in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board.

Other than in our capacity as auditor, we have no relationship with, or interests in the City Council or its subsidiaries and controlled entities.



Chantelle Gernetzky
Audit New Zealand
On behalf of the Auditor-General
Christchurch, New Zealand
19 December 2022

Summary financial statements

Summary statement of comprehensive income For the year ended 30 June 2022

	Parent			Group	
	30 Jun 22 Actual \$000	30 Jun 22 Plan \$000	30 Jun 21 Actual \$000	30 Jun 22 Actual \$000	30 Jun 21 Actual \$000
Share of associate and JV's surplus	-	-	-	6,253	5,060
Other revenue	1,083,325	938,163	975,793	1,972,252	1,801,377
Total revenue	1,083,325	938,163	975,793	1,978,505	1,806,437
Finance costs	86,823	85,429	86,745	143,569	140,572
Other expenses	813,240	784,970	793,214	1,530,751	1,486,177
Total operating expenses	900,063	870,399	879,959	1,674,320	1,626,749
Surplus before income tax expense	183,262	67,764	95,834	304,185	179,688
Income tax (credit)/expense	(235)	(2,200)	279	1,087	36,177
Surplus from Continuing operations	183,497	69,964	95,555	303,098	143,511
Surplus from Discontinued operations	-	-	-	-	4,077
Surplus for the period	183,497	69,964	95,555	303,098	147,588
Other comprehensive revenue and expense					
Property, plant and equipment valuation movement	1,793,489	330,355	423,377	2,076,491	571,848
Revaluation of carbon emissions units	-	-	-	1,035	-
Unrealised gains/(losses) from:	-	-	-	-	-
Investment revaluation gain/(loss)	237,506	-	311,918	977	951
Cash flow hedges gain/(loss)	192,918	-	130,084	311,956	182,070
Income tax relating to components of other comprehensive revenue and expenses	(227)	-	(1,437)	(75,883)	(55,840)
Transfers and other	-	-	-	387	(1,977)
Total other comprehensive revenue and expense	2,223,686	330,355	863,942	2,314,963	697,052
Total comprehensive revenue and expense	2,407,183	400,319	959,497	2,618,061	844,641
Surplus for the period attributable to:					
Parent entity	183,497	69,964	95,555	284,576	133,841
Non controlling interests	-	-	-	18,522	13,747
	183,497	69,964	95,555	303,098	147,588
Total comprehensive revenue and expenses attributable to:					
Equity holders of the parent	2,407,183	400,319	959,497	2,528,280	811,717
Non controlling interests	-	-	-	89,781	32,923
Total comprehensive revenue and expense	2,407,183	400,319	959,497	2,618,061	844,640

Summary statement of financial position

As at 30 June 2022

	Parent			Group	
	30 Jun 22 Actual \$000	30 Jun 22 Plan \$000	30 Jun 21 Actual \$000	30 Jun 22 Actual \$000	30 Jun 21 Actual \$000
Assets					
Current assets	474,911	231,371	432,034	584,225	477,678
Non-current assets	17,704,814	15,961,660	15,481,077	19,760,704	17,209,770
Total assets	18,179,725	16,193,031	15,913,111	20,344,929	17,687,448
Equity and liabilities					
Current liabilities	536,121	485,737	529,258	1,285,935	1,147,763
Non-current liabilities	1,760,269	2,396,506	1,907,701	3,324,616	3,445,926
Total liabilities	2,296,390	2,882,243	2,436,959	4,610,551	4,593,689
Net assets	15,883,335	13,310,788	13,476,152	15,734,378	13,093,759
Parent entity equity	4,602,275	4,403,022	4,413,703	5,435,896	5,100,163
Non controlling interest	-	-	-	429,634	371,182
Reserves	11,281,060	8,907,766	9,062,449	9,868,848	7,622,414
Total ratepayers funds	15,883,335	13,310,788	13,476,152	15,734,378	13,093,759

Summary cash flow statement For the year ended 30 June 2022

	Parent			Group	
	30 Jun 22 Actual \$000	30 Jun 22 Plan \$000	30 Jun 21 Actual \$000 Restated*	30 Jun 22 Actual \$000	30 Jun 21 Actual \$000 Restated*
Net cash provided by/(used in) operating activities	338,797	333,837	344,561	505,739	511,219
Net cash (used in)/provided by investing activities	(429,381)	(651,174)	(452,855)	(684,569)	(687,533)
Net cash provided by/(used in) financing activities	65,161	317,337	34,623	171,497	102,459
Net increase in cash and cash equivalents	(25,423)	-	(73,671)	(7,333)	(73,855)
Cash and cash equivalents at beginning of year	192,730	110,045	266,401	262,754	336,609
Cash and cash equivalents at end of year	167,307	110,045	192,730	255,421	262,754

* Prior year comparatives are restated for proceeds from sale of investment and payment for investment. In the prior year the signage () in the cash flow statement workings was incorrectly reflected. This resulted in the need for a correction to both parent and group of \$914,385,000 to Proceeds from sale of investment and (\$914,385,000) to payment for investment.

Summary statement of changes in equity For the year ended 30 June 2022

	Parent			Group	
	30 Jun 22 Actual \$000	30 Jun 22 Plan \$000	30 Jun 21 Actual \$000	30 Jun 22 Actual \$000	30 Jun 21 Actual \$000
Opening equity	13,476,152	8,507,447	12,516,655	13,093,759	12,244,324
Total comprehensive revenue and expenses attributable to:					
Parent entity equity	2,407,183	400,319	959,497	2,528,280	811,717
Non controlling interest	-	-	-	89,781	32,923
Total comprehensive revenue and expenses for the period, net of tax	2,407,183	400,319	959,497	2,618,061	844,640
Dividends	-	-	-	(5,013)	(3,217)
Other items	-	-	-	27,571	8,012
Closing equity	15,883,335	8,907,766	13,476,152	15,734,378	13,093,759

Notes to the summary financial statements for the year ended 30 June 2022

1. Accounting policies

Reporting entity

The Council is a territorial authority governed by the Local Government Act 2002. The consolidated entity comprises the entities listed in the Group structure section.

The primary objective of the Council is to provide goods and services for the community or for social benefit rather than to make a financial return. Accordingly, the Council has designated itself a Public Benefit Entity (PBE) for the purposes of the New Zealand Accounting Standards Framework. The Council is therefore subject to policies and exemptions that may not apply to other entities in the Group. Where PBE treatment of specific issues differs from the usual treatment, this is noted in each policy.

The Council's full financial statements are for the year ended 30 June 2022. We prepared the summary 2022 financial report to offer an overview of our performance. The Council authorised the Chief Financial Officer to produce and publish the summary report on 14 December 2022. The Chief Financial Officer approved the summary 2022 report for issue on 19 December 2022.

The specific disclosures in the summary 2022 financial report have been extracted from the full audited 2022 financial report also dated 14 December 2022.

New accounting standards and interpretations

The Council has early adopted all requirements for PBE IPSAS 41 Financial Instruments as of 1 July 2021. As the Council early adopted PBE IFRS 9 Financial Instruments in 2019, transitioning from PBE IFRS 9 to PBE IPSAS 41 does not have any material impact on the Council's reporting requirements

PBE IPSAS 40 Combinations was issued in July 2019 and replaces PBE IFRS 3 Business Combinations. PBE IPSAS 40 does not have any material impact on Council's 2021/22 annual report.

PBE FRS 48 Service Performance Reporting is effective from the year ending 30 June 2023. This standard establishes requirements to PBEs to select and present service performance information. Council's service performance reporting will expand to include the additional required information with the adoption to PBE FRS 48.

A more comprehensive detail of the impact of the changes in accounting policy and disclosures is included in the full 2022 annual report.

Statement of compliance

The financial statements of the Council have been prepared in accordance with the requirements of the Local Government Act 2002: Part 6, Section 98 and Section 111, and part 3 of Schedule 10, which includes the requirement to comply with Generally Accepted Accounting Practice in New Zealand. They comply with the PBE Accounting Standards, and other applicable financial reporting standards, as appropriate for Tier 1 Public Sector PBEs for periods beginning on or after 1 July 2014.

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000). The functional currency of the Council is New Zealand dollars.

We have prepared the financial statements on the basis of historical cost, except for the revaluation of certain non-current assets and financial instruments.

The 2022 summary financial report complies with PBE FRS 43 - Summary Financial Statements. Please note that the information in the summary financial report does not provide as complete an understanding as the full financial report of the financial and service performance, financial position and cash flows of the Council.

2. Capital commitments

The Group has commitments to the value of \$398 million (2021: \$308 million) on capital works.

3. Contingent liabilities

These liabilities depend on other future events. For the Group, these total \$43 million (2021: \$44 million).

4. Legislative requirements

The Local Government Act 2002 (LGA) requires the board of a CCO to deliver an annual report, half year report, and a quarterly report (if requested by the shareholder) and a statement of intent to its shareholders within specified timeframes.

In 2021/22, the following CCOs were unable to meet the statutory timeframes for 30 June 2021 annual reports due to delays in its audit programme:

- Riccarton Bush Trust
- Rod Donald Banks Peninsula Trust
- Te Kaha Project Delivery Ltd
- Civic Building Ltd
- Central Plains Water Trust

Venues Ōtautahi and Transwaste Canterbury Ltd authorised their 30 June 2021 annual report for issue within the statutory deadline, but submitted late to Council.

Civic Building Ltd delivered its draft SOI to the Council on 4 March, three days later than the statutory date of 1 March.

Te Kaha did not begin its quarterly reporting until Quarter 2 2021/22 because its SOI for 2021/22 was completed in December 2021. The company's Quarter three performance report was due by 31 May but was received on 5 July largely owing to disruption from the need to revert to Council for new decisions on the stadium's specifications and funding in mid-July.

Development Christchurch Limited's audited Financial Statements and Annual Report for the year ended 30 June 2020 were not prepared within the statutory time frame.

5. Variances against budget

Comprehensive revenue and expenses

Total revenue is \$145 million higher than budget, mainly arising from higher vested assets from vested land for Te Kaha Multi Use Arena and

increased building activity from new subdivision; higher development and financial contributions and fees and charges from higher than expected subdivision volume; unplanned insurance recovery for the treatment plant fire; higher than expected subvention receipts from higher available tax losses to transfer within the group; and is partially offset by lower subsidies and grants from lower than expected NZTA subsidy and crown contribution for Te Kaha.

Total expenses are \$29.7 million higher than budget, mainly arising from unbudgeted spending in response to the treatment plant fire; higher regulatory and compliance costs due to additional external resourcing required to keep up with the surge in consent demand; unbudgeted losses on disposal of assets and fair value adjustments for financial instruments; higher finance costs; and are partially offset by reduction in depreciation from lower than expected delivery of capital projects.

Total other comprehensive revenue and expenses are \$1,893 million higher than budget mainly due to higher than expected revaluation gains on property plant and equipment, investment and derivatives.

Financial position

Total assets are \$1,987 million higher than budget, mainly due to higher valuation gains on property plant and equipment, investments and derivatives; higher than expected cash and cash equivalents and tax assets; and are partially offset by a lower than expected accounts receivable from timing of invoicing and receipts.

Total liabilities are \$586 million lower than budget mainly due to lower borrowing from under-delivery of capital projects including the Te Kaha Multi Use Arena; lower payables due to timing of invoicing and payment; and are partially offset by higher income in advance from prepaid inspections and prepaid rates by ratepayers.

A more comprehensive review of performance against budget is included in the full annual report.

6. Subsequent events

The Council passed a resolution on 14 July 2022 to increase the spending on Te Kaha Multi-Use Arena to \$683 million.

The fair values of Council's derivative hedging instruments have increased significantly since balance date, from an asset of \$3.5 million at 30 June 2022 to an asset of \$33.6 million at 30 November 2022, because of substantial increases in market interest rates in that period. All of Council's hedging instruments qualify for hedge accounting treatment, so this subsequent event has no implication for Council's Statement of Financial Performance.

On 1 August 2022, following completion of due diligence, Citycare sold its Springs Road property for c.\$14.25 million to Cristo Limited.

On 27 May 2022, Citycare entered into a Sale and Purchase Agreement for the purchase of 100% of the total shares of the Spencer Henshaw Group of companies (SH Group), consisting of Spencer Henshaw Ltd, SW Scaffolding Ltd and Panmure Property Holdings Ltd, for an Enterprise Value of \$71 million, including \$6.8 million held in escrow in relation to warrant issues, and \$3 million of contingent consideration.

A more comprehensive disclosure is included in the full annual report.

7. COVID-19 Disclosure

Due to the unique circumstances that have faced New Zealand (and the world), the Council Group has continued to recover from COVID-19 and contribute to the city's economic and social recovery. Whilst the impact

of COVID-19 on some of CCHL's trading entities has been significant, the wider Council Group holds a diverse group of key infrastructure assets and has the ability to balance the challenges of some of the entities in the short term, with others that have not been as adversely impacted. As Council provides a wide range of services and facilities to residents, due to the nature of these services, there have been no noticeable impacts to service delivery results due to COVID-19 lockdown.

The financial statements presented in this report include the direct and indirect impact from the changes in alert levels due to the global coronavirus pandemic (COVID-19). The Council and its subsidiaries continued to be impacted to varying degrees both financially and non-financially due to on-going supply chain constraints, increased costs and border closures.

There has been no change to the Council's short and long term credit rating from Standards and Poors.

Valuation uncertainty

Independent valuers have carried out valuations on behalf of Council and its subsidiaries by applying assumptions regarding the continuing impacts of COVID-19 based on information available as at 30 June 2022 in particular future cash flows, future growth rates and capitalisation rates. Given the circumstances, the investment property valuations as at 30 June 2022 have once again been prepared on the basis of 'material valuation uncertainty'.

The valuation of the Council's subsidiaries relies upon the underlying investment property valuations with subsidiaries and therefore this valuation also includes a level of uncertainty. The independent valuers have advised, and Council concurs, that due to COVID-19 less certainty should be attached to the investment property valuations than would normally be the case.

The fair value of the Council's investments in its subsidiary companies was assessed by independent valuers. The valuer has used the net asset approach to value the Council's investment in its subsidiaries, this involves estimating the fair value of all assets on the balance sheet (tangible and intangible) and then subtracting the estimated fair value of the liabilities.

The valuation relies, in part, on publicly available information, management forecasts and other information provided by the respective companies based on the prevailing economic, market and other conditions as at 30 June 2022. The on-going COVID-19 pandemic has impacted the underlying cash flows of the Parent's subsidiaries in a number of ways. The impact COVID-19 on future cash flows and the broader domestic and global economies remains uncertain.

8. Three Waters Service Delivery

The impact of the three waters reform has been considered and disclosed below.

In June 2022, the Government introduced legislation to establish four publicly owned water services entities to take over responsibilities for service delivery and infrastructure from local authorities with effect from 1 July 2024. The impact of these proposed reforms, once legislated, will mean that the Council will no longer deliver three waters services or own the assets required to deliver these services. The Bill is currently before Parliament and as such, the impacts of the proposed reforms are currently unclear. Additional legislation is expected later in 2022 that will provide detail on the transfer of assets and liabilities to the water service entities.

