

Ōtautahi-Christchurch

Te Whakarāpopoto-ā-tau
Annual Report Summary
2021



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Te Whakarāpopoto-ā-tau 2021
Annual Report Summary 2021
Ōtautahi-Christchurch

For the period 1 July 2020 to 30 June 2021
Christchurch City Council
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ISBN: 978-1-877313-97-4

What is the report summary?

The Annual Report outlines our overall financial position and performance for the 2020-21 financial year, measured against our key goals set out in the Long Term Plan 2018-28.

This booklet is a summary of the main report, showing at a glance what we worked on in the 2020-21 financial year and highlighting our key achievements.

The full 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. It also outlines progress and ongoing work in rebuilding the city after the earthquakes of 2010 and 2011.

The Council adopted the full 2021 Annual Report on 12 October 2021.

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 2021)
- at any of our service centres or libraries
- from our call centre:

Christchurch residents	03 941 8999
Banks Peninsula residents	0800 800 169

Mai i te Poumatua, a Lianne Dalziel
me te Tumu Whakarae, a Dawn Baxendale

Message from Mayor Lianne Dalziel and Chief Executive Dawn Baxendale



Lianne Dalziel
Mayor of Christchurch



Dawn Baxendale
Chief Executive

This has been a challenging year, not just for the Council, but for many households and businesses throughout Christchurch and Banks Peninsula, as we begin to recover from the economic effects of the ongoing COVID-19 pandemic.

Over the past decade, the people of Christchurch and Banks Peninsula have learned to be adaptable. We know we can take on challenging circumstances, whether it be earthquake, fire, flood, terrorist attack or pandemic, and what we learn from each experience helps us prepare for future challenges, whatever they may be.

Waterworks

One of the biggest responsibilities in local government is providing water that is safe to drink and safely discharging wastewater and stormwater.

This year has seen further steps towards the implementation of the government's Three Waters Reform programme, which comprises:

- Establishing a new dedicated drinking water regulator, Taumata Arowai, with roles around regulation and oversight of stormwater and wastewater.
- Introducing a new regulatory framework for drinking water through the Water Services Bill, with some provisions for regulation of wastewater and stormwater.
- Proposing to transfer the delivery of three waters services from councils to regional providers.

(By the time of publication the government had confirmed these reforms would go ahead.)

The last of these came at the very end of the financial year and has caused real concern in the community about what it means for our residents and the impact it would have on council operations.

The Water Services Bill will also have an impact on Christchurch when it comes into effect, given that it will require all water supplies to be chlorinated, unless they hold an exemption.

Christchurch drinking water is famously pure, and it's disappointing for everyone that we are still required to treat it with chlorine. We have been able to significantly reduce the dose as we complete the wellhead programme, and 20 per cent of the city's water supply is now chlorine free.

We remain committed to removing chlorine from the city's drinking water, and we will apply for an exemption to the requirement for all New Zealand drinking water to be treated.

It's important to remember there is nothing wrong with our drinking water – the need to chlorinate came about through a national change in the way water contamination risks are assessed, following contamination of the water supply in Havelock North in 2016.

Our well heads were considered a contamination risk, which set off a programme of work to bring them above ground for easier maintenance and inspection. To further reduce the contamination risk we have also started a rolling programme of inspection and repair work for our reservoirs and working with commercial and industrial users to install backflow prevention devices.

We have spent millions of dollars improving our three waters infrastructure over the past 10 years. The earthquakes of 2010 and 2011 caused a lot of damage, especially to our ageing underground pipes, and our programme of repairs and renewals continues.

Flooding has been a significant issue since the earthquakes. We've installed new pumps and water retention basins – wetlands – throughout the city, to hold excess stormwater until it can be safely released into city waterways.

The retention basins were severely tested in May when record rainfall drenched much of Canterbury. For the first time in the 10 years since the earthquakes, none of the properties that flooded before was flooded over its floor level. This shows that all the expensive and disruptive work done to protect low-lying areas like the Flockton Basin and the Dudley Creek area, and alongside the Heathcote River has been worthwhile and is now protecting property in those areas.

This is work that will continue, especially as we grapple with rising groundwater levels and the effects of global warming and sea-level rise.

Climate change

We consulted on our Draft Climate Change Strategy this year. This global problem will bring significant local effects that we need to prepare for – longer hot dry spells and more extreme rainfall, wind, fire and floods. We need to act, collectively and

individually, to reduce greenhouse gas emissions and help mitigate these effects.

Our draft strategy sets out four goals for Christchurch and 10 action programmes to help us achieve those goals. Climate change is such a big issue that it's easy to feel overwhelmed and disempowered. This Council, in partnership with Ngāi Tahu Papatipu Rūnanga and others, wants to lead positive change and inspire people to take the steps possible in their own lives to reduce carbon emissions. Together, we can make a difference for our environment, our community, our economy and our future.

Long Term Plan 2021-31

We know it's important to get the basics right. The quality of our water and the condition of our roads and footpaths really matter to residents. This, along with keeping rates increases as low as possible, was a priority in preparing our Draft Long Term Plan 2021-31. The plan sets out what we plan to do over the next 10 years, and how we will fund it. We update the plan every three years.

We received more than 2300 submissions over a five-week period of public consultation, including 296 oral submissions.

The feedback we receive from across Christchurch and Banks Peninsula is hugely valuable and shows how passionate people are about making the most of our opportunities over the coming decade.

Every submission we received is considered and ultimately helps inform our final decisions about our investment in infrastructure and services, and how we will navigate the challenges and opportunities ahead.

After considering all the feedback and debating possible changes, Council adopted the Long Term Plan 2021-31 in June.

Change at the top

Our organisational structure changed this year, halving the number of general managers in the Executive Leadership Team from six to three and reducing the number of groups.

The general manager roles for Strategy and Transformation, Consenting and Compliance, City Services, Corporate Services, and Finance and Commercial were disestablished.

Three long-serving general managers – David Adamson (City Services), Leonie Rae (Consenting and Compliance), and Brendan Anstiss (Strategy and Transformation) decided to move on to new opportunities and challenges.

We welcomed three new people to the team.

First to come on board, in April, was our new Assistant Chief Executive, Lynn McClelland. She came to us from the University of Canterbury, where she was Executive Director, Student Services and Communications.

In May, we welcomed our new General Manager Resources, Miles McConway. He is no stranger to local government processes, having come from Environment Canterbury.

In early June, the team was completed with the arrival of Jane Davis to lead Infrastructure, Planning and Regulatory Services. She also is experienced in local government, having been Chief Executive of the Carterton District Council before joining us in Ōtautahi-Christchurch.

COVID-19

We continue to be tested by the economic and financial effects of COVID-19.

In preparing our revised 2021 Annual Plan and the Long Term Plan 2021-31, management conducted a 'root and branch' analysis of our operational expenditure to identify savings of \$34.2 million. The changes to the Executive Leadership Team realised a saving of \$719,989.

The Christchurch economy was impacted by hosting fewer tourists, especially from overseas, which affected the operations of both Christchurch International Airport and Lyttelton Port Company. We're working closely with ChristchurchNZ and others to ensure we pivot to market Christchurch as a highly desirable destination for domestic travellers, while ensuring we can again focus on overseas visitors when international travel is able to resume.

Finances

Not all the economic and financial pressures we face today are due to the pandemic. Christchurch has faced a series of crises and shocks over the past 10 years – earthquakes, floods and wild fires.

We also have to face ongoing and longer-term challenges, such as adapting to the effects of climate change.

How we respond to all our competing priorities needs a carefully balanced approach.

We need to know we are providing value for money, and that we are using the right combination of debt, rates and asset recycling.

Greater Christchurch 2020

While we respond to the needs we have now, it's important to plan for the future. Greater Christchurch 2050 is a project under the Greater Christchurch Partnership. The partnership includes representatives from our neighbouring councils (Waimakariri and Selwyn districts), the Canterbury Regional Council (Ecan), Te Rūnanga o Ngāi Tahu, the Canterbury District Health Board and is supported by Waka Kotahi the NZ Transport Agency. It uses all the information we have available now to help us anticipate the future needs of the wider Christchurch area.

It's a vitally important piece of work that describes the kind of place we want for future generations, and what we need to do over the next 30 years to make it happen.

This is about setting a confident vision for our future – as a place to live, work and invest, and as a significant contributor to national wellbeing. We are working towards a more prosperous, inclusive, sustainable and resilient future – and it's important that we don't let future generations down.

Looking forward

We have some exciting things to look forward to in Christchurch. Te Pae (the new convention centre) and Te Pou Toe Toe (the new Linwood Pool) will both open in the 2021-22 financial year, and Parakiore (the Metro Sports Facility) the following year.

There will be developments in the Ōtākaro Avon River Corridor (formerly the Residential Red Zone) that we now own and manage, including new wetlands in the Bexley area and the completion of more of the Green Spine alongside the Ōtākaro-Avon River, providing a walking and cycling pathway from the city to the sea.

The final section of the Coastal Pathway will soon be under construction and the site for the new Canterbury Multi Use Arena is being prepared, with building to start in early 2022.

Much of what we achieve is only possible because of the strong relationships we have with central government, iwi, our neighbouring councils and all our strategic partners. We will continue building on these important relationships and those with our communities, to ensure we maintain a strong foundation for the future.

Financial highlights

Council

The 2021 year in review

Total assets _____

\$15.9 billion

2020 **\$15.1 billion**
Planned **\$15.3 billion**

Total revenue _____

\$1.0 billion

2020 **\$1.0 billion**
Planned **\$0.8 billion**

Total liabilities _____

\$2.4 billion

2020 **\$2.5 billion**
Planned **\$2.6 billion**

Total operating expenditure _____

\$880 million

2020 **\$865 million**
Planned **\$853 million**

Total capital expenditure _____

\$446 million

2020 **\$390 million**
Planned **\$507 million**

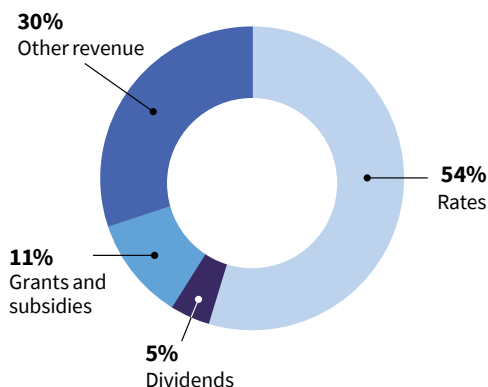
Total rates levied _____

\$557 million

2020 **\$530 million**
Planned **\$557 million**

Total revenue

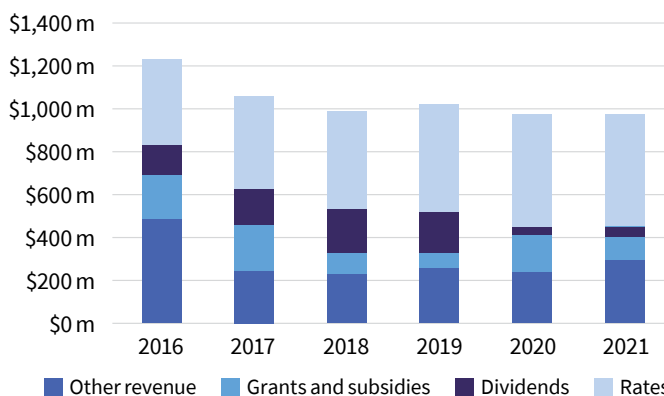
Sources of revenue 2021



Council Operations

The increase in income from fees and charges and development contributions, which form part of other revenue, have risen on the back of an increase in building activity.

Sources of revenue actual



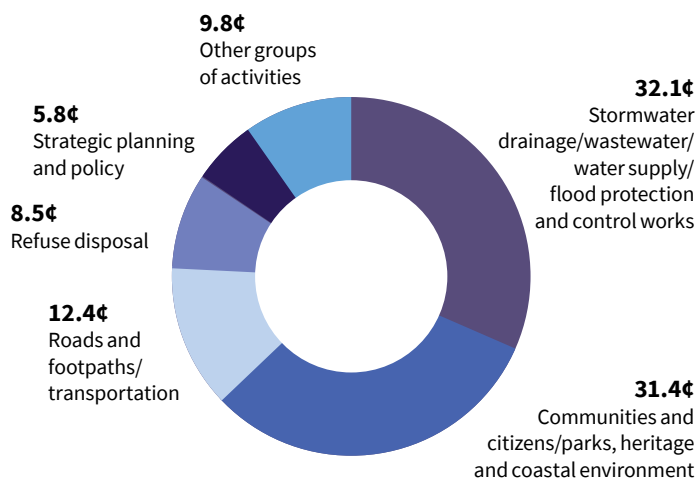
Over the past six years

During the past five 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 do my rates go?

Major components of the rates dollar

- 32.1 cents goes to the three waters (water supply, stormwater drainage and wastewater) plus flood protection and control works;
- 31.4 cents goes to communities and citizens* and parks, heritage and coastal environment;
- 12.4 cents goes to transport, roads and footpaths;
- 8.5 cents goes to refuse disposal;
- 5.8 cents goes to strategic planning and policy; and
- 9.8 cents goes to other GOA (including regulatory and compliance, governance and corporate).

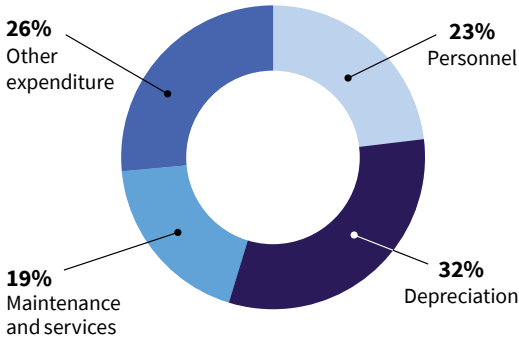


* This includes Christchurch Art Gallery, museums, libraries, community development and facilities, pools and recreation centres, community arts and events, and civil defence and emergency management

Financial highlights

Total expenditure

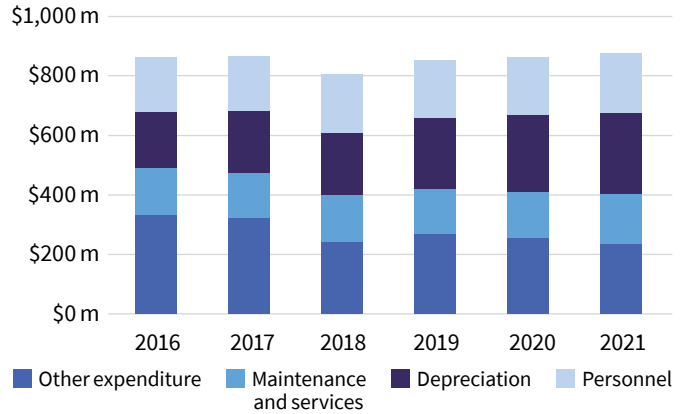
Expenditure categories 2021



Council Operations

Our policy is to rate for the long run average cost of asset renewals and replacements. In the 2021 year, the Council recorded an accounting charge of \$277 million for the depreciation and amortisation of Council assets. Personnel costs of \$203 million represents 23% 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



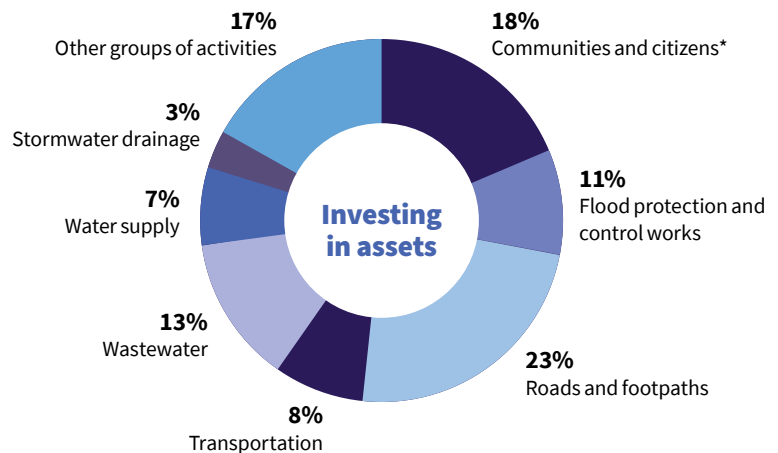
Over the past six years

During the past five 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 21-24% 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 \$446 million on significant asset investment in the 2021 year on:-

- infrastructure works including the Northern Arterial Extension, Christchurch Northern Corridor, the Major Cycleways and Accessible Cities programmes for Hereford and Victoria Streets
- sports facilities, including the Parakiore Recreation and Sports Centre
- community facilities, including the Saint Albans Community 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



Residents give their time to make a difference

“Without our volunteers, we could not accomplish nearly as much as we do each year.”

– Mayor Lianne Dalziel

Thousands of people volunteered their time and effort to a wide range of activities across Christchurch and Banks Peninsula during the year, including involvement in a wide range of projects supported through our Strengthening Communities Fund.

Mayor Lianne Dalziel has said the voluntary contributions of residents are invaluable and greatly appreciated.

“Without our volunteers, we could not accomplish nearly as much as we do each year.”

The Parks Unit and the Graffiti Team get a lot of support from people volunteering and have developed strong volunteer programmes and relationships with community groups and organisations.

People voluntarily gave 86,000 hours of their time to the Parks Unit alone, working in a wide range of activities.

Volunteers get involved in plantings – plants, trees and riparian planting to improve waterway habitats – and predator trapping, maintenance, river clean-ups, and building ‘hotels’ for invertebrates, bugs and eels.

The unit organised 1,456 volunteer activities on Council-owned land. Many of those attending volunteer days are there as part of a community group, organisation or school.

Volunteers have been critical in helping us keep on top of graffiti and tagging throughout the district. Volunteers help us by looking for graffiti and reporting it, and by removing it.

This year there were 17,185 reports of graffiti, with 10,651 of those coming from volunteers. In total people gave up 7,940 hours – 3,700 hours spent reporting graffiti and 4,240 removing it.

Other ways people helped by giving us their time included:

- Leading tours through the art gallery
- Supporting the libraries’ annual book sale and hosting talks with local authors
- Helping people and communities during emergencies
- Helping to maintain the Botanic Gardens and organising events, tours and plant sales
- Organising community events and activities

Residents of all ages and from all walks of life clocked up 3,296,600 volunteer hours this year.

Had this work been done by paid staff on the living wage of \$22.10 per hour, it would have added \$73,000,000 to our wages bill.



Te pae tawhiti

Looking forward



Residential red zone land returns to city

When 662 hectares of earthquake-damaged residential land was red-zoned by the government after the 22 February 2011 earthquake it was a time of heartache and uncertainty for many.

A decade has passed since then, and these areas are at the beginning of an exciting period of revival, with opportunities for new activities and developments being explored. We are seeing the emergence of what many now acknowledge will be a new taonga for the city.


Crown ownership of red-zoned former residential land in Brooklands, South Shore, South New Brighton and the Port Hills was transferred to the Council over the year. Land alongside the Ōtākaro-Avon River from the Avon Loop to Bexley is being transferred progressively over the next one to two years, although it is now under Council management.

A transitional land-use consultative group has been established with Te Kira Kāhikuhiku, the transitional body, supported by Land Information New Zealand and the Council. The group includes representatives of the community and iwi, to ensure mana whenua (through our partnership with Ngāi Tūāhuriri) and the community are involved in decisions about the future use of the land.

We also established a dedicated Residential Red Zone Parks Team. One of the first projects completed was to remove most of the 11 kilometres of internal fencing. Originally there to improve public safety while the land was cleared of buildings, the fences hindered mowing and other maintenance activities. Removing them has also made these areas more inviting and accessible for the public.

We are seeing the emergence of what many now acknowledge will be a new taonga for the city.



 **Newsline:** Drone racing takes off in former red zone

Council activities and services

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Our activities and performance

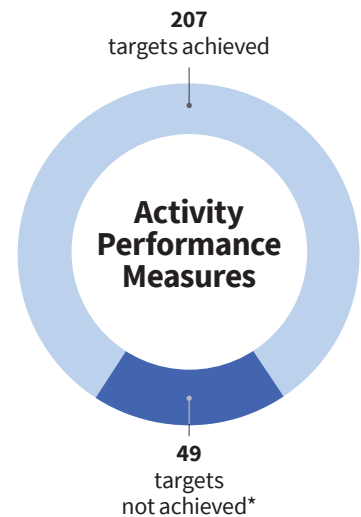
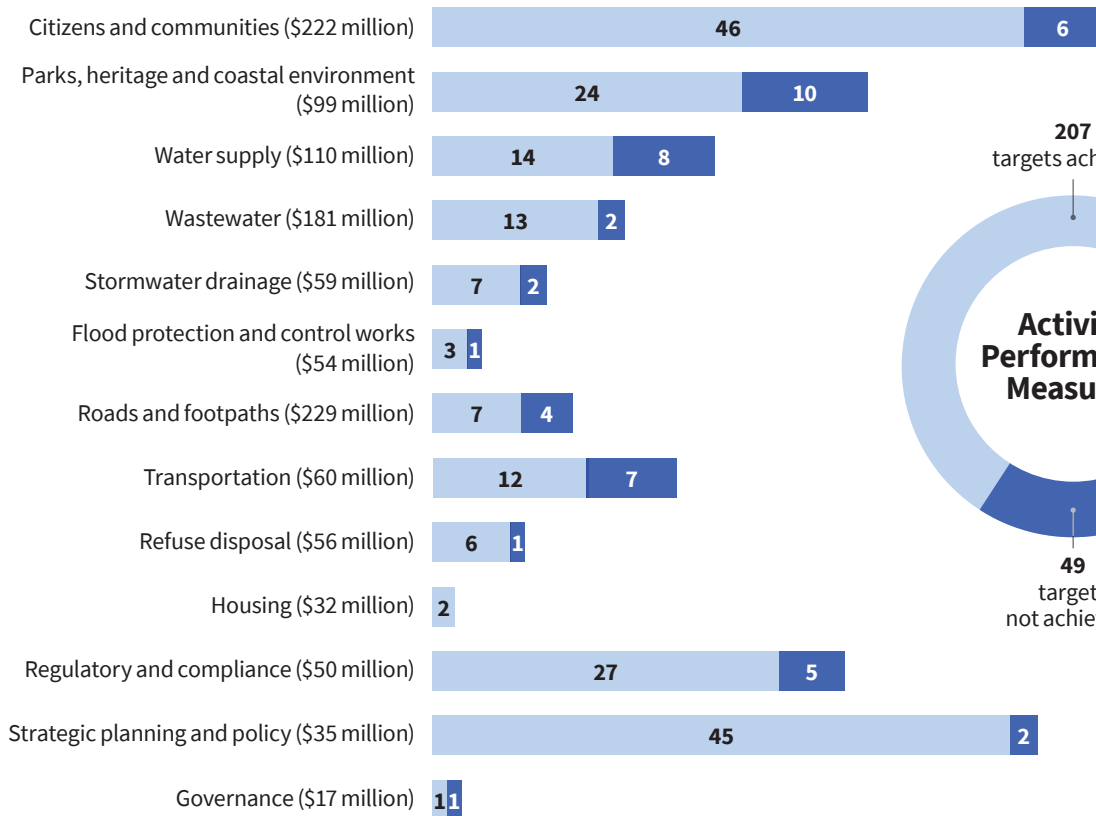
We are responsible for a large range and variety of services and activities. For example, we collect rubbish, recycling and green waste, build and maintain roads and the water supply network, and run the Botanic Gardens, Christchurch Art Gallery, city libraries and many festivals and events.

These activities are grouped into 14 Council Activities and Services; you can find further detail in the Council activities and services section of the Annual Report. There are no performance measures for Corporate services (\$121 million of capital and operating expenditure).

The summary graph below shows that, of 256 (2020: 261) measures we use to track performance:

- we have met the targets for 207 (2020: 197)
- we have not met the targets for 49 (2020: 62), and
- we have nil targets (2020: 2) that are no longer applicable or there is insufficient data available to report against.

Activity (with capital and operating expenditure) and performance measures



■ Number of targets achieved ■ Number of targets not achieved* ■ Not measured

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

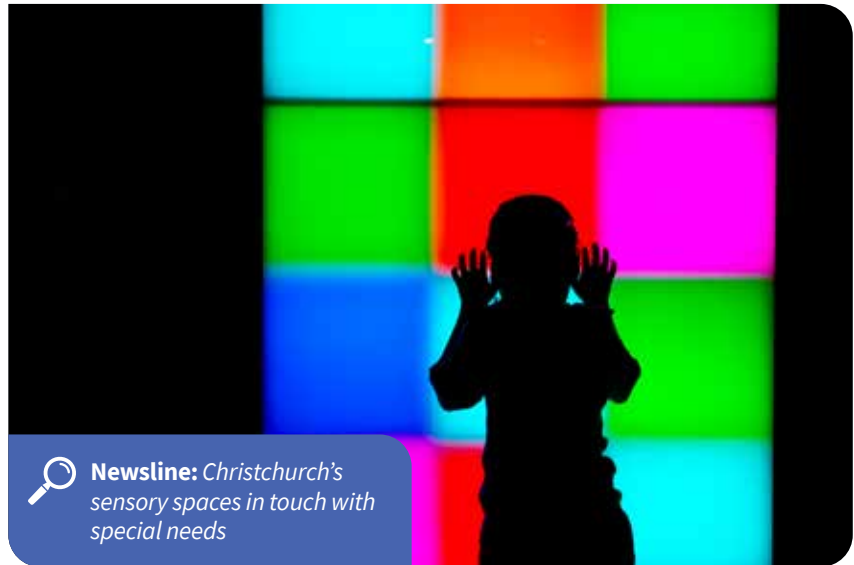
What we do

People interact with us every day in many different ways.

We answer front-desk, phone and online enquiries, fund community activities and projects. We build, operate and maintain facilities, including recreation and sport centres, libraries and the art gallery.

We foster international relationships and coordinate a wide range of events and festivals.

We also coordinate civil defence and emergency management so we're ready to respond if disaster strikes.



Newsline: *Christchurch's sensory spaces in touch with special needs*

What we achieved

Christchurch Art Gallery Te Puna o Waiwhetū

The gallery welcomed 303,245 visitors this year. With part of the year being at COVID-19 Alert Level 2 and New Zealand's borders being closed to international travellers, visitor numbers were lighter than usual.

Visitor satisfaction remains high at 98 per cent, up 1 per cent on the previous year.

We presented 16 exhibitions over the period, including, *Ātete (to resist)* – Ralph Hotere, developed in partnership with Dunedin Public Art Gallery.

Our public programmes remain popular, with 35,066 people participating over the year. This was well in excess of our target of 22,000.

The number of children enjoying our education programmes was 11,703 – about 203 more than our target of 11,500.

We added 124 works to our collection this year, 70 of which were gifted.

We published and distributed four editions of our quarterly magazine,

Bulletin, and four exhibition and collection-related publications. We were delighted to receive five publication awards and to be short-listed for another three.

Public art was supported in line with the recommendations of the Public Art Advisory Group.

Libraries

We had another strong year, with a 95 per cent customer satisfaction rating and 20,886 new members.

Circulation of physical collections increased by 13.1 per cent.

There was continued strong growth in the use of online services and digital resources, although downloads were down 5.1 per cent on the previous year's increase of 36.6 per cent, mainly due to higher use than usual during the COVID-19 lockdown.

Canterbury Stories, our Digital Heritage Repository, has been live for 18 months and includes more than 30,000 items. The Discovery Wall had 11.9 million touches over the year.



Māori and Multicultural Services grew, with 8,548 people attending 252 sessions. Demand for specialist reference and research services is strong. Programmes included a kōhanga outreach programme, Ngā Pakiwaitara, a regular Māori language storytimes, and a collaboration with University of Canterbury and Te Pā o Rākaihautū on a Māori science, technology, engineering and maths (STEM) project.

This year 170,186 people attended 8,766 public programmes and events (including Māori and Multicultural).

Libraries provided Children's University experiences over the summer break, as well as Stories on Wheels with the outreach van visiting parks, Summer Stories at Riverside Market, Pop-Up Library events and reading at pool parties.

Planning was a focus this year, with the Long Term Plan 2021-31 and service delivery reviews for the Mobile Library Service, the Fingertip Library and the Library Management System.

95% of library users are satisfied with our services

Parklands, Linwood and Little River libraries and service centres were refurbished, continuing the roll-out of citizen hubs. Earthworks were almost completed for a new library in Hornby, due to open in late 2022.

Tūranga has forged an important role as a civic and community hub, hosting a diverse range of events, including cultural events, technology events music events and many others. These events help increase the use of our collections.

Our collaboration with Digital Inclusion Alliance Aotearoa continued, helping families in lower socio-economic areas to gain home access to the internet via

Skinny Jump. This year we partnered with Recycle a Device (RAD), to offer used corporate computers refurbished by school students to the Linwood community for free.

Community development and facilities

Over the year we assessed 2,117 applications for community funding grants, and allocated \$11,627,144 toward community initiatives that rely on the goodwill of volunteers.

Volunteers are involved in a wide range of activities including sports coaching, menz sheds, teaching arts and crafts, helping at food banks, pulling out weeds in reserves, painting walls in volunteer early learning centres.

They visit the elderly and the emotionally unwell and mentor children suffering deprivation, especially the children of prisoners (particularly young men).

Over the year volunteers gave up 3,296,600 volunteer hours of their time to help others in our community.

Our Graffiti Team received 17,185 reports of tagging and worked with community partners who gave 4,240



working group hours of volunteer help to remove it. A working group can be up to 70 people, so this is a significant contribution to reducing tagging across the city.

Community partner organisations operate 74 of our 91 community facilities – that's 82 per cent of the network.

We celebrated three openings this year:

- Opawa Volunteer Library, in August 2020
- Manuka Cottage, in September 2020
- Kohinga-St Albans Community Centre, in April 2021

Recreation, sports, community arts and events

We had another strong year and this is reflected in our customer satisfaction ratings. The range and quality of our



recreation and sport centres received 87 per cent satisfaction score and the quality of support we provided scored 92 per cent.

He Puna Taimoana, the new hot pools at New Brighton, officially opened on 30 May 2020. It has had a very successful first year, with 134,178 attendances and many positive reviews.

All facilities remained open during the year with participation at 4,785,765 across our multipurpose recreation and sport centres, outdoor pools and stadia for the year. This is 467,000 more than the target, which was adjusted to take account of COVID-19 and the disruption to services from lockdown.

In collaboration with funding partners we were able to provide 126,216 affordable swim lessons to primary school-age children.

Work continued on planning, designing and project managing three new facilities – Parakiore (Metro Sports Facility), the Hornby Centre and Te Pou Toetoe: Linwood Pool.

Events and festivals

The Events, Partnership and Development Team provided more than 17,352 hours of staff support to community groups and received a customer satisfaction rating of 92 per cent for the quality of event support.

Events help us to promote Christchurch and attract visitors to the city. We supported a full calendar of events at all levels over the year. Event highlights included international cricket, New Year's Eve, Kidsfest, Ti Rama Mai and Symphony in the City.

Civil Defence and Emergency Management

We engaged with community groups to identify local hazards and for



managing emergencies. Our community resilience coordinators continued working in dedicated areas across Christchurch and Banks Peninsula, using a community-focused approach to develop resilience. This included continued support for the Stan's Got a Plan school programme, delivered by the Parks Unit.

Plans for local readiness and response arrangements were reviewed. We focused on plans that cover medium or high-impact hazards – earthquake, tsunami, flooding (severe weather), and land instability – for which we are the lead agency.

With new tsunami evacuation zones in place for Christchurch and Banks Peninsula, we began our city-wide tsunami public education campaign, Know Your Zone. This focused on the

need for people to be aware of the tsunami evacuation zone that they live or work in and encouraging them to plan ahead for such an event.

We continued to recruit, train and equip Emergency Operations Centre staff, New Zealand Response Team volunteers, and Emergency Support Team volunteers across the city.

We worked closely with partner agencies in the Justice and Emergency Services Precinct in central Christchurch.

As a result, we were well-placed to respond to the COVID-19 pandemic, the three tsunami warnings on 5 March 2021 after a 7.3 magnitude earthquake off East Cape was followed by 7.4 and 8.1 magnitude quakes near the Kermadec Islands, and the Canterbury flooding event in May 2021.



Civic and international relations

Over the year we hosted 18 visitors or delegations, including:

- Ambassadors representing:
 - United Kingdom
 - European Union
 - Poland
 - Denmark
 - Japan
 - Philippines
 - Thailand
- Diplomatic Corps delegation

We held five citizenship ceremonies where 693 people from all over the world became new citizens of Aotearoa-New Zealand. This included a ceremony at Rapaki Marae on Waitangi Day.



Citizen and customer services

After improving our residents' satisfaction rating last year we improved again this year, with 97 per cent of walk-in customers and 92 per cent of phone-in customers saying they were satisfied or very satisfied with the service we provided.

Significant projects this year included:

- Planning and site development for building the new Hornby Centre, including a new customer service hub, to open late in 2022
- Service hub refurbishments at Linwood and Little River
- Introducing Post and Post Plus services at Shirley and Riccarton service centres, continuing the implementation of the 'citizen hub' model
- The Service Request Enhancement Project continued, with particular focus on improvements in citizen notifications, the management of service completion timeframes and organisational performance reporting

- The migration of our Contact Centre technology solution to the cloud was completed

Inquiries, transactions and service requests:

- 386,061 phone inquiries (up 2 per cent on last year)
- 86,815 email inquiries (up 32.5 per cent on last year)
- 60,984 online inquiries (up 22.3 per cent on last year)
- 200,977 face-to-face financial transactions (up 58.8 per cent on last year, mainly because of new postal services at Riccarton and Shirley service centres)
- 151,655 service requests (up 16 per cent on last year)

Akaroa Museum

Akaroa Museum received 24,579 visitors, more than our target of 24,300. Of those visitors, 42 per cent were Christchurch residents and ratepayers.

The museum was open seven days a week – 363.5 days, or 2,102 hours.

We presented three new temporary exhibitions: *Banks Peninsula Landscapes* from May to December 2020; *The Cocksfoot Harvest* from December 2020 to Mar 2021; and *Comte de Paris 180* from March to June 2021.

Our collection grew, with the addition of 86 objects (32 accessions), all documented, insured and safely stored. Access to the collections was maintained, with 104 collection-related enquiries and 333 family history enquiries received and answered.



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



Parks

What we do

We care for 1,255 parks and reserves covering 9,384 hectares.

These include the Botanic Gardens, Hagley Park, the Port Hills, and our beaches, estuaries and wetlands. We also look after many smaller heritage, neighbourhood and community parks and gardens, and manage and maintain cemeteries.

Our portfolio has expanded this year as 602 hectares of former residential red-zoned land has been transferred to Council ownership or management.

What we achieved

Our focus this year has been on community-led climate change initiatives, especially those involving ecological restoration projects.

More and more people are volunteering their time to such projects – something we are keen to see keep growing.

A community partnership that has strengthened as it has grown is that with the Eco Action Trust. The programme involves primary and secondary students in collecting seeds, propagating, potting and growing on seedlings to plant in parks and the former residential red zone.

We collaborate with the trust, which has experienced exponential growth as more schools, students and volunteers have got involved. Our support will continue, with land preparation and maintenance until these reforested areas are self-sustaining.

Another successful collaboration is our work with the Ministry of Social



Newsline: *New mountain bike track proposed for Port Hills*

Development. We established an 18-week cadetship programme where people who are struggling to enter the workforce receive training with the Parks Unit. We have had 12 people through the programme, with more than 75 per cent going on to permanent employment, including fulltime roles in the Parks Unit.

We completed our two-year trial of a modified service provision. This involved maintenance officers and park rangers directly managing customer service requests for areas where a high level of service is needed – heritage park gardens, playgrounds and inner city greenspaces. This has resulted in higher customer satisfaction – 82 per cent for inner city parks – and has brought about performance gains and cost efficiencies.

The installation of smart ‘big belly’ bins began as we replace 85 per cent of park bins with fewer bigger bins. This has realised a significant financial benefit and enables service providers to use a demand-driven maintenance regime, giving much improved use of resources.



Hagley Park

Most of the park’s internal pathways and tracks have been upgraded and this work will continue into 2021-22. We have received very positive feedback about this work.

Maintenance areas of the park have also been upgraded. This will enable the removal of unnecessary buildings.

A new policy was introduced for public trees and we now plant two trees for every tree we remove. This policy supports positive action as we prepare for climate change and recognises that the Christchurch tree canopy is not as protective as it will need to be in future.

98% of residents
are satisfied with Hagley Park

Botanic gardens

We began a programme to modernise and improve our plant species records and align our systems with internationally recognised methods.

Work to renew several significant paths in the gardens was completed. This will ensure that accessibility is at the highest standard. We will continue upgrading paths in the gardens into 2021-22 and beyond.

Our collaboration with the Friends of the Botanic Gardens and the Botanic Gardens Trust continued. These organisations provide vital funding and resources to help us to continue

providing world-class gardens. The Friends of the Botanic Gardens also donated funds to support staff training and apprenticeships.

Regional parks

Our investment in a range of biodiversity programmes continued. This included plantings, pest control and land management.

We ensured the tracks and trails were maintained and open for the public to use.

We continued to provide opportunities for volunteers to participate in protecting and enhancing the environment.

As interest in community pest control continues to grow, rangers supported various partnerships with Pest Free Banks Peninsula, Whaka Ora, Healthy Harbour and Te Kahahu Kahukura (Banks Peninsula Conservation Trust), among others.

Community parks

We began a significant programme of work to renew gardens, pathways and tracks and we continue to renew as many playgrounds as our budget allows.

We improved our sports fields with continued investment in field renewals.

The Ministry of Business, Innovation and Employment supported our work to improve the quality and capacity of public restrooms in tourist areas.



Education programmes

Our work with schools continued and we also developed environmental education initiatives for adults.

The concept of school students 'looking after their own back yards' has gone from strength to strength, with an increase in interest from secondary schools.

100% of schools are satisfied with the education programme

Lancaster Park

This deconstruction project has progressed to its final stages before being made into a large community sports park, with the main focus being on completing the demolition and rehabilitating the land.

The project will continue into 2021-22, with work about to begin to restore the war memorial gates.

The park is expected to open towards the end of 2021.

Cemeteries

Investment in preparing for increasing our cemetery capacity continued.

This programme would have served the city well, had the worst-case scenarios modelled for the COVID-19 pandemic eventuated.

It's important to plan ahead to ensure all the available land is in a fit-for-purpose state and to maximise its use. This programme will continue into 2021-22 and beyond.

63% of residents are satisfied with the presentation of community parks



Coastal Environment

What we do

Our coastline stretches from the Waimakariri River to Godley Head, Lyttelton Harbour and around Banks Peninsula. We value the work of the many community volunteer and coast-care groups which help us to manage our coastline.

What we achieved

The Naval Point Development Plan was adopted and work continues as we develop part of the car park at Te Nukutai o Tapoa-Naval Point in preparation for the international SailGP event. (SailGP was subsequently cancelled because of border issues relating to the pandemic.)

Planning was completed for improvements to the Diamond Harbour and Akaroa wharfs.



Heritage

What we do

Heritage sites are an important part of the Christchurch and Banks Peninsula identity, providing links to our past as we focus on our future.

We work with developers, consultants and landowners to conserve our heritage and to find new uses for historic buildings and structures.

What we achieved

Our focus remains on the rebuild of city-owned heritage buildings, particularly those out of the central city.

A publically notifiable process for identifying a continued or new use of these buildings has been completed for almost all the buildings that we own or manage.

This has led to a contract relationship with private company Box 112 to rebuild the former Council Municipal Chambers.

A decision to relocate the Citizens War Memorial to a new permanent location in Cathedral Square was implemented.

The memorial has been dismantled and put into storage until 2021-22 when it will take pride of place at the former police kiosk site. This mitigates the risk of it being damaged during the restoration of Christ Church Cathedral.

Restoration of the few remaining earthquake-damaged buildings in our portfolio continues, including Chokebore Lodge, Penfolds Cobb Cottage and Little River Coronation Hall.



Newsline: Blessing ahead of Citizens' War Memorial move



Newsline: Dome back on top of Thomas Edmonds Band Rotunda.

Edmonds Band Rotunda restoration

Our project to restore the Thomas Edmonds Band Rotunda on the banks of the Ōtākaro-Avon River reached a significant milestone in November 2020, when the copper sheathed dome was lowered back into place.

The rotunda was badly damaged in the earthquakes of 2010 and 2011. While the dome was in relatively good condition, it was taken down to keep it safe and it spent many years on the ground, covered up awaiting restoration.

Businessman and philanthropist Thomas Edmonds had the rotunda built in 1929 as a gift to the city, to mark his 50 years of business in Christchurch.

Weighing in at 80 tonne, a crane was brought down from the North Island to lift it into place, where it was supported by scaffolding until the columns were rebuilt.

The Christchurch Earthquake Appeal Trust granted \$1 million towards the \$1.5 million restoration project. By June 2021 the project was all but complete and it is expected to open in July.

The rotunda will be a space for performances, wedding photos and for people to sit and relax.

Whakarere wai

Water supply

What we do

A safe water supply is vital for maintaining the health of our community.

We supply safe drinking water via a network of wells, pump stations, treatment facilities, reservoirs and underground pipes. We promote water conservation and ensure there is enough water for fighting fires.

We also provide water for commercial and industrial use.

75% of residents think Christchurch's water supply is reliable

What we achieved

The revision of our Water Safety Plans in line with the new framework from the Ministry of Health has continued to drive several water safety improvements across the district.

We have completed our Well Head Security Improvement Programme and associated upgrades at some of our pump stations.

The water safety plans identified inadequate backflow prevention and that some storage tanks were in poor condition, both presenting a high water safety risk. The plans also identified a need for better information about lead-jointed pipes, to find out if lead was leaching into the water supply.

We installed 508 backflow prevention devices to properties identified with high and medium backflow risk.

We completed comprehensive condition assessments of high-priority suction tanks and reservoirs and started remediation works on the Denton and Prestons suction tanks and the Hackthorne reservoir.

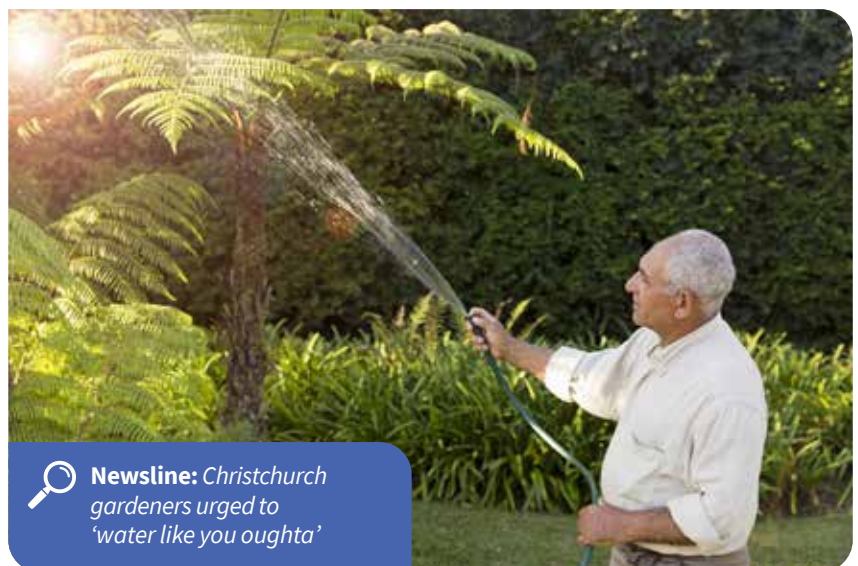
A monitoring programme to measure lead levels in vulnerable


parts of our network was initiated. So far, the results confirm that lead concentrations are well below half of the maximum acceptable value set by the Drinking Water Standards for New Zealand. This work will continue into 2021-22 as we prioritise replacing cast iron, lead-jointed pipes.

Our revised water safety plan for Akaroa and Takamātua was approved under the Ministry of Health's new water safety plan, making it the second water safety plan approved under this much stricter framework.

We replaced or installed 15 kilometres of water supply mains and 18 kilometres of submains. A total of 2,100 new water connections were processed.

Design of the new Ben Rarere water supply pump station, replacing the earthquake-damaged Bexley station, was completed. We also completed design work for the replacement of the Jeffreys and Sydenham pump station water suction tanks, which were also severely damaged by the earthquakes of 2010 and 2011.



 **Newsline:** Christchurch gardeners urged to 'water like you oughta'

45% of residents are satisfied with the quality of Christchurch drinking water



We used stimulus funding from the Department of Internal Affairs to complete some outstanding maintenance at our water supply pump stations.

We have entered into contracts with four vendors to deliver the comprehensive smart water monitoring system in the Rawhiti water supply zone. This work includes the installation of a real-time water quality monitor, pressure transient loggers, acoustic detection devices, intra-zone bulk water meters, and up to 1,200 smart meters.

The Christchurch Water Supply Master Plan is being updated using our water supply hydraulic model. This will inform a new configuration for our water supply zones so that they are more resilient and easier to manage in emergencies, and to plan additional supply capacity for future needs.

Operationally, we reviewed our key performance indicators and standard operating procedures. This will improve our ability to monitor performance and compliance in the operation and maintenance of our water supply networks.

Chlorination

We remain committed to removing chlorine from the Christchurch water supply.

The Ministry of Health's Drinking Water Assessor downgraded the security status of our bore water in 2017 after a change in the way contamination risks were assessed. This change was triggered by the Government's review into the 2016 Havelock North drinking water contamination outbreak.

Our water supply was considered at risk of contamination because of the condition of our underground well heads.

Under the new Drinking Water Standards, we need to demonstrate that there is no 'surface influence' from groundwater. Modelling work for this is about 20 per cent complete and age-dating work about 60 per cent complete. Most

work to secure our well heads is finished, but we still have several 'temporary below ground well heads' to raise.



 **Newsline:** Council challenging aspects of Water Services Bill

We have also begun a rolling inspection and repair programme for our water storage reservoirs and a programme of work to improve backflow prevention at commercial and industrial properties.

Backflow occurs when water flows backward from a property's plumbing and into the public water supply network. It can

happen, for example, if the pressure in the network drops and causes water – and potentially chemicals and other contaminants – to be sucked back into the public water supply.

While continuing to chlorinate where required, as improvements to infrastructure and systems have been achieved, we have been able to gradually reduce the chlorine dose.

Satisfaction surveys continue to show we are not meeting our 70 per cent satisfaction rate for drinking water quality. This year's result was 45 per cent, and improving on that will be difficult while chlorination is required.

Government-led water reforms are under way and it's possible that when the Water Services Bill passes into law there will be a requirement to treat all New Zealand drinking water supplies.

Parawai Wastewater

What we do

Our underground sewer network collects wastewater from homes and businesses and carries it to treatment plants, where contaminants are removed, making it safe to release back into the natural environment.

In the past few years we have been making big improvements to the network. Our focus has been on improving resilience and to reduce sewage overflows into rivers and streams and to stop discharging wastewater into Lyttelton Harbour.

What we achieved

Construction of the Lyttelton Wastewater Scheme is almost complete. This project will take wastewater from Lyttelton, Diamond Harbour and Governors Bay to the Christchurch Wastewater Treatment Plant at Bromley and cease discharges of treated wastewater into Lyttelton Harbour.

After public consultation, the Council accepted a hearings panel recommendation to use treated wastewater from Akaroa's new wastewater treatment plant to irrigate new areas of native trees and plants at Takamātua, Robinsons Bay and Hammond Point. Preliminary work

will also reduce algae growth, leading to a reduction in suspended solids in the effluent.

The new laboratory at the Christchurch plant was completed. The laboratory provides accredited water sampling and testing of our drinking water, wastewater, stormwater and natural waterways.

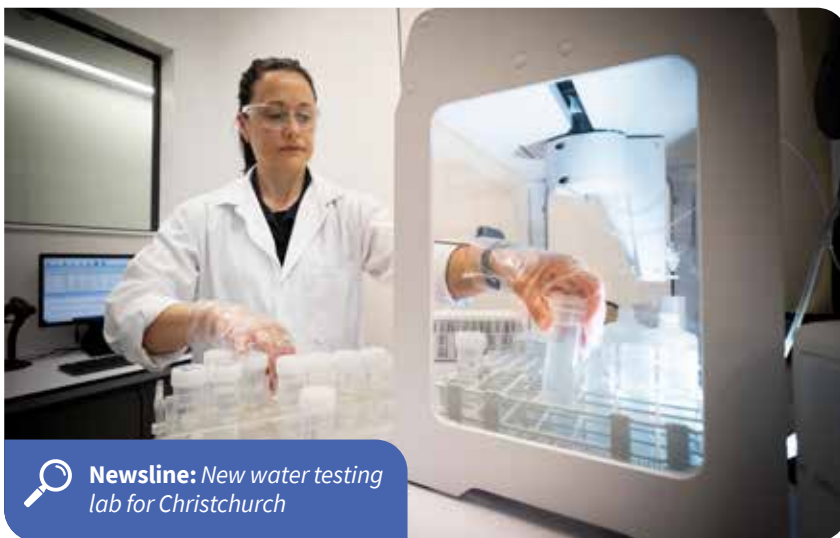
We replaced 11.2 kilometres of wastewater pipes and lined another 260 metres. Ten kilometres of new gravity pipes, six kilometres of new local pressure pipes and 1.6 kilometres of new vacuum pipes were also installed.

Computer optimisation technology was applied to determine the works needed to reduce our wastewater overflows during wet weather and to ensure continued compliance with our wet weather overflow consent.

Approximately 1,500 IoT monitoring devices were installed to provide visibility of vacuum valve operations.

A significant amount of work was undertaken to improve processes that support our levels of service to customers. This includes an improved sewer overflow management process and enhanced management of low pressure and vacuum wastewater systems by using dashboard information to support the resolution of issues, repairs and renewals.

Operationally, we reviewed our key performance indicators and standard operating procedures. This will improve our ability to monitor performance and compliance in the operation and maintenance of our water supply networks.



Newsline: *New water testing lab for Christchurch*

is now under way on the Akaroa Reclaimed Water Treatment and Reuse Scheme resource consent applications and land purchases.

Modifications to the Christchurch plant's oxidation ponds have dramatically reduced the survival rate of midge larvae, resulting in no midge complaints during the 2020-21 summer. It is expected that this work

Waikeri

Stormwater drainage

What we do

Maintaining good drainage systems helps us protect our natural waterways and stormwater networks. This is vital in reducing flood risk, protecting public safety and improving water quality in our waterways and aquatic ecosystems.

Good stormwater drainage also helps other networks, such as roads, to continue functioning well, even in poor weather.



Newsline: *Explore Christchurch's newest wetland*



What we achieved

Network renewal and upgrade work was completed in many areas across the city and Banks Peninsula.

This has included improvements to inlet structures and bank linings, which are being replaced with more ecologically sensitive designs.

Some major capital infrastructure renewals were completed, including Jacksons Creek at Brougham and Selwyn streets and a further section at Brougham and Barrie streets, Estuary Drain, Sissons Drain and Canal Reserve Drain (Stage 1 works).

Work on the Lyttelton Stormwater Brick Barrel Network continued with the construction of new manholes to allow access for future lining work.

Other work has focused on the planning and delivery of significant projects that will improve the management of stormwater, both the volume and the quality. A dry summer gave us a longer construction season, enabling good progress on the Cashmere Worsleys Flood Storage Scheme, St Albans Creek widening work and Pump Station 205 earthquake reinstatement. We made good progress on design work for the Waitaki Street Stopbank Realignment. These works will benefit flood-prone properties in St Albans and alongside the Ōpawaho-Heathcote River and Ōtākaro-Avon River.

Design work for the Waitaki Street stormwater treatment facility was completed, and good progress was made on the design concept for the Waikakariki Te Oranga-Horseshoe Lake stormwater treatment facility. These are cornerstone projects in the Ōtākaro-Avon River Corridor Regeneration Programme, are a requirement of our Comprehensive Stormwater Network Discharge Consent, and are crucial in reducing the

discharge of stormwater contaminants to waterways.

We worked on designs for some large waterway relining projects in 2021-22, including Mairehau Drain, Canal Reserve (Stage 2 works), Paparoa Drain and Scotston Avenue works.

We're closely monitoring our weed harvesting programme to optimise river level management.

Progress was made in planning for equipment renewal at storm water pump stations, and for replacing ageing assets and maintaining current infrastructure.

Activities and projects to support the Comprehensive Stormwater Network Discharge Consent were implemented, including work on Stormwater Management Plans, the Environmental Monitoring Programme and several investigations and studies relating to stormwater quality and floodwater management.

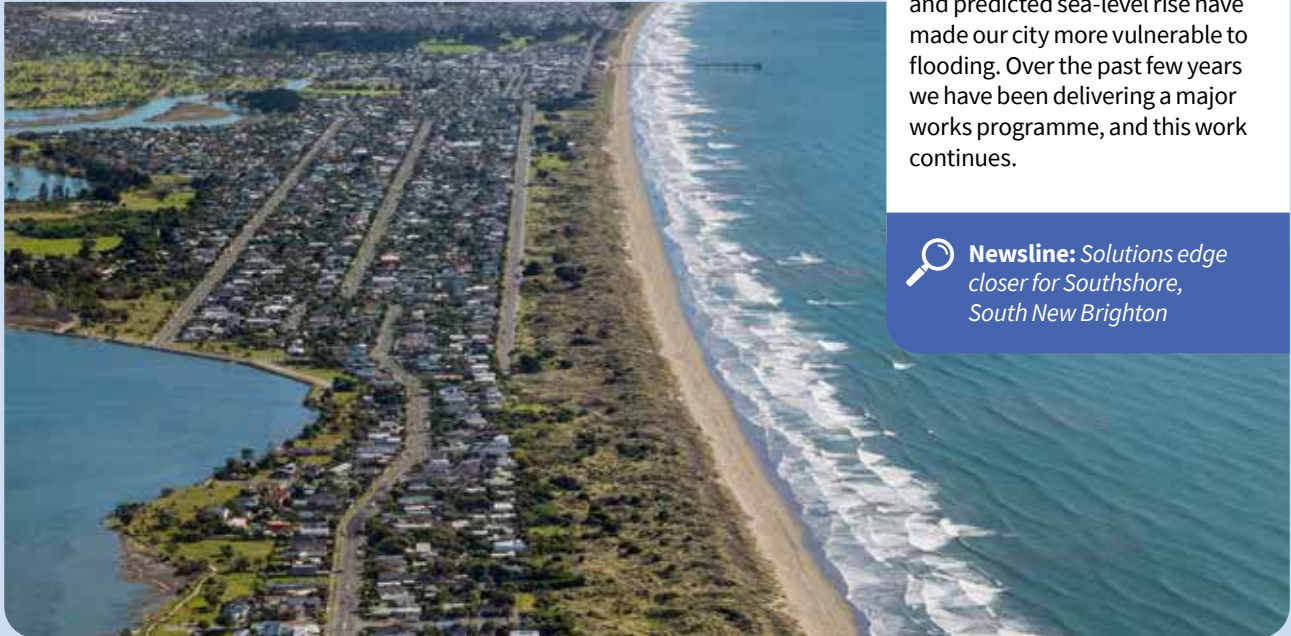
We are developing a climate change implementation plan for surface water infrastructure and waterways. This is a key component in the infrastructure programme that will give effect to our Climate Change Strategy, included in the Long Term Plan 2021-31.

We continued to support the Coastal Hazard Adaptation Planning programme and the Ōtākaro-Avon River catchment Multi-hazard Study, and we are leading Council's input to the Canterbury Regional Climate Change Working Group.

To improve the modelling of flood risk, we developed a method for determining the correlation between the two main drivers of high river water levels – extreme rain events and extreme high tides. This has resulted in an update of high tide levels.

Papare waipuke, ngā mahi whakahaumaru

Flood protection and control works



What we do

Work to reduce the risk of flooding remains a priority. Earthquakes and predicted sea-level rise have made our city more vulnerable to flooding. Over the past few years we have been delivering a major works programme, and this work continues.



Newsline: *Solutions edge closer for Southshore, South New Brighton*

What we achieved

We made significant progress with ongoing projects to reduce the risk and effects of flooding.

Work in the Ōpawaho-Heathcote River catchment was a key focus and included bank stabilisation, dredging and the construction of new storage facilities, such as the Coxs-Quaifes, Eastman, Sutherlands and Hoon Hay wetlands.

Work to extend the South New Brighton stop bank continued.

Other significant projects we worked on or completed include Eastman wetlands, Ōpawaho-Heathcote River dredging, Bullers Stream naturalisation and storage facility, Cox's-Quaifes storage facility and Sutherlands Basin.

Monitoring and maintenance of the Ōtākaro-Avon River temporary stop banks continued. The stop banks

provide short-term protection against tidal events while planning is under way for the Ōtākaro-Avon River Corridor. An updated risk assessment of the existing stopbanks was completed.

We continued upgrading our hydraulic models and made significant progress on models for the Huritini-Halswell River and Ōpawaho-Heathcote River catchments and the Matuku Takotako-Sumner model. The Pūharakekenui-Styx River catchment model has been approved for development in 2021-22. This modelling tells us where flood water will go in periods of persistent rain, when pipes, culverts and streams are unable to contain it, and helps determine where infrastructure is needed.

Design work is under way or nearly complete for several environmental

projects. These include projects to improve fish passage by reducing known fish barriers throughout the Christchurch and Banks Peninsula area and waterway enhancements for Cashmere Stream, Steamwharf Stream in the lower Ōpawaho-Heathcote catchment, Opara Stream at Okains Bay, and the realignment of Arran Drain in Woolston.

Our project in the central city to refurbish the stormwater culvert in Hereford Street was complex and required us to work closely with teams involved in significant street enhancements.

Another significant project was the work to support the Highsted development in the Pūharakekenui-Styx River Catchment.

Ngā momo huarahi

Roads and footpaths

What we do

We build and maintain roads and footpaths.

As more of our underground services are repaired or replaced, more of our roads and footpaths are being returned to a good condition.

We also maintain street lighting, benches, signage, bridges, retaining walls, road and cycleway markings and tram infrastructure.

We are responsible for street cleaning, graffiti removal and we remove dumped rubbish from the roadside.

We also maintain berms, verges and street trees and plants.



What we achieved

Our road maintenance contractors resealed 78 kilometres of roads and another 3.3 kilometers of new roads were added to the network through subdivision development.

We renewed 22 kilometres of footpaths throughout the city.

Significant projects included completing reconstruction of Victoria Street, and Hereford Street between Manchester Street and Cambridge Terrace.

The installation of bus priority lanes on Main North Road and major resurfacing works were completed.

We renewed six bridge decks and multiple other bridge components, including piers and railings, and built six new retaining walls at bridge sites.

Major components in five other retaining walls were renewed and design work was completed for another seven retaining walls.

An ongoing programme of works to convert existing street lights to LED technology continued through the year and is close to completion, with 98 per cent of street lights converted.

The new Christchurch Northern Corridor route into the city was completed, including works on the local road networks downstream of the new route. These roads are now open. This was a joint project with Waka Kotahi, the New Zealand Transport Agency.



36% of residents are satisfied with the condition of our footpaths*

29% of residents are satisfied with the condition of our roads*

* The levels of residents satisfaction with the condition of roads and footpaths remain below the Council's targets of 40% and 54% respectively.

Waka whenua Transportation

What we do

We plan, build, operate and maintain the transport network – roads, bridges, footpaths and cycleways.

We also provide and operate traffic lights, traffic cameras, public car parks and bus lanes, bus stops and bus shelters.

What we achieved

Much of our work for the past three years has focused improving safety on our roads to reduce transport-related harm.

Since 2018, there have been 30 fewer fatal and serious injury crashes on our roads.

This has been achieved through a wide range of infrastructure improvements, cycleways, walkways, crossing points and education.

Other safety improvements have included the installation of dedicated right-turn signals at five busy intersections, improvements to two Zebra crossings, pedestrian and cyclist safety improvements at five signalised intersections and the installation of active school signs at St Anne's School on Ferry Road.

We delivered five speed management or speed limit review projects, resulting in safe, appropriate speeds being set on 34 roads and road sections (around 20km in total).

Most of this work established 30km/h and 40km/h speed limits in residential areas and key activity centres, including Yaldhurst Village (coordinating with safer speed limits on SH73 delivered by Waka Kotahi), Woolston Village (and surrounds), Beckenham Loop and Selwyn Village.



Minor safety improvements were carried out at the three intersections along Whiteleigh Avenue and at the intersections of Buchanans and Hasketts roads, and Barters, Maddison and Hasketts roads. We constructed a new pedestrian path along Western Valley Road to provide a link to Little River School.

Other achievements

This year we supported a high number of consent processes for subdivisions and large developments throughout the city, ensuring the transport and access implications of consent approvals are as aligned as possible with the Christchurch District Plan and with our strategic priorities.

With our strategic partners, we completed a suite of business cases for public transport as we prepare to transform public transport over the next 10 years. These aim to deliver more efficient and attractive services that will encourage greater use of public transport.

Work continued on our Major Cycle Routes network. Uni-Cycle, Papanui Parallel, Little River Link, Quarryman's Trail and Heathcote Expressway are now fully open and another three are partially open.

Post-earthquake streetscape projects continued in the central city, with Victoria Street and Hereford Street now completed.

Work to upgrade High Street and extend the tram route will start in 2021-22.

We have been working on the implementation of our new real time information (RTI) system.

This has involved extensive work across the network, including the removal of redundant infrastructure at over 300 bus stops, the installation of 160 new bus stop signs and 89 new RTI displays, five new bus shelters, two new seats and improved accessibility and operational performance at 24 bus stops. This work will continue into 2021-22.

Makaia para Refuse disposal

What we do

We collect and dispose of most of the city's solid waste and work with the community to reduce the amount of waste going to landfill. Encouraging residents and businesses to reduce, reuse and recycle is one of our core commitments.

We are involved in the Canterbury Waste Joint Committee, which aims to identify opportunities for waste minimisation.



Newsline: *New plan focuses on less waste to landfill*

What we achieved

Our kerbside collection system continues to perform well, diverting about 65 per cent of waste away from the landfill.

The kerbside collection service has an overall customer satisfaction rate of 78 per cent in the residents' survey.

We are working with our collections contractor to maximise efficiencies, as part of our commitment to continuous improvement. Under our Radio Frequency Identification Programme, we electronically tagged the city's 480,000 wheelie bins. This work was recently completed and will give us the data we need to better manage our collections, bin allocations and to respond to issues more quickly.

Our COVID-19 pandemic response presented a challenge in the area of recycling, with an increase in contamination of kerbside recycling bins. We put significant effort into reducing the contamination rate, including by implementing a gold star reward and education programme, which has involved checking the contents of 315,000 bins. We have seen a 39 per cent improvement in

the proportion of truck loads being accepted at the recycling plant.

A service delivery review of refuse disposal and resource recovery services is under way. The public will be consulted in 2021-22 on any changes proposed in light of the review. This work will help us deliver on our six-year Waste Management and Minimisation Plan, which is supported by a detailed Action Plan outlining short, medium and long-term strategies to minimise waste.

A significant programme of works is planned for remediating 'at risk' former landfills.

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

We continue to work as part of the Canterbury Waste Joint Committee towards regional waste minimisation projects and identifying opportunities to further reduce waste.



Whare kāinga Housing

What we do

We have been involved in community housing since 1938, providing safe, accessible and affordable housing for people on low incomes, including the elderly and people with disabilities.

At 30 June 2021 we own 1,944 social housing units. Most of our units are leased to the Ōtautahi Community Housing Trust, 23 units are leased to other community organisations and five are owner occupied.



Newsline: Stage one of new Sydenham housing development opens

What we achieved

This year, in partnership with the Ōtautahi Community Housing Trust, we increased the supply and quality of social housing in the city.

We helped fund the development of four new complexes, adding 118 new homes to the trust's portfolio, and construction began on another 72. We have loaned the trust \$55 million for this work, which will help meet the needs of some of our most vulnerable citizens.

Warm and Dry Programme

We worked with the trust to bring this programme close to completion.

In 2019, \$16 million was approved to accelerate our compliance with the new Healthy Homes standards. We've reached the end of that programme two years ahead of the compliance date set by central government.

Our tenants tell us that this has made a significant difference to the warmth and dryness of units.

Maintenance

Ōtautahi Community Housing Trust is now responsible for delivering

major maintenance work. Previously a Council responsibility, this change allows more integrated planning, improved tenant experience, and potential for added value through procurement changes.

Fire, methamphetamine and asbestos

We repaired five fire-damaged units. To reduce fire risks, we are working with Ōtautahi Community Housing Trust to educate tenants about fire prevention and safety. The trust is also working with Fire and Emergency New Zealand (FENZ) to install more smoke alarms, exceeding regulatory requirements.

Nine units were contaminated with methamphetamine and required decontamination.

We've been inspecting units for asbestos, to help plan for future works.

One damaged complex was sold because the repair and upgrade costs were too high. Units in this complex had poor layout and there was an over-supply of public housing in the area. The money from this sale is used to improve the quality of some other units.

Community Housing Strategy

This new policy frames community housing as central to the city's wellbeing. It sets the future direction for our role in both social housing and affordable housing and focuses on working in partnership with other providers.

Priorities under the strategy include investigating options for providing community housing at scale, and ensuring that the use of Council land and resources supports and retains a range of community housing.

Other achievements

- 12 units had full exterior painting
- 16 units had significant tree maintenance work
- 14 units had path and driveway repairs or replacement
- Concrete balconies at Gloucester Courts now meet the current building code
- 5 units had services repaired or replaced
- Harman Courts received a full roof replacement
- 2 complexes had communal laundry upgrades
- 25 units had interior upgrades

Aro tūtohu

Regulation and compliance

What we do

We work across a wide range of services. This includes working with residents who are building a home, opening a business, getting an alcohol licence for a bar, making a noise complaint, registering a dog and many other things.

We make sure it's safe to eat and drink at food stalls, cafes, restaurants and bars.

We prepare plans, policies and regulations to guide the city's future and to support a safe and healthy environment. Our teams ensure the city's rules are being followed.



Newsline: Code rules built into consent exemptions

What we achieved

Our priority is always to ensure a safe and healthy environment for the residents of Christchurch and Banks Peninsula. This year we had a strong focus on maintaining service delivery during a period of high workloads. We also worked on improving customer service and our relationships with stakeholders.

Regulatory compliance and licencing

We monitor our environment to ensure both the community and the environment are safe and healthy.

While our activities remained steady, our regulatory compliance investigations have been more complex, especially those investigating illegal building works, environmental compliance and bylaw enforcement.

We had anticipated a drop in the number of alcohol licenses and food premises registrations because of COVID-19, but this did not eventuate and volumes were similar to previous years.

Border restrictions changed the nature of the freedom camping season. Campers this year were mainly from New Zealand, and there was a notable increase in compliance with the bylaw.

We continued prioritising our investigations according to risk, as set out in our new compliance strategy, which aims to protect the community and the environment.

Land and property information services

We maintained performance, with all requests being processed within statutory timeframes, despite a significant and unexpected increase in LIMs and residential property file requests. LIMs were up 27 per cent on last year and residential property file requests were up 26 per cent.

The LIM and property file request process was migrated to a new request and pay system. This has enabled us to deliver the information requested to customers more quickly, resulting in a better customer experience.

Resource Consenting

Resource consent application numbers increased significantly in 2021, to 2,728 – up 340 on the previous year. Despite this, we maintained compliance, processing 99 per cent within the set timeframe.

Customer satisfaction was up on the previous year, at 73 per cent, and 3 per cent more than our 70 per cent target. Other survey information (pulse survey feedback) showed customer satisfaction to be consistently over 90 per cent.

There were also more public inquiries to the duty planner phone and email.

We also responded to some contentious issues, where there were concerns about neighbourhood developments.

Building consents

Consent volumes were stronger than expected, with 4,806 being granted, 294 more than in the previous year. We had expected a drop in consent numbers because of COVID-19, but this

did not eventuate, and strong building activity across the city kept us busy.

Building regulations

Demand for both commercial and residential building consents rose throughout the year, with a significant increase in the final four months.

This increase was not forecast. Forecasting is completed in advance for each year, based on the information available at the time, and updated throughout the year based on trends and updated economic forecasting. Accurately forecasting building consent application numbers is difficult, but we are working to improve in this area of work.

Earthquake-prone buildings

The Ministry of Building Innovation and Employment has 707 Christchurch buildings on its earthquake-prone buildings register. Of these, 177 are considered 'priority' buildings and must be strengthened or demolished within 7.5 years of being identified. This means 105 owners of priority buildings will need to have work completed by 2025 and 72 between 2026 and 2028.

Owners of the 530 non-priority buildings have up to 15 years to complete the work.

Earthquake-prone building assessments continued throughout the year. Originally there were 7,219 buildings to assess. The number is now down to 3,400 and these assessments will be completed by the July 2022 deadline councils were given.

During year, 99 buildings were removed from the register. Of those, 13 were demolished, six were reassessed as being no longer earthquake prone, and 80 were strengthened to above 34 per cent of the new building standard, including a small number of buildings assessed as being at 100 per cent of the standard.

Eco-design advice

The advisor continued to provide a high-quality eco-design service, with 337 individual consultations and numerous public and stakeholder engagements. Activities included participating in the Conztruct NZ Show and presenting to many groups, including Branz, Ara, and many architecture and engineering firms.

Other work included providing advice on the Ministry of Business, Innovation and Employment's proposal for Climate Change through the use of sustainable and low-emission building supplies and designs.

Public advice

We received 6,109 walk-in customers at Te Hononga Civic Offices – 35 per cent more than last year. The duty building consent officers received 12,024 calls and email inquiries, with 75 per cent of calls being answered in the first instance and 85 per cent of emails being acknowledged within 24 hours.

External stakeholder engagement

We continued engaging with a wide group of stakeholders representing the building industry, and have built strong relationships with them, enabling constructive feedback about the service we provide. Wherever possible we work to improve our systems, processes and customer service in response to this feedback.

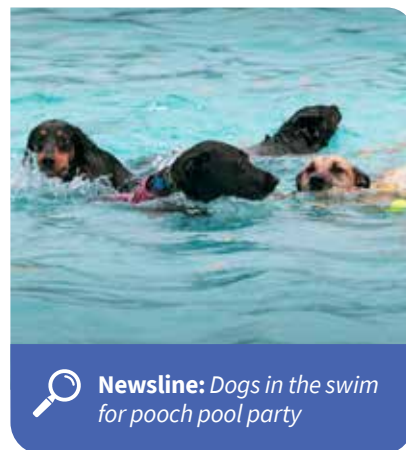
Building Act exemptions and Certificates of Acceptance

We completed 2116 Building Act exemptions during the year, with 97.9 per cent being processed, on average, within 10 days.

Certificates of Acceptance were up 30 on the previous year, with 217 being completed, 99.5 of them within the required timeframes.

Building warrant of fitness

There were 199 building warrant of fitness audits performed over the year. This is significantly down on last year's 351 as the workload demands of large projects reduced our capacity to conduct audits.



Animal management

Christchurch is dog-friendly, with a population of about 42,000 dogs across the city and Banks Peninsula. Of those, about 32,000 are registered. The city has six fully fenced dog parks and three unfenced dog exercise areas. Well-controlled dogs can also enjoy a wide range of other outdoor spaces around the district and a variety of dog-friendly events.

Dogs – our numbers:

- 32,000 registered dogs
- 675 stray dogs passed through the animal shelter
 - 563 returned to their owners
 - 97 dogs rehomed
 - 47 were rehomed to Dogwatch or Bull Breed Rescue
 - 50 were rehomed to other new owners
 - 15 dogs euthanised
- 1,373 dogs were microchipped
 - 750 at the shelter
 - 623 by officers out in the field

Rautaki kaupapa here

Strategic planning and policy

What we do

The plans and policies we develop contribute to Christchurch being a great place to be. Through these plans and policies we protect our environment, manage growth and guide the use and development of infrastructure.

What we achieved

We are working to make Christchurch smarter and more resilient. We have a strong focus on finding new ways to protect and improve the quality of life for residents and to sustain our natural environment.

Strategic policy

- Climate change
 - Kia Tūroa te Ao, Ōtautahi Christchurch Climate Resilience Strategy adopted in June 2021
 - Led Council submission to the Climate Change Commission on greenhouse gas emission budgets and policy direction
 - Contributed to development of national climate policy
- Housing, economic policy, advocacy
 - Community Housing Strategy adopted in January 2021
 - Introduced contributions rebate scheme for development on Māori land in the Papakāinga zone of the Christchurch District Plan

Strategic Transport

- Completed Future Public Transport business case, identifying the need for transformational investment in public transport for Christchurch and Greater Christchurch. The first 10 years of the Council's investment is included in the Long Term Plan 2021-31.
- Worked with other agencies on Mass Rapid Transport indicative business case (interim report in June 2021)
- Completed draft Central City Parking Policy to support the Transport Strategy and public transport work
- Developed greenhouse gas emissions dashboard for transport



Regulations and bylaws

- Statutory requirements and 10-year bylaw reviews:
 - Developed draft replacement bylaws for water supply, wastewater and stormwater
 - Completed stage two of the Freedom Camping Bylaw 2015 review and public consultation
 - Started the Waste Management Bylaw 2009 and Cleanfill and Waste Handling Bylaw 2015 reviews
 - Started the three-yearly review of the Class 4 Gambling and TAB Venue Policy
 - Continued updating policies under the Public Places Bylaw 2018
 - Started review of outdoor dining-related policy
 - Put in place two 24-hour temporary alcohol bans for concerts in February
 - Worked with Community Public Health to integrate health and wellbeing perspectives in planning, policy, and decision-making
- Development Contribution Policy reviewed
- Provided advice to a range of projects, including:
 - > Issues related to short-term guest accommodation
 - > Destination management planning for Banks Peninsula
 - > Our Business Improvement District programme
 - > Our draft Financial Strategy
 - > Long Term Plan 2021-31
 - > 13 Council submissions to external agencies
 - > 24 staff submissions to external agencies

Natural environment

- Provided advice and support for wide range of activities:
 - Allocated \$200,000 of Christchurch Biodiversity Funding for fencing, pest control and planting on privately owned Sites of Ecological Significance
 - Worked with Three Waters and the Natural Environment Team to begin implementing Te Wai Ora o Tāne Integrated Water Strategy
 - Resource consents
 - > Led dozens of reviews of non-notified resource consent applications lodged with ECan for water takes and discharges to water, land and air
 - > Provided feedback to ECan on 15 regional resource consent applications.
 - Led and/or contributed to submissions on matters of regional and national importance, including:
 - > National Environmental Standards for Air Quality amendments
 - > Water Services Bill
 - Provided advice to other Council teams and units, senior management and elected members on topics including:
 - > Canterbury Water Management Strategy Fit for Future programme and zone committee review
 - > Report to the Three Waters, Infrastructure and Environment Committee on merits of seeking a water conservation order for Christchurch groundwater
 - > Three waters reform
 - > Nitrates in drinking water
 - > Mayoral Forum (and its sub-forums)
 - > Council and ECan forums
 - Continued monitoring for the cut-slope erosion trial
 - Facilitated implementation of our Resource Efficiency Greenhouse Gas Emission programme



- Worked with the Christchurch Agency for Energy Trust and businesses to secure installation of 59 public electric vehicle charging sockets across the city

Land-use planning

- Our proposal for noise management measures for concerts at the Canterbury Multi-Use Arena was approved and sent to the Associate Minister of Finance in June 2021
- Completed the 30-year Infrastructure Strategy, which was approved in June 2021 with the Long Term Plan 2021-31
- Plan changes to the Christchurch District Plan were progressed
- Started implementing the National Policy Statement on Urban Development (NPS-UD)
- Started implementing the Coastal Hazards Plan Change
- Programme of Coastal Hazards Adaption Planning endorsed by Council
 - First adaptation area is Te Whakaraupō-Lyttelton Harbour
- Continued working with the Greater Christchurch Partnership to:
 - Give effect to Our Space
 - Develop the Greater Christchurch Spatial Plan
 - Complete the Greater Christchurch Housing Development Capacity Assessment
 - To meet requirements of the National Policy Statement on Urban Development

- Planning Team
 - Developing cross-organisational response to upcoming changes to resource management reforms
 - Developing submission to the Parliamentary Select Committee on the Natural and Built Environments Act Exposure Draft

Urban Design and Regeneration policy, planning and grants

- Central city regeneration:
 - Central City Action Plan: continued guiding regeneration initiatives and programmes, and encouraging coordination across a range of council services and with partner organisations
 - Central City Residential Programme: Engaged with central city communities on what makes central city neighbourhoods attractive places to live
 - Canterbury Multi-Use Arena: Work began on how the arena can be a catalyst for residential development
 - New homes: 402 new homes were built by private developers – the most built in the central city in one year since 2011
 - Vacant Sites Programme: Established in December 2020 to support owners to develop sites or to improve them until they are developed
 - Barrier Sites Programme: Just three properties remain as barriers to regeneration, with no clear plan for progress
 - Enliven Places Programme: Delivered projects across the



city and suburban areas, adding to the city's creative, cultural and community identity. The programme's \$100,000 contestable grant fund was fully allocated to a wide range of community projects.

- Suburban regeneration
 - Linwood Village: Plan development, safety and community capacity building
 - Central East: Plan development, safety and community capacity building
 - Woolston: Supported streetscape enhancement work
 - Sumner: Evaluation of masterplan projects
 - Bishopdale: Investment case and divestment framework
- Christchurch Urban Design Panel
 - Provided design reviews and advice on consent applications and our capital projects

Sustainability

- Work on healthy and energy efficient homes continued in partnership with Ecan
- We continued to support the Food Resilience Network to deliver



fruit and nut trees to schools and community groups and support food growing in the Ōtākaro-Avon River Corridor and throughout the city

- The Sustainability Fund continued for a fourth year, with \$400,000 allocated to a wide range of projects

Heritage Education, Advocacy and Advice

- The Our Heritage, Our Taonga, Heritage Strategy guides all Council's heritage work:
 - New policy and guidelines were approved for the Heritage Incentive, Intangible and Festival Grants
 - Five Heritage Incentive Grant applications were approved, allocating \$494,332 to support the conservation, repair, and upgrade of the districts heritage buildings and structures
 - One Intangible Grant was approved
 - The Christchurch Heritage Festival in October and November 2020 attracted more than 13,000 people to 70 events over 16 days
 - Advice was provided on 48 resource consent applications

Economic Development

- ChristchurchNZ:
 - Played a lead role in the development of the Christchurch 2050 Strategic Framework
 - Prepared the Council's COVID-19 socio-economic recovery plan
 - Significantly enhanced the New Zealand best practice award-winning Innovation Eco-System
 - > The 44 businesses receiving incubation support through Te Ōhaka and Thinclab created around 50 new jobs and raised \$14.5 million in venture capital
 - Worked with 51 national and global businesses on potential relocation to, or expansion in Christchurch, with a potential GDP impact of \$89 million
 - > Fourteen businesses relocated to the city with an estimated 3-year GDP contribution of \$30.9 million
 - Food Fibre, Agritech and Health Tech challenges were completed to elevate Christchurch's Supernode industries through the creation of new investable businesses
 - Developed a partnership with Whitiōria, a hapū-led skills hub



aiming to set a path to training and employment

- Delivered major marketing and promotion campaigns, including #ExploreCHC, BLOOM and Christchurch is Hiring
- Promoted SailGP, to be held in 2021-22
 - > Reached 35.3 million readers globally, with an estimated advertising value of \$3.27 million
- Attracted and sponsored 16 major events with an estimated attendance of 340,000 and visitation spend impact of \$6 million, despite closed borders and lockdowns in Auckland

- > Two events set new records for domestic television viewership
- New Zealand's largest tourism industry event, TRENZ, was held in Christchurch
 - > Around 800 domestic and trans-Tasman delegates
- The Ōtautahi Screen Protocols were published
 - > 125 screen production inquiries were progressed, including the first international production since 2017
- Ensured continued delivery of development projects in New Brighton, the central city and Sydenham that were transferred from DCL on 1 November 2020

- Began to establish a new urban development function from 2021-22 in response to the letter of expectation received from Council
- Reprioritised activities to attract tourists, talent and international students in light of COVID-19 border restrictions

Greater Christchurch Partnership

- The partnership embarked on a strategic reset – Greater Christchurch 2050 – and completed:
 - An assessment of wellbeing
 - Extensive community engagement
 - Developed a draft plan for consideration by the Greater Christchurch chief executives.
 - Advanced discussions with central government regarding an Urban Growth Partnership.
 - Embarked on the development of a new Spatial Plan for Greater Christchurch with central government. This will consider how Greater Christchurch responds to climate change and provides wellbeing in the context of population growth.
 - Completed an interim business case into the feasibility of Mass Rapid Transit for Greater Christchurch.
 - Continued to progress implementation of actions from Our Space.

Public Information and Participation

As a resident-focused, outward looking organisation, we need to provide our community with timely, relevant and accurate information, using the channels residents use. Tone of voice training is included in shared service induction and customer services training.

- New media

- We made better use of online and social media and targeted electronic communications to interest groups, supplementing and improving on traditional communication means
- Reduced advertising costs – since 2016 this has gone from \$1.4 million to \$924,000, with a further reduction in in-house social media of \$60,000
- 95 per cent of submissions on engagements (not including the Long Term Plan) were online, with 5 per cent hard copy
- Facebook
 - > Interactions dropped slightly (artificially high in 2019-20 because of COVID-19 lockdown)
 - > Total engagement (reactions, comments, shares) was 1,442,159, a drop of 1.7 per cent
 - > Posts totalled 1072, with the most popular posts relating to recycling, lost dogs and transport
- Instagram
 - > Increased our spending and doubled the number of posts
 - > Engagement increased by 47.7 per cent, with the most popular posts being the

earthquake anniversary service, the School Strike for Climate Change and the Botanic Gardens

- Newline – our digital news channel
 - > 978,545 page views – 0.4 per cent down on the previous year when COVID-19 boosted traffic to the site
 - > Reach is increasing as mainstream media use the stories as a resource and people share content
 - > 700 stories published
- E-newsletters
 - > Newline – 5,146 subscribers (up 20 per cent on 2019-20)
 - > Projects – about 29 newsletters each month to 51,719 subscribers
 - > Community boards – 154 newsletters to 5,726 subscribers
- Communications, engagement and media
 - Communications
 - > We developed and implemented 79 strategies or plans on a range of topics
 - > Provided communication support for the many changes to the Christchurch District Plan



- Engagement
 - > 47 engagements and consultations
 - > 7,072 submissions and/or feedback
 - > We want to make consultations easy and accessible for those who haven't participated in the past, including youth and migrant groups
 - > Inform/s – a new process for low-level issues, where people have little ability to influence outcomes. This will help manage public expectations.
- Media
 - > 2,155 media inquiries
 - > 95 per cent of media inquiries acknowledged within 24 hours



Mana whakahaere Governance

What we do

We support individuals and groups to be actively involved in local decision making. We do this by encouraging people to vote in local elections and offering numerous opportunities to be involved, especially through public consultation. We also ensure people have timely, accurate information about what Council is doing.

What we achieved

A cornerstone of our work is the expert delivery of secretarial and support services for governance decision making. This has included:

- Processing more than 2,600 reports
- Managing nearly 800 meetings
- Processing and managing 3,000 applications for hearings on a diverse range of topics – from menacing dogs to bus shelters

was consulted on an initial proposal in April and May 2021. We received 226 submissions, with 41 submitters being heard. Some changes to the proposal were made as a result and a final proposal was published on 25 June, and will be considered by the Local Government Commission in 2021-22.

We continued to extend implementing better ways of working, including:

- Paperless meetings at both Council and community board level
- Introducing new technology that allows changes to reports to be captured to improve transparency
- Audio-visual attendance at meetings

These changes have brought immediate benefits including a reduction in the use of paper and printing, more detailed record keeping and a reduction in travel time and resources required for those attending meetings via audio-visual links.

Council's commitment to openness and transparency was accelerated:

- Fewer reports were considered in the public excluded (PX) section of meetings. Between April and June 2021 4.9 per cent of reports were considered in PX, compared with 6.9 per cent the previous year. This has continued tracking downward since peaking at 35 per cent in 2018.
- Each report considered in the PX section of the agenda by the previous Council (2016 to 2019 term) has been reviewed. Of the total 601 reports, 444 (74 per cent) have been fully or partially released and 157 (26 per cent) have not or have not yet been released.



33% of residents understand how Council makes decisions.

We processed and provided advice on the 2,382 submissions received on the draft Long Term Plan 2021-31, and provided support to the hearings panel and 301 submitters who wanted to be heard.

A by-election was held in October 2020 to elect a community board member for the Waikura Linwood-Central-Heathcote Community Board in the Central Ward, following the resignation of Sally Buck.

A representation review was held to seek feedback on how residents were represented and whether this was fair, effective and equitable. We developed a range of options and the community

Aro tokapū

Corporate services

What we do

We provide back-office support to frontline staff as they deliver services to residents. We work across all our sites and at all levels of operation.

This includes administrative and secretarial support, human resource advice, information and communication technology services, fleet management, property management, procurement, financial management and advice, accountancy services and legal services.

What we achieved

Our project to remediate employees and former employees for historic underpayments of leave entitlements reached a significant milestone in June.

The underpayments came about through misinterpretations of the Holidays Act 2003 – mistakes made by many other employers throughout New Zealand.

By the end of June all current employees had received remediation payments for underpayments that occurred from 1 April 2011 to 31 December 2019. Early in 2021-22 we will start making payments to former employees for the same period.

This extremely complex project has involved staff from payroll, finance, HR and IT. It will continue until our payroll system is updated to be fully compliant with the Act, and current and former employees owed money from 1 January 2020 to the date of compliance are paid what they are owed.

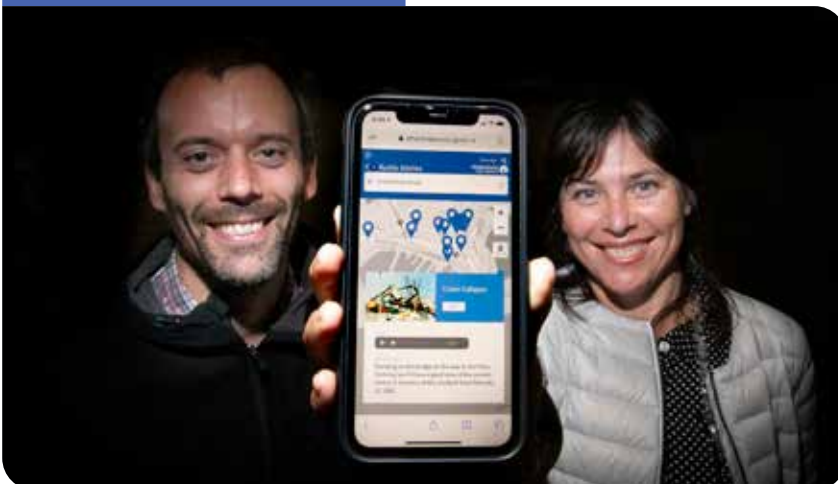
Other achievements

- We supported staff members, providing payroll, training and other organisational support services. At 30 June 2021 we employed 2,684 people in 1,756 fulltime equivalent roles.

- We ensured short and long-term planning documents, including the Long Term Plan 2021-31, and other finance reports were prepared to a high standard and accurately reflected our position and our forecast activities.
- We managed the \$1.96 billion external borrowing programme and worked with credit rating agencies to ensure our credit rating is appropriate and maintained at the highest possible level.
- Our focus on continuous improvement and making it easier for citizens to work with us to get things done continued.
- We continued to refresh our information systems to enable us to present a consistent, reliable identity across our face-to-face, written and online communications, to enhance our interactions with citizens at all levels of our community.
- Internal audit support was provided in planning for and managing risk and to ensure our legal obligations as a territorial authority were met.
- We managed the vehicle fleet.
- We supplied professional property management and consultancy services relating to the property portfolio and property transactions.
- Advice was provided to elected members on a wide range of technical and legal matters.
- We provided information and communication technology (ICT) services, including application support and development, website and intranet content and development, document and records management, GIS, aerial photography and mapping services, and ICT infrastructure and security services.
- A high standard of data security was maintained.



Newsline: Our Stories now available on SmartView

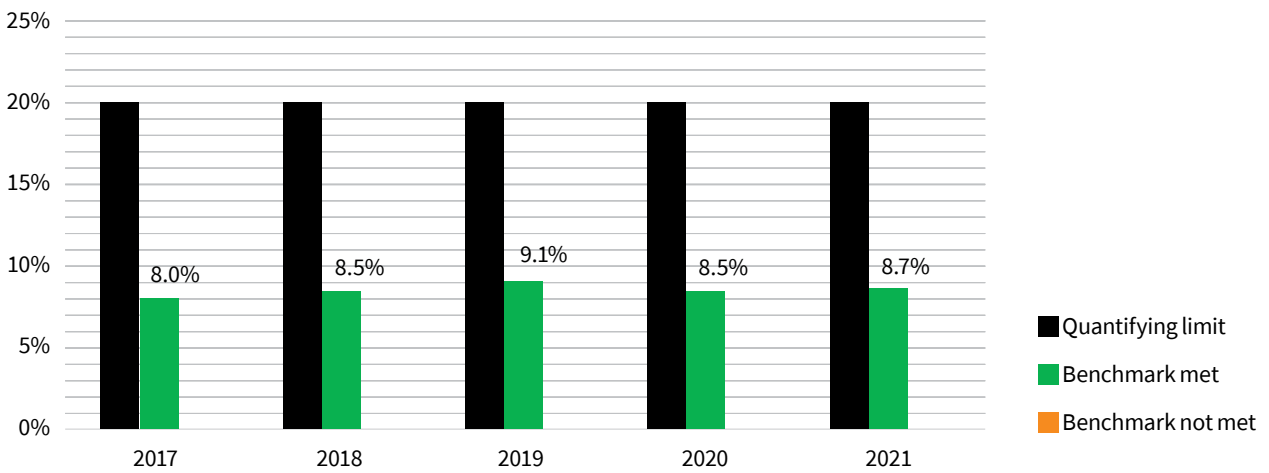


Financial ratios

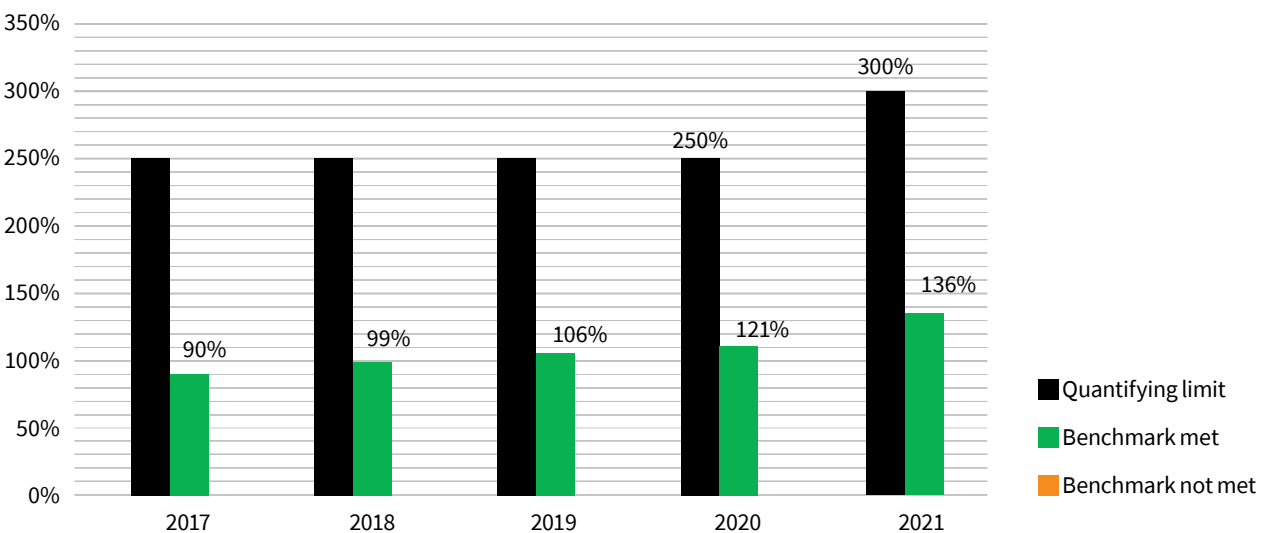
We have several financial ratios which form a key part of our financial risk management strategy. The core ratios come from the Local Government (Financial Reporting and Prudence) Regulations 2014 and are included in the annual report and in our long-term planning documentation.

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 2021 year.

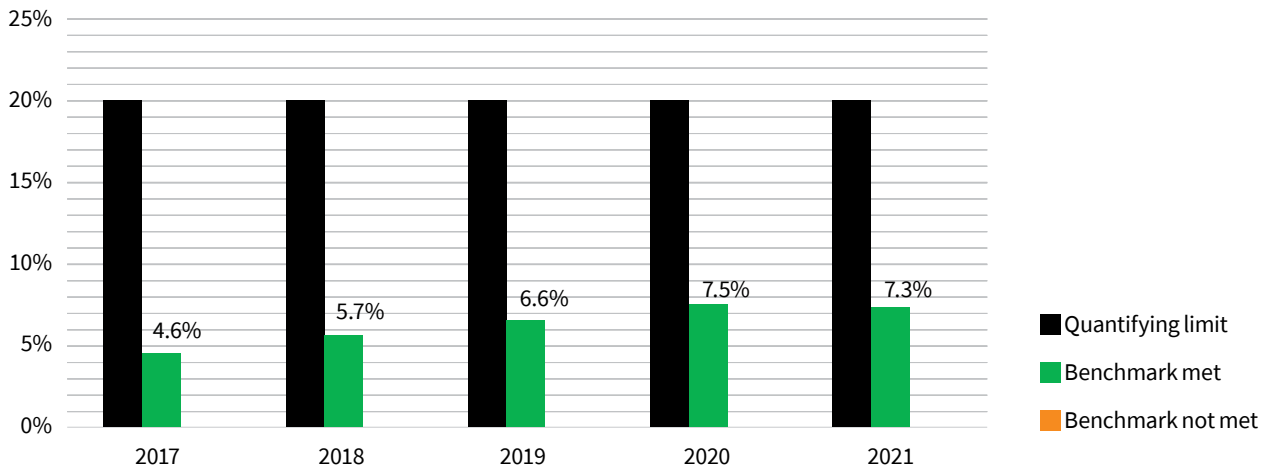
Net debt as a % of equity



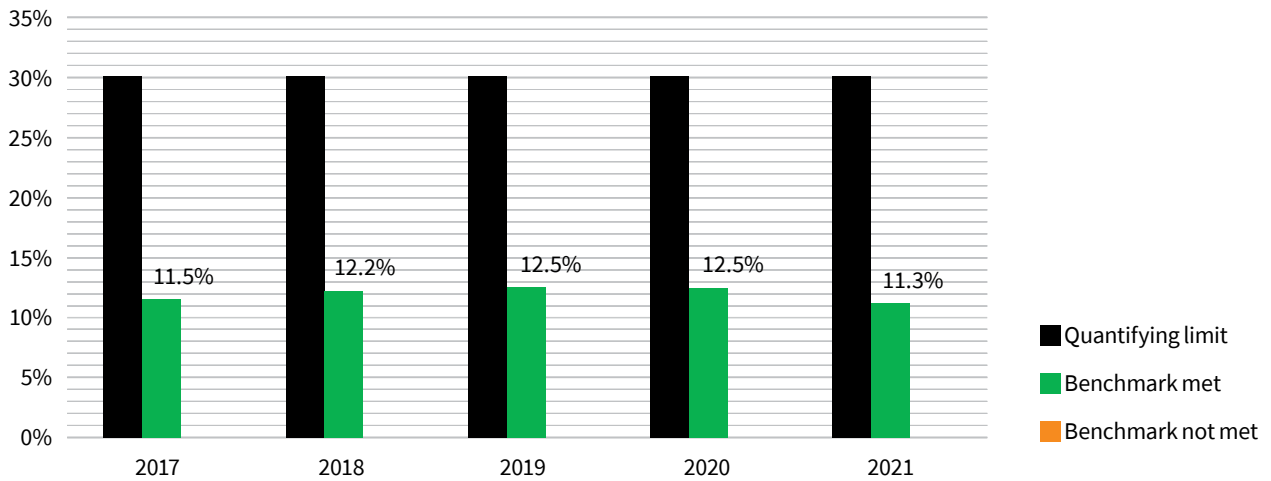
Net debt as a % of total revenue



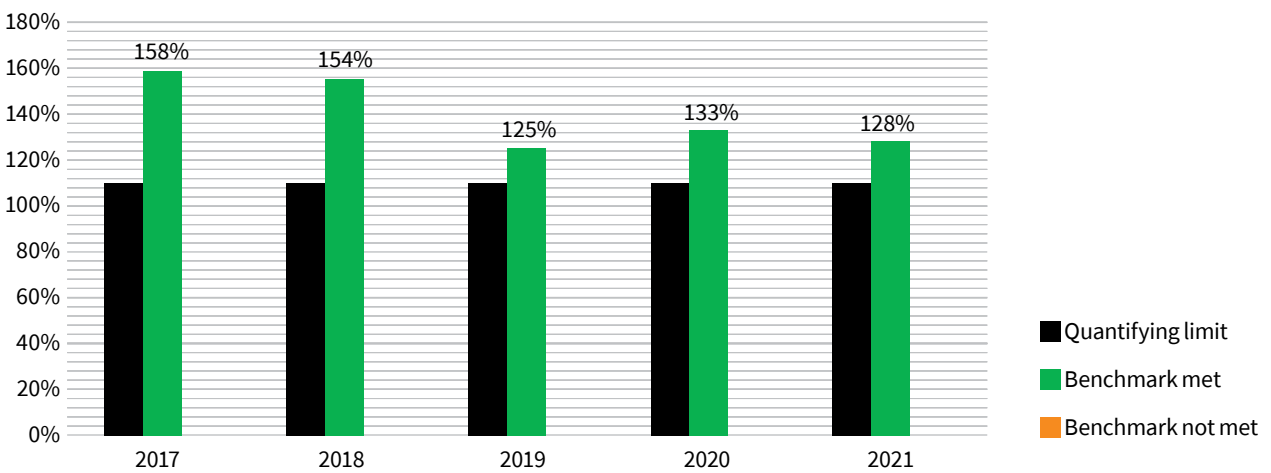
Net interest as a % of total revenue



Net interest as a % of annual rates revenue



Liquidity



Financial highlights

The Council group

The 2021 year in review

Total assets _____

\$17.7 billion

2020 **\$16.9 billion**

Total revenue _____

\$1.8 billion

2020 **\$1.9 billion**

Total liabilities _____

\$4.6 billion

2020 **\$4.6 billion**

Total operating expenditure _____

\$1.6 billion

2020 **\$1.8 billion**

Total ratepayers funds _____

\$13.1 billion

2020 **\$12.2 billion**

Total surplus before tax _____

\$0.2 billion

2020 **\$0.1 billion**

Christchurch
City Council 

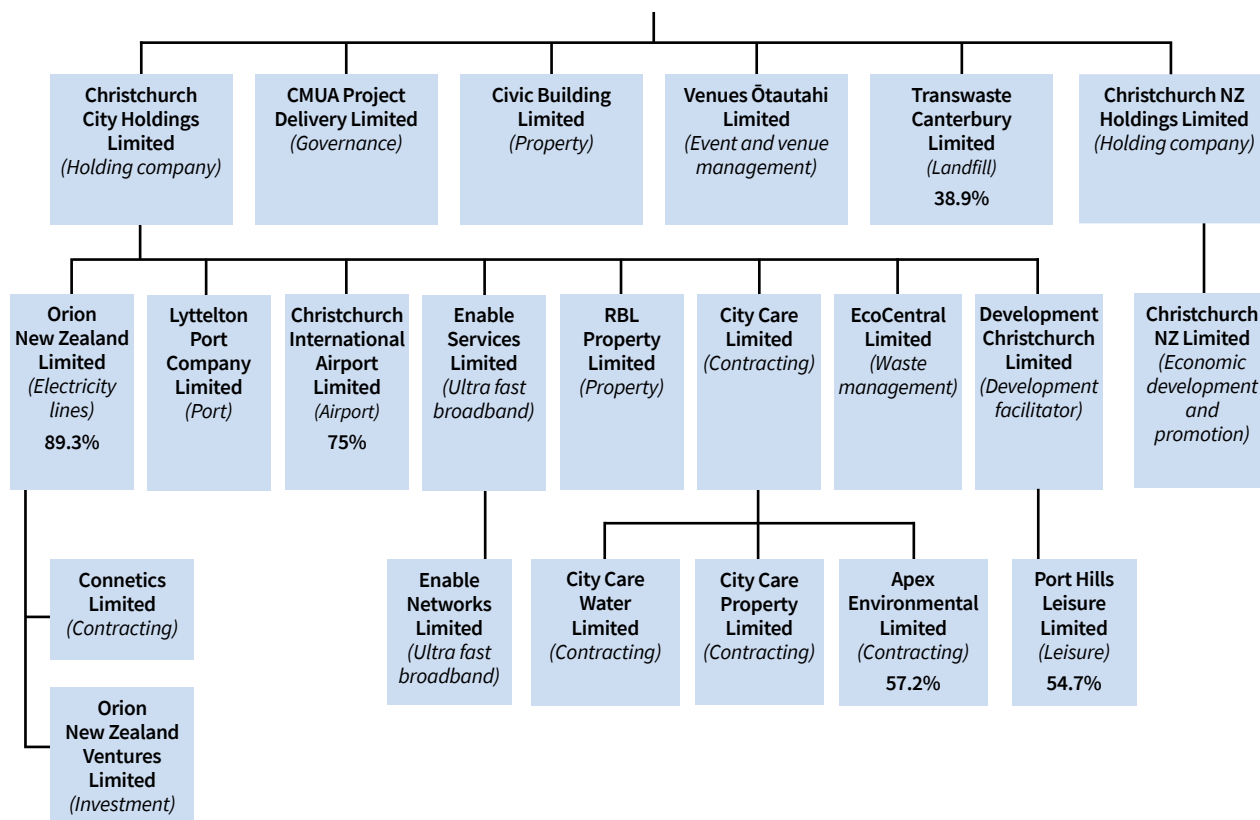
 **Christchurch**
City Holdings
Limited

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.

Highlights for the year included:

- 3.7 million passengers (2020: 5.2 million) for Christchurch International Airport Limited
- Increase in customer connections by 4,100 in the 2021 (2020: 3,000) year for Orion Limited
- A total of 132,278 connections (2020: 117,690) achieved across Christchurch for Enable Services Limited

Group structure as at 30 June 2021



Major direct and indirect trading and operating subsidiaries



Summary financial table

For more detail refer to individual organisation reports.

	Income	Net result (after tax)	
	2021 \$000	2021 \$000	2020 \$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	15,746	(6,251)	4,839
Civic Building Ltd	4,445	(98)	4,404
ChristchurchNZ Holdings Ltd	16,773	(2,217)	301
Transwaste Canterbury Ltd	62,959	23,468	17,345
Riccarton Bush Trust	619	(110)	52
Rod Donald Banks Peninsula Trust	999	740	(135)
Christchurch Agency for Energy Trust	-	-	(249)
Central Plains Water Trust	104	-	-
Ōtautahi Community Housing Trust	25,353	1,597	14,624

To the readers of Christchurch City Council and group's summary of the annual report for the year ended 30 June 2021.

The summary of the annual report was derived from the annual report of Christchurch City Council and group (the City Council) for the year ended 30 June 2021.

The summary of the annual report comprises the following summary statements on pages 13 to 44 and 46 to 50:

- the summary statement of financial position as at 30 June 2021;
- the summaries of the statement of comprehensive revenue and expense, statement of changes in net assets/equity and statement of cash flows for the year ended 30 June 2021;
- 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 2021 in our auditor's report dated 12 October 2021.

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
11 November 2021

Summary financial statements

Summary statement of comprehensive revenue and expense for the year ended 30 June 2021

	Parent			Group	
	30 Jun 21 Actual \$000	30 Jun 21 Plan \$000	30 Jun 20 Actual \$000	30 Jun 21 Actual \$000	30 Jun 20 Actual \$000
Share of associate and JV's surplus	-	-	-	5,060	5,017
Other revenue	975,793	844,950	1,009,994	1,801,377	1,874,207
Total Revenue	975,793	844,950	1,009,994	1,806,437	1,879,224
Finance costs	86,745	88,635	91,273	140,572	147,883
Other expenses	793,214	763,872	773,269	1,486,177	1,606,066
Total operating expenses	879,959	852,507	864,542	1,626,749	1,753,949
Surplus before income tax expense	95,834	(7,557)	145,452	179,688	125,275
Income tax (credit)/expense	279	-	(3,662)	36,177	(47,956)
Surplus from Continuing operations	95,555	(7,557)	149,114	143,511	173,231
Surplus from Discontinued operations	-	-	-	4,077	(568)
Surplus for the period	95,555	(7,557)	149,114	147,588	172,663
Other comprehensive revenue and expense					
Property, plant and equipment valuation movement	423,377	255,218	1,421,892	571,848	1,511,124
Unrealised gains/(losses) from:					
Investment revaluation gain/(loss)	311,918	-	122,123	951	131
Cash flow hedges gain/(loss)	130,084	-	(71,656)	182,070	(113,669)
Income tax relating to components of other comprehensive revenue and expenses	(1,437)	-	-	(55,840)	(21,834)
Transfers and other	-	-	-	(1,977)	-
Total other comprehensive revenue and expense	863,942	255,218	1,472,359	697,052	1,375,753
Total comprehensive revenue and expense	959,497	247,661	1,621,473	844,640	1,548,416
Surplus for the period attributable to:					
Parent entity	95,555	(7,557)	149,118	133,841	155,788
Non controlling interests	-	-	-	13,747	16,876
	95,555	(7,557)	149,118	147,588	172,664
Total comprehensive revenue and expenses attributable to:					
Equity holders of the parent	959,497	247,661	1,621,477	811,717	1,525,772
Non controlling interests	-	-	-	32,923	22,644
Total comprehensive revenue and expense	959,497	247,661	1,621,477	844,640	1,548,416

Summary statement of changes in net assets/equity for the year ended 30 June 2021

	Parent			Group	
	30 Jun 21 Actual \$000	30 Jun 21 Plan \$000	30 Jun 20 Actual \$000	30 Jun 21 Actual \$000	30 Jun 20 Actual \$000
Opening equity	12,516,655	8,164,469	10,895,178	12,244,324	10,724,383
Total comprehensive revenue and expenses attributable to:					
Parent entity equity	959,497	247,661	1,621,477	811,717	1,525,772
Non controlling interest	-	-	-	32,923	22,644
Total comprehensive revenue and expenses for the period, net of tax	959,497	247,661	1,621,477	844,640	1,548,416
Dividends	-	-	-	(3,217)	(15,403)
Other items	-	-	-	8,012	(13,072)
Closing equity	13,476,152	8,412,130	12,516,655	13,093,759	12,244,324

Summary statement of financial position as at 30 June 2021

	Parent			Group	
	30 Jun 21 Actual \$000	30 Jun 21 Plan \$000	30 Jun 20 Actual \$000	30 Jun 21 Actual \$000	30 Jun 20 Actual \$000
Assets					
Current assets	432,034	186,788	555,647	477,678	558,156
Non-current assets	15,481,077	15,123,952	14,510,443	17,209,770	16,329,828
Total assets	15,913,111	15,310,740	15,066,090	17,687,448	16,887,984
Equity and liabilities					
Current liabilities	529,258	417,952	592,727	1,147,763	1,170,355
Non-current liabilities	1,907,701	2,201,316	1,956,708	3,445,926	3,473,304
Total liabilities	2,436,959	2,619,268	2,549,435	4,593,689	4,643,659
Net assets	13,476,152	12,691,472	12,516,655	13,093,759	12,244,325
Parent entity equity	4,413,703	4,279,342	4,306,039	5,100,163	4,970,436
Non controlling interest	-	-	-	371,182	341,469
Reserves	9,062,449	8,412,130	8,210,616	7,622,414	6,932,420
Total ratepayers funds	13,476,152	12,691,472	12,516,655	13,093,759	12,244,325

**Summary cash flow statement
for the year ended 30 June 2021**

	Parent			Group	
	30 Jun 21 Actual \$000	30 Jun 21 Plan \$000	30 Jun 20 Actual \$000	30 Jun 21 Actual \$000	30 Jun 20 Actual \$000
Net cash provided by/(used in) operating activities	344,561	224,541	305,910	511,219	520,179
Net cash (used in)/provided by investing activities	(452,855)	(370,446)	(447,605)	(687,533)	(677,541)
Net cash provided by/(used in) financing activities	34,623	154,336	131,551	102,459	191,232
Net increase in cash and cash equivalents	(73,671)	8,431	(10,144)	(73,855)	33,870
Cash and cash equivalents at beginning of year	266,401	86,443	276,545	336,609	302,739
Cash and cash equivalents at end of year	192,730	94,874	266,401	262,754	336,609

Notes to the summary financial statements for the year ended 30 June 2021

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 2021. We prepared the summary 2021 financial report to offer an overview of our performance. The Council authorised the Chief Financial Officer to produce and publish the summary report on 12 October 2021. The Chief Financial Officer approved the summary 2021 report for issue on 11 November 2021.

The specific disclosures in the summary 2021 financial report have been extracted from the full audited 2021 financial report also dated 12 October 2021.

New accounting standards and interpretations

The Council has adopted PBE IPSAS 2 Statement of Cash Flows (amendment) that requires Council to provide disclosures that enable users of financial statement to evaluate changes in liabilities arising from financing activities, including both changes arising from cash flows and non-cash changes.

Interest Rate Reform changes have little or no impact on Council's hedging programme.

A more comprehensive detail of the impact of the changes in accounting policy and disclosures is included in the full annual report for 2021.

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 2021 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 \$299 million (2020: \$353 million) on capital works.

3. Contingent liabilities

These liabilities depend on other future events and the Parent is addressing payroll system non-compliance issues relating to the Holidays Act 2003 to ensure all current and former Council staff receive their correct leave entitlements. The Parent made payments or provided for costs for current and former staff up to the period of 31 December 2019. For the Group, these total \$44 million (2020: \$54 million). In addition, the Group also has contingencies for rebuild cost recoveries that cannot be reliably measured.

4. Legislative requirements

The Local Government Act 2002 requires CCOs to submit their half year accounts and an SOI to their Boards and to their shareholders within specified timeframes.

For the 2020/21 financial year most of the Council's CCOs submitted their half year accounts and SOIs within the specified timeframes as set out in the legislation. The following CCOs fails to meet these deadlines.

- 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.
- The 2021/22 Statements of Intent for CMUA Project Delivery Limited and Central Plains Water Trust were not prepared within the statutory timeframe.

5. Variances against budget

Comprehensive revenue and expenses

Total revenue is \$131 million higher than budget.

Variances include subsidies and grants are \$42 million higher than budget mainly due to the three waters reform grants and NZTA funding and other subsidies. Development and financial contributions are \$22 million higher than budget due to higher than expected subdivision volume. Vested assets are \$14 million higher than budget due to increased activity from new subdivisions. Dividends are \$15 million higher than budget due to better performance by CCHL. Fees from building services and resource consents are \$9.5 million higher than budget due to the increase in consent volumes. Recoveries from Burwood Resource Recovery Park are \$4.0 million higher than budget due to staying open longer than planned, recreation and sports operating revenues are \$3.2 million higher than budget due to strong initial demand in the opening of He Puna Taimoana New Brighton Hot Pools. Land and property information revenue are \$3.2 million higher than budget due to a strong property sales market. Subventions are

\$2.2 million higher than budget due to the expected COVID-19 financial impact on Council subsidiaries. Sundry revenue are \$15 million higher than budget.

Total expenses are \$27 million higher than budget.

Variances include gains/losses of \$21 million in fair value adjustments for financial instruments, and depreciation and amortisation are \$6 million higher than budget due to the increase in value of the three waters assets in 2020.

Total other comprehensive revenue and expenses are \$609 million higher than budget.

Financial position

Total assets are \$602 million higher than budget.

This includes cash and cash equivalents \$97 million higher than budget, investments and other financial assets \$362 million higher than budget due to a combination of revaluation increases and additional investments made during the year, property, plant and equipment and intangible assets are \$152 million higher than budget mainly due to the annual plan understating the 2021 revaluation forecast movement, and unbudgeted changes to tax assets of \$4 million. Offset by lower than budgeted accounts receivables of \$17 million.

Total liabilities are \$182 million lower than budget.

Borrowing is \$197 million lower than budget due to delays with construction of the Canterbury Multi-Use Arena, payables being \$21 million lower than budget due to timing of invoicing, offset by other liabilities being \$24 million higher than budget mainly due to unbudgeted income in advance for prepaid inspections and provisions are \$15 million higher than budget due to unplanned changes to the building related claims provision and increases in landfill aftercare provision.

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

6. Subsequent events

COVID-19 “Delta” Variant

New Zealand returned to Alert Level 4 in August 2021 with a number of community cases from the “Delta” variant of COVID-19 introduced from New South Wales. The valuations prepared as at 30 June 2021 contained references to valuation uncertainty in light of COVID-19 generally and there remains significant pressure on the robustness of assumptions contained in the valuations.

The valuers of land and buildings and the Council’s subsidiaries have both confirmed that the valuations provided as at 30 June 2021 remain valid despite the move to Level 4 in August 2021.

7. COVID-19 Disclosure

Due to the unique circumstances that have faced New Zealand (and the world) over the past 18 months, 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 2021 in particular future cash flows, future growth rates and capitalisation rates. Given the circumstances, the investment property valuations as at 30 June 2021 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 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 2021. This situation is continuing to evolve and many uncertainties remain as to the effect of the COVID-19 crisis will have on the subject entities and the broader domestic and global economies.

