

Christchurch City

Annual Report 2019 Summary



Christchurch Ōtautahi

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Annual Report 2019 Summary

Christchurch Ōtautahi

For the period 1 July 2018 to 30 June 2019
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What is the summary report?

The 2019 Annual Report outlines our overall financial position and performance for the 2018/19 financial year, measured against key goals.

In setting our Long Term Plan 2018-28, we asked Christchurch residents what they wanted us to achieve and what we should prioritise.

The 2019 Annual Report covers the first year of that long term plan, from 1 July 2018 to 30 June 2019.

It outlines how we are delivering on our commitments to our community, setting out what we did, why we did those things, how much they cost and how we paid for them. It also outlines our continued response to the rebuild of our city.

The summary report shows at a glance what we worked on in the 2018/19 year, and highlights our key achievements for the year.

The Council adopted the 2019 Annual Report on 26 September 2019.

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

If you would 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 2019)
- at any of our service centres or libraries
- from our call centre
Christchurch residents call: 03 941 8999
Banks Peninsula residents call: 0800 800 169

Our vision

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.

Message from the Mayor and Acting Chief Executive

We would like to begin by acknowledging the tragic events of 15 March 2019, when 51 lives were taken in the terrorist attack on two of our city's mosques, Al-Noor and Linwood Islamic Centre.

This act of violence was a devastating shock, but we will always remember the unity, compassion, love and kindness which followed. We are enormously proud of how Council staff responded in the days and weeks that followed and how they continue to support the on-going recovery of our Muslim communities.

The Annual Report is our report back to the community on our activities and services.

Following the loss of secure status and being forced to chlorinate the drinking water supply, we embarked on a \$35-million wellhead upgrade programme, bringing forward work in our 10-year Long Term Plan.

Considerable progress has been made on improving our water supply infrastructure, including new and deeper wells and reservoir repairs, along with the wellhead upgrades. Further improvements are proposed in anticipation of stricter drinking water standards being introduced by central government. We are totally committed to providing our city with safe drinking water from our aquifers. Elected members have made it clear that this is a top priority and we will continue to progress the work.

Another of our strategic priorities is to provide climate change leadership. In May 2019 elected members declared a global climate and ecological emergency to raise awareness of the need for action to reduce carbon emissions to net zero. We had previously set ourselves a target of being carbon neutral by 2030. One of the biggest contributors to our carbon footprint is

We are totally committed to providing our city with safe drinking water from our aquifers.

private transport and we have taken steps to promote emissions-free modes of transport.

The Major Cycle Route programme is now well under way with three routes complete and four more either in construction or partially built. They have generated a strong uptake of cycling with a 49 per cent increase in cyclists counted entering the central city between 2016 and 2019.

The regeneration of the Central Business District continued, with significant milestones to celebrate. The Christchurch Town Hall reopened in February after repair and restoration. We are also proud of Tūranga, the new central library, a cutting edge 21st century facility. The \$92 million building opened in October 2018 and has proved popular with residents.

These facilities, along with private sector investment in retail, hospitality and entertainment are attracting hundreds of thousands of visitors, both local and international, to the heart of the city. Results of the annual Life in Christchurch Central City survey indicated that two thirds of respondents felt positively about the central city.

But a vibrant central city also needs permanent residents and work continues on our goal of having 20,000 residents living within the four avenues within 10 years. In September 2018 elected members adopted the Central City Action Plan, which extends our focus to looking at how investment in the city can

be strengthened and creating an environment where business can thrive.

We have also invested in our suburban centres and the restoration of our heritage facilities, with several buildings closed since the 2011 earthquake reopening, including the Akaroa Service Centre, Nurses' Memorial Chapel, Rose Historic Chapel and Risingholme Homestead.

Another of our strategic priorities is to provide climate change leadership.

We continued to work closely with our regeneration partners. Most recently, as joint shareholders of Regenerate Christchurch, we signalled our desire for regeneration activities to transition to us for ongoing management, including important work in Southshore and South New Brighton.

We have a strong relationship with central government through the Minister for Greater Christchurch Regeneration, Hon. Megan Woods. In September 2018 the government announced that \$220m of the Canterbury Regeneration Acceleration Facility was to be ring fenced for the Canterbury Multi-Use Arena, bringing the available budget to \$473 million. At the time of writing, an investment case was being finalised.

Construction of the Metro Sports Facility by Ōtākaro Ltd, the Crown's rebuild company, began in June 2019. It is expected to open in early 2022 and will provide for a wide range of indoor sports. It will be owned and operated by us.

Significant progress was made negotiating a global earthquake settlement with the Crown.

In November 2018, in conjunction with the Department of the Prime Minister and Cabinet, we hosted a symposium on the lessons learned from the 2010 and 2011 Canterbury earthquakes. This was a further

Significant progress was made negotiating a global earthquake settlement with the Crown.

opportunity to bring together disaster recovery experts and members of the wider community to distil important lessons from our experience.

Our relationship with the Papatipu Rūnanga of our area has deepened this year to the point where we have been able to offer mutual support when needed and work together to achieve the aspirations of our communities. The joint standing committee, Te Hononga Council-Papatipu Rūnanga, continues to work on matters of mutual interest, such as improving water quality.

We remain focused on improving the quality of our roads, footpaths and parks, are putting new flood protection in place and upgrading other infrastructure to bring it up to the standard our residents expect.

As the financial year drew to a close we said farewell to departing Chief Executive, Dr Karleen Edwards, who had led the organisation through some of the most challenging years it has faced. She can reflect on many satisfying achievements, and we appreciate her commitment and contribution.



A handwritten signature in black ink, appearing to read 'Lianne Dalziel'.

Lianne Dalziel
Mayor of Christchurch



A handwritten signature in black ink, appearing to read 'Mary Richardson'.

Mary Richardson
Acting Chief Executive



Financial highlights

Council – 2019 in review

Total assets

\$13.3 billion

↑ 2018 **\$13.1 billion**

↑ Planned **\$13.2 billion**

Total revenue

\$1.0 billion

↔ 2018 **\$1.0 billion**

↔ Planned **\$1.0 billion**

Total borrowing

\$2.1 billion

↑ 2018 **\$2.0 billion**

↑ Planned **\$1.9 billion**

Total operating expenditure

\$853 million

↑ 2018 **\$799 million**

↑ Planned **\$809 million**

Total capital expenditure

\$408 million

↓ 2018 **\$501 million**

↓ Planned **\$480 million**

Total rates levied

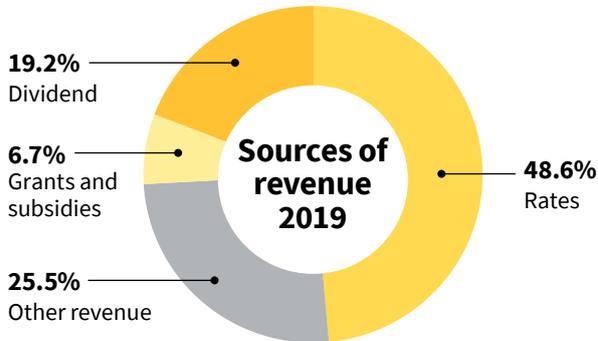
\$496 million

↑ 2018 **\$461 million**

↑ Planned **\$490 million**

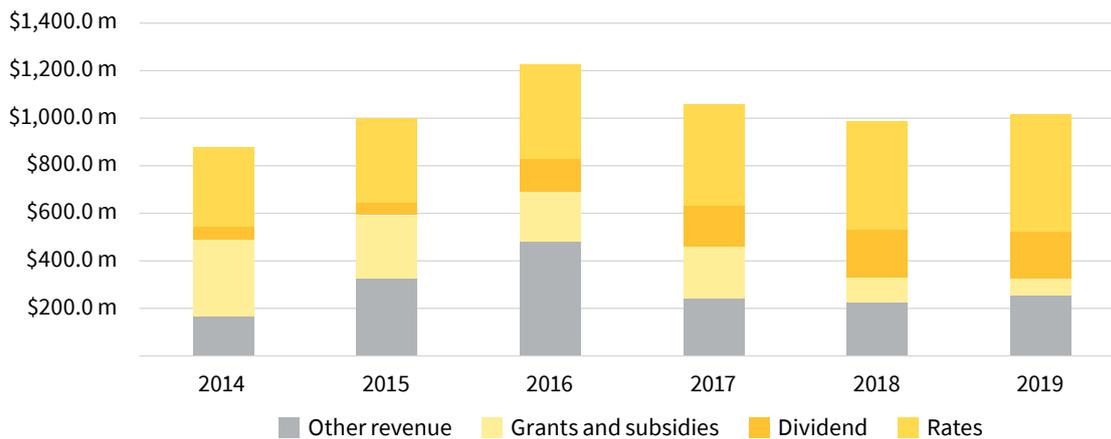
Financial highlights

Total revenue



The results for the year ended 30 June 2019 include the impact of the growth in the number of rating units within the city.

Sources of Revenue Actual \$millions

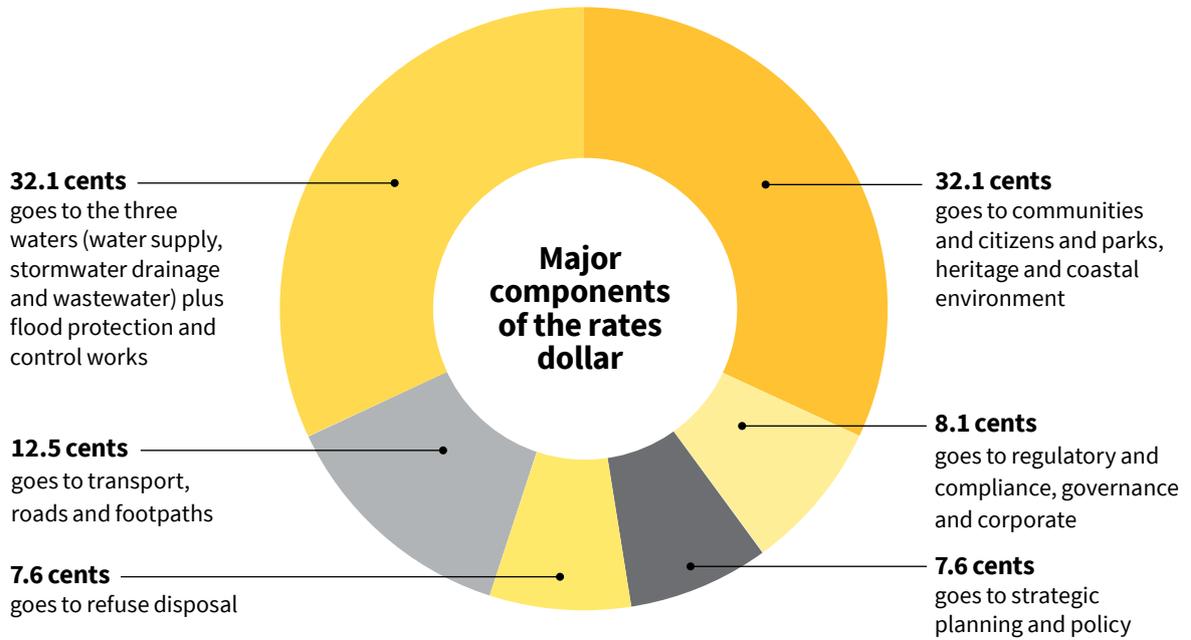


Over the past six years

- The increase in value of rates revenue, reflects both the change in the number of rating units and higher rates charges.
- The reduction in grants and subsidies reflects the decline in earthquake grants from central government.
- Other revenue has returned to a more consistent level since the insurance receipts of 2016.

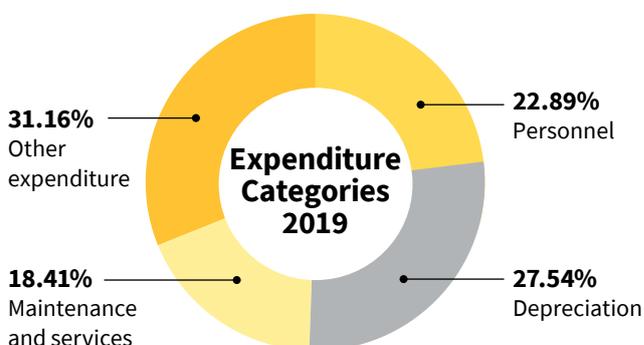
Financial highlights

Where do my rates go?



Financial highlights

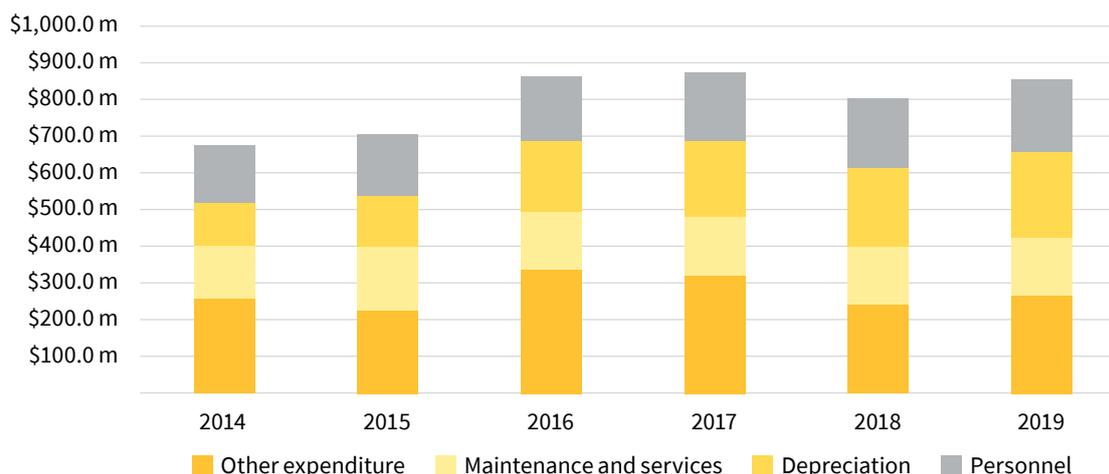
Total expenditure



Council operations

We recorded an accounting charge of \$235 million for the depreciation and amortisation of our assets. Our policy is to rate for the long run average cost of asset renewals and replacements. Personnel costs of \$195 million represents 23% of total expenditure which is consistent with previous years. Other expenditure includes finance costs of \$94 million on total borrowing of \$2.1 billion.

Expenditure Categories Actual \$millions



Over the past six years

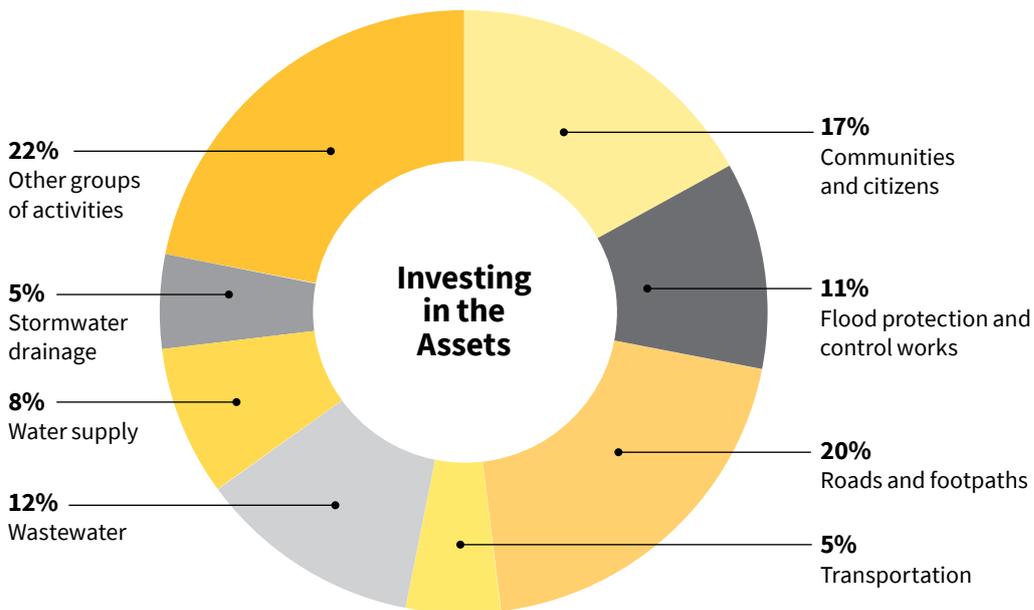
- Personnel costs have remained consistent for the six years, at between 21% and 24% of total expenditure.
- Depreciation fluctuated in the year following the revaluation of major assets. This occurred in 2016 after infrastructure assets were revalued in 2015.
- Maintenance and Services was consistent during the period in review and in line with previous years
- Other expenditure included asset impairment and the reversal of the previous year's impairments as assets were repaired.

Financial highlights

Capital expenditure

We spent \$408 million on significant asset investment in:

- infrastructure works including flood basins and major cycle routes
- community facilities and libraries, including Tūranga
- sports facilities, including Ngā Puna Wai Sports Hub.





Significant achievements



Christchurch Town Hall

The first two stages of the Town Hall restoration were completed in 2019 and reopened to the public for the first time since the February 2011 earthquake.

Hundreds of people took the opportunity to revisit the splendour of the 1970s when the first stage – the Foyer, the Avon, Limes and Victoria rooms and the Douglas Lilburn Auditorium – reopened in February.

The second stage of the restoration – the James Hay Theatre – reopened in May.

The 1970s heritage building, designed by Christchurch architects Warren and Mahony and first opened in 1972, is an internationally acclaimed example of brutalist architecture. The acoustics of the Douglas Lilburn Auditorium are considered among the finest in the world.

For the first time, the Christchurch Symphony Orchestra will have a permanent home at the Town Hall when the third stage of the project, the CSO Centre, is completed in September 2019. The centre comprises rehearsal rooms, administration offices, a music library and a players' lounge. Performances will be held in the Douglas Lilburn Auditorium.

The budget for the entire Town Hall restoration project is \$167.2 million.



Tūranga

Tūranga opened in October 2018 and has proved a popular new attraction, with more than 755,000 visitors. It has made a significant contribution in encouraging people back to the central city.

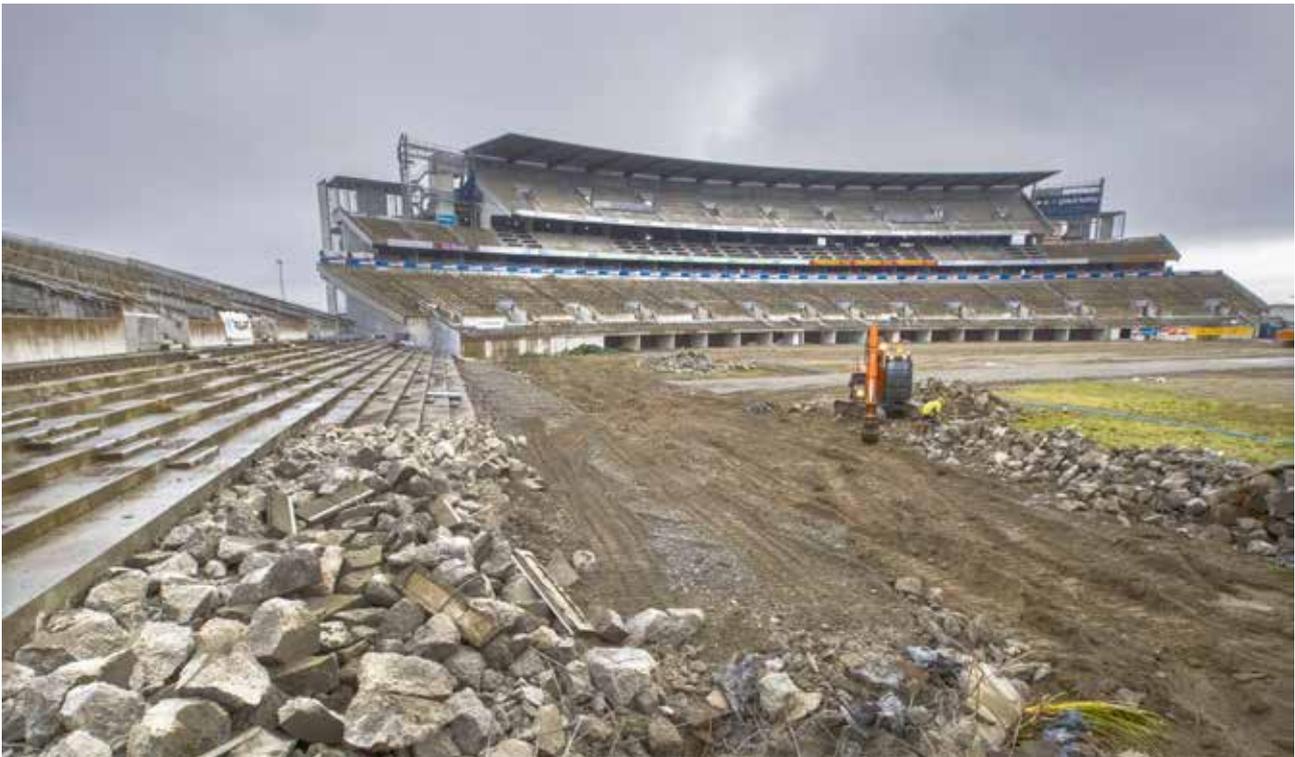
The Discovery Wall, a giant digital touch screen on the ground floor that allows users to swipe through a virtual world of photos, videos and information, recorded 17 million touches in its first six months.

As well as housing more than 180,000 individual items, Tūranga has a music studio, video editing suite, 3D printing, robotics, exhibition spaces, meeting and function rooms, a café, and children's play areas as well as the more traditional quiet spaces for reading and study.

It is home to Māori, Pasifika and world languages collections and a state-of-the-art archives storage, teaching and research room ensures people have access to fragile items.

The influence of Ngāi Tahu and Ngāi Tūāhuriri is seen in design elements throughout the \$92.7 million, 9,850 square metre building.

Tūranga was designed by New Zealand architecture firm Architectus in partnership with Danish library design experts Schmidt Hammer Lassen Architects. It was built using innovative engineering solutions developed at the University of Canterbury to boost resilience and minimise damage in a large earthquake. The building has received several design and engineering awards.



Looking forward

As well as ongoing infrastructure repair and replacement work on pipes and roads, and the continuing rollout of major cycle routes, several other high-priority projects are at various stages of development:

Lancaster Park

Demolition of the earthquake-damaged Lancaster Park Stadium will be completed by the end of 2019. The Tui Stand was demolished in 2018 and work is continuing on the Deans and Paul Kelly Stands, with as much as possible of the materials being salvaged. A spatial plan for the future use of the site has been developed and approved by the Linwood, Heathcote, Central Community Board and goes before elected members at a council meeting on 12 September 2019.

For more information about the demolition and salvage project see page 37.



Canterbury Multi-Use Arena

Christchurch has been without a stadium for holding large international sporting and entertainment events since the 2011 earthquake. We have budgeted \$253 million and central government has earmarked \$220 million for this project. Geotechnical investigations to determine the condition of the land, along with some remedial work, began in December 2018. We have commissioned an outside agency to develop a business investment case, and this will inform discussions with central government on the next stage and help determine the ownership, delivery and operation of the new stadium.



Naval Point Development Plan

We consulted with the community on two options for developing Naval Point in Lyttelton. As one of Christchurch's few all-tide water access points, the area is popular with water sports enthusiasts. Both options outline plans to reorganise the waterfront area to improve access and recreational safety on and off the water, with better parking areas and extension of the public ramp, along with a new shared facility for the Naval Point Club and the Coastguard. Detailed planning will begin in 2019, with further consultation planned on a preferred option in 2020.



Global Settlement

Elected members endorsed a Global Settlement Agreement with the Crown in August 2019. This resolves issues remaining from the Cost Sharing Agreement signed in 2013 and will help to define a clear path forward for the city. Under the settlement:

- Several central city assets will be transferred to us, including the Bus Interchange, the Metro Sports Facility, Te Papa Ōtākaro/Avon River Precinct, the Margaret Mahy Family Playground and land for the Performing Arts Precinct.
- We will deliver the Performing Arts Precinct, including the Court Theatre and a car park.
- We and the Crown will fund improvement works in Whitirea/Cathedral Square, with us leading the works.
- Ownership of Te Pae, the Christchurch Convention and Exhibition Centre, will remain with the Crown
- Ownership, delivery and operation of the Canterbury Multi-Use Arena will be determined through the investment case now being developed.
- We will have the opportunity to buy Crown-owned central city land not needed for anchor projects.
- Residential red zone land in the Ōtākaro/Avon River Corridor, the Port Hills, Brooklands and Southshore will transfer to us progressively over the next two years.
- The Crown will remain responsible for any arrangements with owners of private land in the residential red zone and will liaise with those owners.
- Regenerate Christchurch will prepare and implement a transition plan for its future.



New Brighton Revitalisation

We are working with Development Christchurch Limited (DCL) to revitalise this seaside suburb which was badly affected by the earthquakes of 2011.

Foreshore

We want to attract life and activity to the area and boost local businesses. We have made a significant commitment to the regeneration of New Brighton, allocating \$19.2 million to projects along the foreshore that will act as a catalyst to further development. This has included the Beachside Playground, He Puna Taimoana, and a contribution towards the surf club rebuild.

He Puna Taimoana

This community facility is set to open in early 2020. There will be five pools of various temperatures, a sauna, plunge pools and a café.

Marine Parade

Work to improve public spaces and Marine Parade will begin in September 2019 and will include opportunities to enhance the commercial centre and promote local businesses.

Commercial core

All the above projects feed into creating a more vibrant and thriving seaside village. This project recognises that the commercial centre needs to work better if the revitalisation is to be successful. DCL is working with property owners and potential investors to consider options for the commerce area. The focus is on advancing land amalgamation for the Oram Avenue extension and the development of adjoining land to create a defined hospitality area to support foreshore activities. There is considerable community and local business support for this.

Ōtākaro-led projects

Ōtākaro is the central government rebuild agency established to deliver the city's anchor projects. Highlights this year included:

Te Pae Convention Centre

Construction of this \$475-million facility continued. It is set to open in October 2020 and is expected to bring significant economic benefits to the city. Strong interest in bookings is already being reported. It is estimated that since the 2011 earthquake Christchurch has been missing out on around \$90 million in direct investment through business events each year.

Te Papa Ōtākaro/Avon River Precinct

This project is described as a 'city waterfront' and springs from the 'Share an Idea' public consultation in 2011, where many people said they wanted more made of the river, especially in the central city. A key part of this project, the City Promenade, opened in November 2018, and extends two kilometres along the east bank of the river, replacing Oxford Terrace.

Metro Sports Facility

This \$301 million recreation and sport complex will feature a 50 metre, 10-lane competition swimming pool, a diving pool, a large aquatic leisure area, five hydroslides, fitness spaces and nine indoor courts for sports such as netball, volleyball and basketball. The groundworks began in July 2018 and construction began in June 2019. It is set to open in early 2022.

South Frame

The South Frame is three-quarters complete. At its heart is the Greenway, a pedestrian and cycling corridor running east-west. It features gathering spaces and laneways with new and restored heritage buildings for retail and hospitality.

East Frame

Providing new housing in the inner city alongside a large park, work on the East Frame is well under way, with the first units going on the market in 2019. On the corner of Lichfield and Madras streets 44 apartments and 50 townhouses have been built. Construction of another 58 townhouses on the corner of Hereford and Madras streets is under way.



Council activities and services

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Our activities and performance

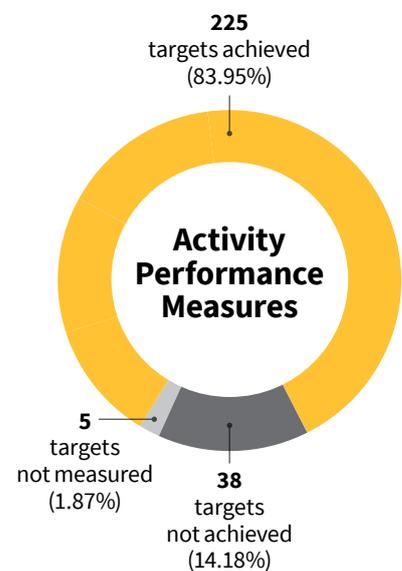
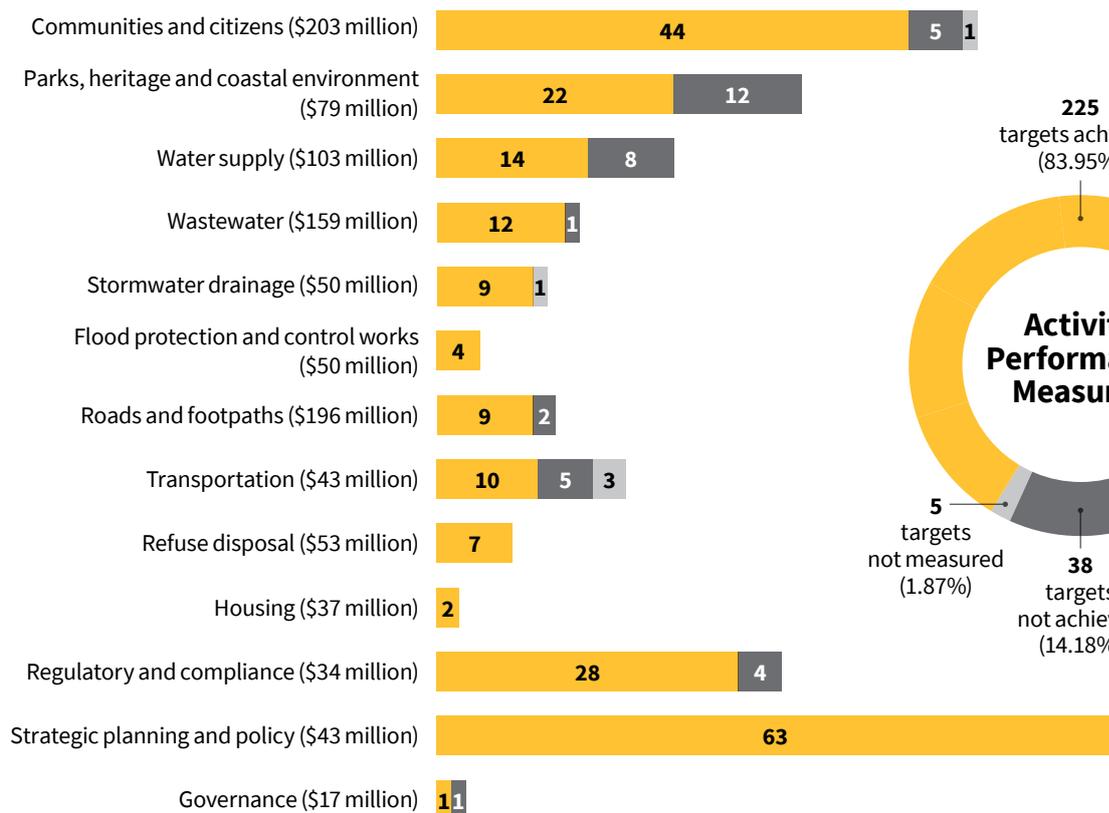
We are responsible for a wide range of services and activities. These include collecting rubbish, recycling and organic waste, building and maintaining roads and the water supply network, and running the Botanic Gardens, Christchurch Art Gallery, city libraries and many festivals and events.

We group these services and activities into 14 categories, which you can read more about in the Our Services and Activities section of this document or in the full Annual Report.

The summary graph below shows that, of 268 measures we use to track our performance, we have:

- met the target for 225
- not met the target for 38
- have five that are no longer applicable or for which there is insufficient data to report against.

Activity (with Capital and Operating Costs) and Performance Measures



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

Communities and citizens



What we do

We provide a wide range of services and facilities across the city that contribute to making Christchurch a great place to live, work and play.

Citizens interact with our services every day in many different ways. We answer front-desk, phone and online inquiries, provide funding for community activities and projects, build, operate and maintain facilities, such as recreation and sport centres, libraries and the art gallery, and coordinate events and festivals.

We also coordinate civil defence and emergency management so that we're ready to respond in a disaster, and we foster international relationships.

86%

are satisfied with the quality of service at their first point of contact with us

Achievement highlights

Citizen and customer services

As more people choose to communicate with us online or through apps such as Snap, Send, Solve, we are noticing a reduction in more traditional forms of communication. Over the year we received:

- 416,045 phone inquiries (1% less than the previous year)
- 93,013 email inquiries (3.7% less than the previous year)
- 122,463 face-to-face transactions (2.36% less than last year)

Community development and facilities

• We distributed more than \$7.5 million in grants from the Strengthening Communities and Creative Communities funding schemes. These grants went to community groups and not-for-profit organisations for projects and initiatives to benefit the city, local communities and communities of interest. In all, these grants assisted 1,065 applicants.



- We have 60 facilities available for community use. These facilities have occupancy rates of 38% or higher.

Civil defence and emergency management

- We continued to recruit, train and equip emergency operations centre (EOC) staff and volunteers for the national response team and for the welfare response team.
- We included volunteers in EOC training for the first time, as part of our drive to increase the overall preparedness of our volunteer base.

Akaora Museum

- 40,547 people visited, 10,563 more than the previous year and 16,047 more than our target
- 30% of visitors were cruise ship passengers
- 3 new temporary exhibitions were presented
- 126 objects were added to the collection
- 171 inquiries about the collection were received and answered

Te Puna o Waiwhetu Christchurch Art Gallery

- 363,376 people visited the gallery, 38,354 more than our visitor target
- 25,271 visitors took part in public programme events, 5,271 more than our target
- 12,910 children took part in gallery-led lessons in our education centre, 1,910 more than our target.
- 148 works were added to the city’s collection. Of these, we bought 36, two were co-purchased and 110 were gifted.



98%
rate the gallery as
‘excellent’ or ‘good’

94%
of library users are satisfied
with the service provided



93%
of recreation and sport users
are satisfied with the range
and quality of facilities



Libraries

- Tūranga, the new central library opened in October 2018. Since opening there were:
 - 755,224 visits
 - 354,550 items issued
 - 18,692 programme attendances
 - 17 million touches registered on the Discovery WallFor more information about Tūranga, see page 13.
- Overall, the network of libraries showed:
 - 6.9% increase in visitors
 - 3.9% decrease in physical items issued
 - 31.1% increase in digital issues, equating to 668,870 downloads
 - 7% increase in library programme attendances, with 121,418 people attending

Recreation and sport

Residents' passion for physical activity continues, with more than 4 million visits to our recreation and sports centres, stadia and services for the year.

- Ngā Puna Wai opened in March 2019 and has hosted local, national and international competitions.
- Taiora QEII Recreation and Sport Centre has been open for the full year and has contributed to an overall recording of 846,405 participants across all our recreation and sports activities and classes.
- We collaborated with Water Safety New Zealand to provide 121,164 affordable swim lessons (for children in low-income families).

Events and festivals

Events allow us to promote Christchurch and attract visitors. We had a full calendar of events, which included supporting 300 community groups to host their own events.

Event highlights were:

- International cricket
- International hockey
- Treetech Fireworks Spectacular
- House of Travel Botanic D'lights
- Sparks

Economic development coordination and leadership

We fund ChristchurchNZ to promote the city as an attractive place to do business, host major events and visit. ChristchurchNZ's work is in the following categories:

- research and insights (promoting economic development)
- major events (promoting entertainment opportunities)
- destination (promoting tourism activities)
- convention bureau (promoting facilities)
- export education (attracting students)
- city promotions (producing information)

Civic and international relations

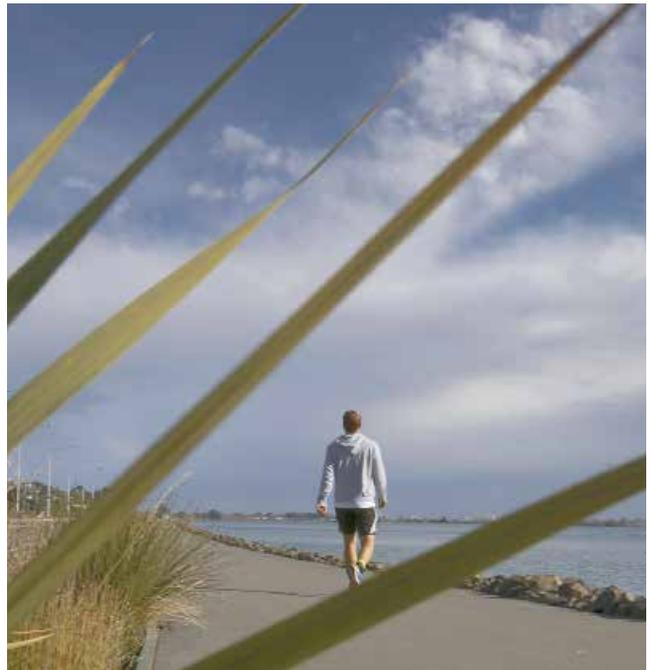
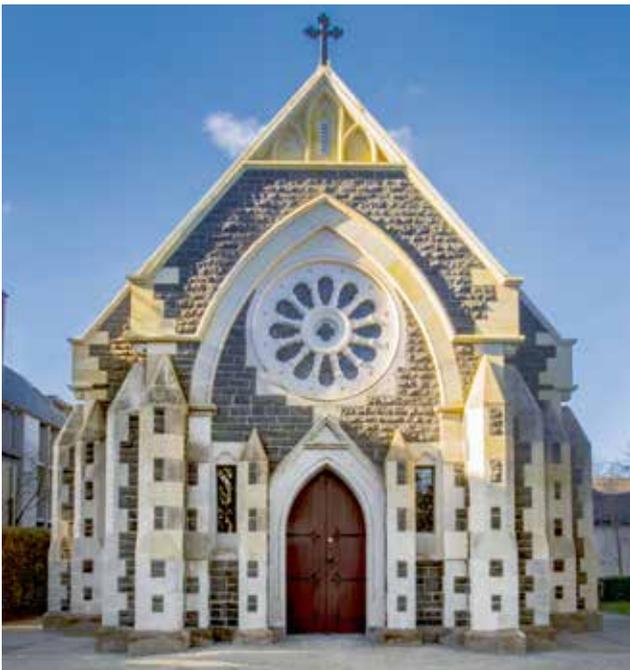
- We hosted 75 international visitors or delegations, including:
 - the President of Ireland
 - the Dean of Christ Church Cathedral in Oxford, UK,
 - the Speaker of the House from Sweden
 - seven delegations from China for the Rewi Alley 120th Commemoration events
 - a delegation from the United Nations Intergovernmental Panel on Climate Change
 - crew of the Indian Navy's sailing vessel INVS Tarini
- We held 12 citizenship ceremonies where 2,068 people from all over the world became new citizens of Aotearoa New Zealand. This included a ceremony at Wairewa Marae on Waitangi Day.



82%
of people who attended
events were satisfied



Parks, heritage and coastal environment



Parks

What we do

We look after more than a thousand parks and reserves covering more than 9,144 hectares throughout Christchurch and Banks Peninsula.

This includes high-profile spaces such as the Botanic Gardens, Hagley Park, the wide open spaces of the Port Hills, and our beaches, estuaries and wetlands. Equally important are the many smaller heritage, neighbourhood and community gardens we maintain. We also manage and maintain cemeteries.

Achievement highlights

Community partnerships and volunteers

- Each year our work with community partners and volunteers increases. We have created a dedicated team within the Parks Unit to strengthen and grow volunteer involvement, by ensuring there are opportunities for training, development and social enterprise.
- Volunteer involvement across all sectors was recorded at 38,000 hours for the year, about 27% up on the previous year.
- We have allocated community partnership funding to support community-led projects to enhance and regenerate our greenspaces, to contribute to parks and reserves through plantings and to weed, clean and monitor our waterways.

Environmental education

- More than 10,000 children, teachers and parents attended programmes at various facilities and sites, including parks and gardens and water and waste facilities.

Hagley Park

- Resident satisfaction with the park's presentation was high, at 97% (Resident Survey)
- New Zealand Cricket named Hagley Oval as International Cricket Venue of the Year for the fourth time in the six years it has been open since the 2011 earthquakes.

St Albans Park

- Sub-surface drainage problems that had made the park unusable were remediated with a new drainage system, a new sand-based turf surface, two artificial cricket wickets and a new pavilion. The park reopened in March 2019.



99%
of teachers are satisfied
with our regional park
programmes



Heritage



71%
of residents are satisfied
with the presentation
of our monuments,
sculptures and artworks



What we do

The loss of many heritage buildings in the 2011 earthquake has strengthened our resolve to protect what is left. 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.

We also plan, build and maintain harbour and marine structures such as jetties and wharfs.

Achievement highlights

Several significant heritage repair and restoration projects were completed, with others under way:

- **The Christchurch Town Hall:** Reopened in February 2019, with the James Hay Theatre reopening in May 2019. For more information about this significant project see page 13. This Council-owned building is managed by VBase.
- **Nurses' Memorial Chapel:** Reopened in October 2018.
- **Rose Historic Chapel:** Reopened in July 2018.
- **Akaroa Service Centre** (historic former post office building): Reopened in August 2018.
- **Risingholme Homestead:** This historic community centre in Opawa reopened in June 2019.
- **Taylor's Mistake Baches:** Elected members voted to allow owners of these historic baches to be offered a licence to remain where they are, settling years of uncertainty about their fate.
- **Other work**
 - Provided regulatory advice on heritage places for the replacement District Plan, in line with national heritage guidelines
 - Embarked on a new direction for heritage, with a new heritage strategy being drafted in partnership with Ngāi Tahu
 - Completed a heritage grants review to ensure the process of allocating grants is efficient and robust and that it delivers the best possible outcomes for heritage buildings.



Coastal environment

What we do

We work with community volunteer and coast-care groups to manage our coastline, from the Waimakariri River to Godley Head, Lyttelton Harbour and around Banks Peninsula.

Achievement highlights

Dune stabilisation

We continued work to stabilise sand dunes along the Pegasus Bay coastline so that sand is not blowing onto the road and into people's houses.

Planting and plant protection

We plant and look after native plant species that can survive in the harsh coastal weather and growing conditions. This helps protect the sand dunes and provides shelter for native insects, birds and animals.

Coastal structures

- **Lyttelton Cruise Ship Berth:** Lyttelton Port Company began preparatory work to construct New Zealand's first custom-built cruise ship facility, expected to open in early 2020.
- **Akaroa Wharf:** Planning is under way to replace the 130-year-old wharf. Consultation was held in June 2019. Heritage, conservation, engineering and Māori cultural aspects are being considered, and people will have another opportunity to give feedback on a preferred new wharf structure early in 2020.
- **Robinsons Bay:** The Regional Parks Team continued to work with and encourage community partnerships for the repair of coastal structures. This has included facilitating and supporting volunteer input on the jetty repair project, which saved ratepayers thousands of dollars.

Coastal amenities

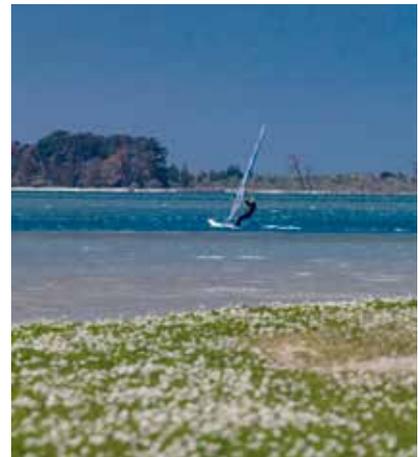
We continued building and maintaining tracks, seating, picnic areas and car parks.

Scott Park

We consulted the community about improvements we'd like to make to this popular park in Ferrymead in February 2019. The park is often used by people who enjoy activities such as yachting, wind sports, sea scouts and bird watching, and is alongside the Christchurch Coastal Pathway. We plan to provide better access to the water and to improve the picnic area, including planting native trees for shelter and shade.

Katipo recovery

Our rangers are involved in a project to protect the native katipo spider and help it thrive. This involves identifying its prevalence along our coastline and improving its habitat by planting native grass species, such as *spinifex*. The spider is New Zealand's only venomous species and its population has been in decline.



Water supply

What we do

We supply safe drinking water via a network of wells, pump stations, treatment facilities, reservoirs and underground reticulation pipes.

We promote water conservation and ensure there is an adequate supply for fighting fires.

We also provide water for commercial and industrial use – high users are charged by volume.

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



Chlorination

In December 2017 our below-ground well heads were deemed vulnerable to potential contamination. Since then we have been temporarily chlorinating our water supply while work is done to upgrade the well heads, generally by raising them above ground. The chlorine treatment gives our water supply added protection while the work is carried out.

Long term, we want to provide drinking water that is not chlorinated.

We have said that when central government moves to impose mandatory chlorination we plan to seek an exemption. To do this we will have to improve our infrastructure and our risk management systems to demonstrate our supply is secure and safe to drink.

Achievement highlights

Completed

- Water supply security
 - 65 well heads were upgraded to comply with the new requirements of the drinking water standards.
 - 39% of the city's drinking water was chlorine-free at 30 June 2019.
- 6.3 kilometres of water supply mains were replaced.
- 12.1 kilometres of water supply submains were replaced.
- A pilot water treatment plant was installed at Duvauchelle to trial a possible upgrade to water treatment. (Upgrading the filtration system would be effective, so a new treatment plant will need to be built.)
- 2 new wells were drilled for the new Ben Rarere pump station in Aranui.
- A new water supply main was completed along Prestons Road to service the Highfield greenfield area (in conjunction with the wastewater project).
- We secured a lease to use the new water supply pipe in the Lyttelton Road tunnel (installed by the New Zealand Transport Agency for a new deluge system). This supplies water from Christchurch to Lyttelton, Governors Bay and Diamond Harbour. It has improved the security of water supply for these areas.
- 7 pump stations had new equipment installed.
- The Hays 2 concrete reservoir in Governors Bay was replaced with plastic tanks.
- We made improvements to our water supply pipe asset management system to prioritise our pipe replacement programme.
- Our draft water safety plans for Little River, Duvauchelle and Wainui were considered and approved by the drinking water assessor.



81%
think our water supply
is reliable

Under way

- Two new wells are being drilled to replace wells at the Wrights Road pump station.
- We began a Rāwhiti water supply zone pressure reduction trial. Pressure has reduced by 10 kilopascals so far. Further reductions in pressure will be made over the next year to reduce energy consumption, leakage and pipe bursts.
- We continue to test drinking water to ensure we meet national Drinking Water Standards.



Wastewater

What we do

Our underground reticulated sewer system collects wastewater from homes and businesses and carries it to treatment plants, where contaminants are removed so that wastewater can be safely discharged back into the natural environment.

We're making big improvements, with significant projects under way to reduce sewage overflows into rivers and streams and to stop discharging treated wastewater into our harbours. We have ceased discharging treated wastewater to the harbour via the Governors Bay outfall.



71%

think our wastewater services are reliable



Achievement highlights

Wastewater pipes

- We replaced 2.3 kilometres of wastewater pipes

Lyttelton Wastewater Scheme

Construction continued on this project to take wastewater from Lyttelton, Diamond Harbour and Governors Bay to the Christchurch wastewater treatment plant. Completion of this project will mean we can stop discharging treated wastewater into Lyttelton Harbour.

- Completed:
 - Marine pipelines from Diamond Harbour and Governors Bay to Lyttelton
 - Pipeline through the Lyttelton road tunnel
 - Pump station at Governors Bay
- Under way:
 - Pump station at Diamond Harbour
 - Pump station at Lyttelton
 - Pipeline from Lyttelton road tunnel to Woolston

Reducing overflows into the Ōpāwaho Heathcote River

- Nearly complete:
 - Colombo Street wastewater mains upgrades (from Dyers Pass Road to Fisher Avenue)
 - Beckenham Street wastewater mains upgrades
- Under way:
 - Wastewater siphon under the river

Akaroa Wastewater Scheme

We started work to replace aging wastewater pipes in Akaroa, in preparation for replacing the town's wastewater and disposal system.

Other work

- Completed:
 - Bromley wastewater treatment plant operations building replaced (earthquake damage)
 - new odour control unit at Peacocks Gallop in Sumner
 - new odour control unit in Highstead Road in Bishopdale
 - system technology upgrade
 - midge control – a new approach resulted in a 31% reduction in midge numbers from the previous year
- Under way:
 - new wastewater pipes in Riccarton Road, from Harakeke Street to Matipo Street
 - Bromley wastewater treatment plant channel repairs (earthquake damage)

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, safeguarding public safety and improving water quality, aquatic ecosystems and biodiversity. It also helps our other infrastructure networks, such as roads, to function well, especially in poor weather.



Achievement highlights

- We've completed network upgrade and replacement work in many areas, including improvements to inlet structures across the city and Banks Peninsula.
- Old and missing tide gates have been replaced with fish-friendly alternatives and we are monitoring their performance.
- We're continuing to monitor and upgrade the temporary Ōtākaro Avon River stopbanks. These stopbanks are a short-term measure to protect the low lying area behind them against tidal events.
- Construction of new manholes in the Lyttelton stormwater network. These will be used in coming years to help access the old brick barrel pipes during repairs.
- Investigations into replacement of lengths of the brick barrel pipes down Brougham Street have been undertaken so that work can be carried out in 2019 and 2020.
- We've finalised the construction of a new stopbank around Cranford Basin so that more flood water can be held back before it flows through St Albans and Mairehau.
- We completed replacing the tide gates on the outlet canal from the large pump station on New Brighton Road.



Flood protection and control works



What we do

Earthquakes and predicted sea-level rise have made parts of our city more vulnerable to flooding, and work to reduce flood risk remains a priority.

Our Land Drainage Recovery Programme is delivering a major works programme in higher-risk areas.



Achievement highlights

Completed

- The \$48 million Dudley Creek flood mitigation scheme opened in July 2018 and has reduced the flood risk for more than 585 properties.
- A \$5.3 million project to transform Number 1 Drain, in Shirley, into a natural stream with ponds and floating wetlands, is reducing flood risk and improving water quality in Horseshoe Lake and the Ōtākaro Avon River.
- Completion of the \$19 million Bells Creek land drainage scheme in May 2019 has reduced the risk of flooding to more than 120 properties in Woolston and Linwood. This involved building:
 - A storage basin in Edmonds Park and widening Bells Creek by Linwood College
 - A large urban forest and storage wetland – Te Oranga Waikura
 - A large pump station on Richardson Terrace
- A series of flood storage basins completed in the upper Ōpāwaho Heathcote have reduced flood risk, improved water quality and provided new public recreational spaces.
- Buller's stream immediately downstream of QEII drive has been naturalised and a new wetland has been built.

Under way

- A \$14.9 million project to dredge the lower reaches of the Ōpāwaho Heathcote River to help reduce flood risk to properties in Woolston, Opawa, St Martins and Beckenham.
- A \$5.1 million bank stabilisation project in the mid and upper Ōpāwaho Heathcote River is helping to control erosion and increase channel capacity to reduce the flooding risk. Landscaping is improving aquatic habitats.
- We are working towards a large flood storage scheme in the Cashmere-Worsleys Valley to reduce flood risk along the Ōpāwaho Heathcote River.

Roads and footpaths

What we do

We build and maintain roads and footpaths to enable people to move about the city with ease. As more of our underground infrastructure is 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 removing dumped rubbish from the roadside. We also maintain berms, verges and street trees.

Achievement highlights

Sumner Road

Repairs to this severely earthquake-damaged road were completed and the road opened in March 2019. This was a complex project and involved:

- Rockfall mitigation work
- Building a 400 metre-long catch bench
- Building a 7 metre-high interception bund
- Installing a 2.6 kilometre safety barrier
- Repairs to 30 retaining walls
- Resurfacing 2.2 kilometres of road

Other work

- 47 kilometres of roads were resealed under our maintenance contracts
- 8 kilometres of new roads were added to the network through subdivision development
- 33.7 kilometres of footpaths were renewed
- Work to renew North Avon Road, Randall Street and Petrie Street was completed



Transportation



What we do

We plan, build, operate and maintain Christchurch's public transport network of roads, bridges, footpaths, and cycleways. We also provide and operate traffic lights and cameras, public parking facilities and infrastructure for the bus network.

85%
think Christchurch is a
walking friendly city



Achievement highlights

Sumner Road

This vital link between Sumner and Lyttelton Port had been closed since the 2011 earthquake because of damage and rockfall risk.

- Reopened end of March 2019
- Budget: \$40 million
- Jointly funded with the New Zealand Transport Agency

Road safety improvements

- We constructed a signalised pedestrian crossing on Ferry Road and other improvements outside Te Waka Unua School.
- We undertook several speed limit reviews and set new safe and appropriate speed limits on Summit Road, Main Road Redcliffs and St Asaph Street, and at Templeton and the Knightstream Prestons and Longhurst subdivisions.
- We installed two new school speed zones for Avonside Girls' High School and Shirley Boys' High School and for Hoon Hay School and Our Lady of Assumption School.

Major Cycle Routes

Three of the 13 planned cycle routes are now complete and four others are partially built or under construction. The projects are part-funded by the New Zealand Transport Agency.

- Puari ki Kahukura Heathcote Expressway (Stage One): The section from Ferry Road to the Tannery in Woolston is almost finished and will open in September. The sections along Charles Street, McKenzie Avenue and Sheldon Street opened in December 2018.
- Puari ki Kahukura Heathcote Expressway (Stage Two): Ferry Road from Fitzgerald Avenue to Wilsons Road and along to Charles Street is almost finished and will open in September.
- Puari ki Otūmatua Quarryman’s Trail (Stage One): From the central city to Victors Road opened in September 2018.
- Puari ki Otūmatua Quarryman’s Trail (Stage Two): From the intersection of Sparks and Victors roads to Te Hāpua: Halswell Centre is almost finished and will open in September 2019.

The major cycle routes open to date have resulted in a significant increase in the number of people cycling in Christchurch, with cycle counters throughout the city showing a 34% uplift over the year to March 2019.

The Uni–Cycle route, from the city to the University of Canterbury won the Supreme Award at the national Bike to the Future Awards in July 2018.



64%
think Christchurch is a
cycling friendly city



A digital cycle counter at the approach to the Antigua Street bridge displays the daily and annual number of cyclists passing by. It is one of many cycle counters around the city but is the only one that displays the count to the public.

Te Ara Ihutai Coastal Pathway (Stage Three)

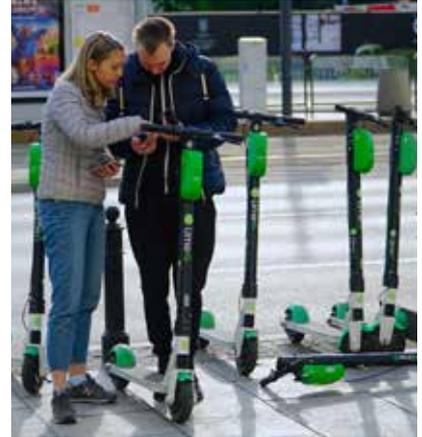
The section from Rapanui-Shag Rock to the Sumner Surf Lifesaving Club will open in September 2019.

E-scooter share schemes

- Lime: Began operating in Christchurch in October 2018
- Beam: Began operating in Christchurch in June 2019
- Flamingo: Will begin operating in spring 2019

Bus network

- 27 new bus stops were installed
- 6 bus stops were relocated
- 52 new bus stop seats were installed (14 of these replaced old seats).
- Riccarton Road Upgrade (Stage Two): We are installing bus priority lanes. This stage is due to be completed in late 2020.
- Bus Interchange: We will take over ownership and management of the Bus Interchange from the Crown in 2019.



Refuse disposal

What we do

The proper disposal of waste, including rubbish, recycling and organics, is important in creating a healthy city.

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

In post-earthquake Christchurch, construction waste has been a significant contributor. The Burwood Resource and Recovery Park has been sorting construction and demolition waste for recycling, reuse and safe disposal. As demolition work is now decreasing, the park will cease receiving this waste in December 2019.

Our involvement in the Canterbury Waste Joint Committee continues, with the goal of identifying opportunities for waste minimisation.

88%

of residents were satisfied with our kerbside rubbish collection service



Achievement highlights

- 36,450 tonnes of recyclable material was processed (from kerbside collections and the EcoDrop centres)
- 72,858 tonnes of organic waste was processed (from kerbside collections and EcoDrop centres)
- 113,868 tonnes of waste was sent to landfill (from kerbside collections and the EcoDrop centres)
- 452,185 wheelie bins had identification tags fitted to allow us to improve how we keep track of our bins. This work is 95% complete.
- 22,975 tonnes of construction and demolition waste was sorted at the Burwood Resource Recovery Plant. As expected, this was well down on last year when it sorted 150,000 tonnes. Since opening in 2011 the plant has handled more than 825,234 tonnes of waste.
- Lancaster Park Stadium deconstruction continues, with as much material as possible being reused:
 - 400 tonnes of concrete is being removed from the site each day
 - All concrete from the Deans and Paul Kelly stands is being salvaged, with as much as possible being trucked to a new development in Rangiora
 - Around 38,000 tonnes of gravel, waste, concrete and steel have been removed during deconstruction
 - More than 30,000 seats have been rehomed across Canterbury and New Zealand
- We continue to use gas extracted from the Burwood Landfill to heat, cool and light the Civic Offices, to heat the Christchurch Art Gallery and for drying bio-solids at the Christchurch Wastewater Treatment Plant.



Housing

What we do

We have been involved in community housing since 1938 and at 30 June 2019 own 2,241 social housing units, providing safe, accessible and affordable housing for people on low incomes, including the elderly and people with disabilities.

Most of our units are leased to the Ōtautahi Community Housing Trust, and 29 units are leased to other community organisations.

Our programme of earthquake rebuilds and repairs continued. A significant milestone was reached this year when the last eight of the units closed since 2011 were fully repaired and reopened.

Alongside this programme, we continued our regular upgrades and maintenance and built some new units. This has included installing or topping up insulation. This work is continuing, with a programme of more complex work under way for those buildings where retrofitting insulation is more difficult.



65%

of residents are satisfied with the condition of their units

Achievement highlights

- 170 units were transferred to the Ōtautahi Community Housing Trust
- 342 tenancies vacated
- 273 new tenancies started
- 52 earthquake-damaged units repaired. Of these 44 were leased and the tenants relocated.
- 8 units closed since 2011 were repaired, reopened and leased
- Insulation
 - 818 units assessed against new national regulations
 - 561 units found to be compliant, or exempt
 - 257 units were insulated or had insulation topped up to meet the new standard
- 5 new units in Akaroa (increase of two)
- 1 owner-occupied unit bought in Aldwins Court, with three more to buy. These will be returned to the portfolio when they become available.
- 23 units fully redecorated
- 56 units had carpet replaced
- 43 units had vinyl replaced
- 12 complexes had full exterior repaints
- 2 complexes were fully re-roofed
- 13 complexes had major tree work carried out



Regulation and compliance



What we do

We prepare plans, policies and regulations as part of our legal obligation to guide the city's future and to support a safe and healthy environment for people to live, work and visit.

Our teams ensure that the city's rules are followed for resource consents, building consents, licensing approvals, that construction work is inspected and that our health, noise and other bylaws are enforced.

We assist residents across a wide range of services – building a home or commercial property, opening a business, getting an alcohol licence for a bar, registering a dog and making a noise complaint, to name a few.

We are also responsible for ensuring it's safe to eat and drink at food stalls, cafes, restaurants and bars.

Achievement highlights

Our priority is always to maintain or enhance the quality of our service. We regularly review our business processes, work practices and communication to identify opportunities for improvement. This year we have focused on building better, more effective relationships with our clients and improving the tone of our written communications, such as letters and notices.

Regulatory compliance and licencing

Our monitoring ensures the Christchurch community and environment are safe and healthy.

Freedom camping

- Our proactive campaign operated daily over summer, to the end of April, throughout Christchurch and Banks Peninsula. The focus was on education, monitoring and enforcement, with a view to reducing the number of complaints we receive each year.
- \$415,000 was received from the Ministry of Business Innovation and Employment's Responsible Camping Fund. This enabled us to improve and implement initiatives, including education material, signage, road markings and new toilet facilities at Thomson Park in New Brighton. It also allowed us to step up monitoring and enforcement in the Christchurch and Akaroa areas.
- We received fewer complaints as a result of the above, with 133 complaints between 5 November 2018 and 29 April 2019, compared with 271 for the same period the previous year.



75%
were satisfied with our
building consents process



Alcohol licensing

- 1,002 current on/off/club licences were held in Christchurch at 30 June 2019.
- While there were more (up from 970) than in the previous year, the number is still well below that of pre-quake Christchurch when there were around 1,112 licenses held, mainly in the central city.

Noise control

- 11,744 excessive noise complaints were received.
- 2,892 notices to cease excessive noise were issued.
- 112 seizures of equipment took place.
- Overall, there continues to be a reduction in the number of noise complaints received year on year.

Building services

As the city's recovery continues, the demand for and complexity of commercial Resource and Building Consenting remained high. Residential consenting has returned to pre-quake levels.

Building consents

Volumes continue to fall year on year, and fell short of our budgeted target. To mitigate this we have taken steps to reduce costs, including not replacing staff as they leave, reducing our use of contractors (\$1 million less than budgeted), and growing our business outside the Council. This has resulted in a \$2.8 million reduction in costs.

- 3,677 residential building consents were issued.
- 973 commercial building consents were issued.
- We finalised contracts to enable technical staff to help other councils with building inspections.
- We began in-sourcing consent processing to help other councils

Earthquake-prone buildings

- Identification, consultation and approval of the city's strategic routes has been completed
- 213 priority buildings had been identified at 30 June 2019. These buildings need to be strengthened or demolished within 7.5 years.
- We have about 5,892 pre-1976 (category B) buildings still to check. We have until 2022 to complete this work, but expect to have it done by early 2020.

Building warrants of fitness

- 454 audits were performed, well above the 350 target per year. This work is increasing year on year.

Eco Design Advice

- 368 consultations were carried out, 19 more than last year and well above our target of 300 per year
- We continue to promote this service by attending and presenting at community events and conferences
- We continue to work with a range of other groups and organisations in the building industry

External engagement

We continue to build strong relationships with groups and organisations throughout the building industry. This enables us to receive constructive feedback about our services, and we continue to improve our systems, processes and customer service in response to this feedback wherever possible.

Land and property services

- 11,090 LIMs were processed, the third highest volume in the past 10 years. All were processed within the 10-day target time.

Resource consenting

Application numbers stabilised in 2019, but their complexity remains higher than normal. This is partly due to new District Plan provisions and partly due to the number of large-scale and complex development proposals. Despite this, 98% were processed within the set timeframes.

- 2,317 resource consent applications were processed. Of these 99% were processed within the statutory timeframes.



74%
were satisfied with our
resource consents process

Strategic planning and policy



What we do

We develop plans and policies that benefit Christchurch by ensuring we protect our environment, manage growth and guide the use and development of our infrastructure. All this contributes to Christchurch being a great place to be.

Our plans and policies make our city smarter and more resilient. We have a strong focus on finding new ways to protect and improve our quality of life and sustain our environment.



Achievement highlights

Land-use planning

- We worked with the Department of the Prime Minister and Cabinet to restore our role in managing the District Plan and began notifying our first plan changes.
- We took over responsibility for South New Brighton and South Shore Regeneration Planning from Regenerate Christchurch.
- We worked with the Greater Christchurch Partnership to create 'Our Space', a plan for future urban development in our wider region.

Strategic transport

- With our strategic partners we developed a Regional Public Transport Plan outlining a long-term direction for public transport.
- With the New Zealand Transport Agency we established a partnership to ensure a travel demand approach to our state highway projects, with a view to managing their effects on downstream communities.

Strategic policy

- We reviewed, amended or created several bylaws covering a range of activities including freedom camping, cemeteries and use of alcohol in public places.
- We developed, reviewed, updated or adopted new policies for a wide range of issues, including trading and events in public places, cemeteries, gaming and healthy food and drink at events.
- We contributed economic policy advice for a range of projects, made 19 submissions to external agencies, including the inquiry into EQC, and 29 submissions to the Council on matters such as road rule changes, heritage proposals and healthy homes standards.

Public information and participation

We provide public information that is timely, relevant and accurate through a range of channels, using traditional and electronic platforms. We have a strong focus on ensuring citizens are aware of opportunities to take part in democratic processes. Over the year we:

- carried out 75 engagements and consultations
- prepared and implemented 215 communications/marketing plans
- responded to 3,278 media inquiries
- increased followers on our social media platforms by 19,884 (Facebook up 13% and Instagram up 68%)
- provided training and support to staff as we adopt a new identity and tone of voice that is friendly, approachable and gives citizens information that is relevant and easy to understand.

Urban design, planning and grants

Work continued on a wide range of projects across the city to encourage and support initiatives to activate and enliven suburban areas and the central city.



Heritage education, advocacy and advice

- We adopted the Heritage Strategy and are preparing an implementation plan.
- 14 Heritage Incentive Grant applications were approved, allocating \$697,700 to support the conservation, repair and upgrade of our heritage buildings and structures.
- Two Central City Landmark Heritage grants were approved, with \$900,000 each for the former Chief Post Office building in Cathedral Square and the Sargood Son and Ewen building in Lichfield Street.
- We provided advice on more than 50 consent applications for work on heritage buildings and structures.



Economic development

We provide operational funding to ChristchurchNZ to lead our city's economic development. We measure the agency's performance to ensure it is providing economic and strategic leadership, that the city is marketed as a vibrant, prosperous and sustainable modern city and that the city's narrative attracts visitors, business development and growth.

Natural environment

Our work in this area includes policy and planning for hazards and the efficient use of resources, such as water.

- Christchurch Biodiversity Funding of \$200,000 was allocated to private owners of sites of ecological significance, for fencing, pest control and planting. Applications are phased to work in with ECan's Immediate Steps Fund to improve opportunities for private land owners to access funding for waterways and biodiversity protection and enhancement.
- We continued to work with a wide range of community groups, partner agencies and land owners on matters such as the Ecological Significance Programme and the Whaka-Ora Healthy Harbour Catchment Management Plan.
- We provided technical support to partner organisations and zone committees.
- The draft Integrated Water Strategy went out for consultation.
- We led reviews of ECan resource consent applications, including for discharges to water and land.
- We commissioned liquefaction mapping across Christchurch city.
- We developed tools to assist with tracking and reducing emissions and launched programmes relating to energy efficiency and electric vehicle charging infrastructure.



Governance



What we do

We support individuals and groups to be actively involved in local government decision-making, not only through the local elections, but also by ensuring access to timely, accurate information and by providing numerous opportunities to engage with us, especially through public consultation.



Achievement highlights

Consultation

- 75 consultations were held
- 9,132 submissions were received

Customer services

- We continued to develop our Citizen Hub strategy so that we can offer a convenient one-door approach to local services. Wherever possible we are combining libraries, pools and other community developments and our customer services into 'one-stop shops'.

Digital first strategy

The long-term financial and environmental gains from conducting our business online wherever possible are significant. We are making it easier to get things done online.

- Our 'paperless meetings' work continued.
- We are spending less on costs related to printing, binding and distribution.

Other work

- We provided information to the Remuneration Authority to support its work on elected members' remuneration and allowances. This included providing the comments received at community consultations on topics such as whether elected members should receive a child-care allowance.
- Preparing for the local elections on 12 October 2019 was a significant role this year. We worked with Local Government New Zealand (LGNZ), the Society of Local Government Managers (SOLGM) and the Electoral Commission and attended regular forums with regional electoral officers.

Corporate services

What we do

We provide back-office support to frontline staff as they deliver services to residents, working 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.



Achievement highlights

- We provided HR support and advice to all groups, including with recruiting new staff.
- We supported staff members, providing payroll, training and other organisational support services. At 30 June 2019 we employed 3,076 people in 2,234 full-time equivalent roles.
- We ensured short and long-term planning documents and other finance reports were prepared to a high standard and that they accurately show our position and our forecast activities.
- We managed the \$1.8 billion external borrowing programme and worked with credit rating agencies to ensure our credit rating is appropriate and maintained at the highest possible level.
- We continued our focus on continuous improvement, and on making it easier for citizens to work with us to get things done. This included work to make it more convenient for people to interact with us online to book a service, report an issue or make a payment.
- We continued to refresh our information systems to enable us to present a consistent, relatable identity across our face-to-face, written and online communications, to enhance our interactions with citizens at all levels of our community.
- We provided internal audit functions in planning for and managing risk and to ensure our legal obligations as a territorial authority are met.
- We managed the vehicle fleet, including the shared electric fleet provided by Yoogo. Wherever possible, vehicles at the end of their service are replaced with electric types. This has included electric motorbikes for our park rangers.
- We supplied professional property management and consultancy services relating to the property portfolio and property transactions.
- We implemented our new Procurement Policy and our Sustainable Procurement Programme.
- We provided a wide range of technical and legal advice to elected members.
- 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.
- We maintained a high standard of data security.



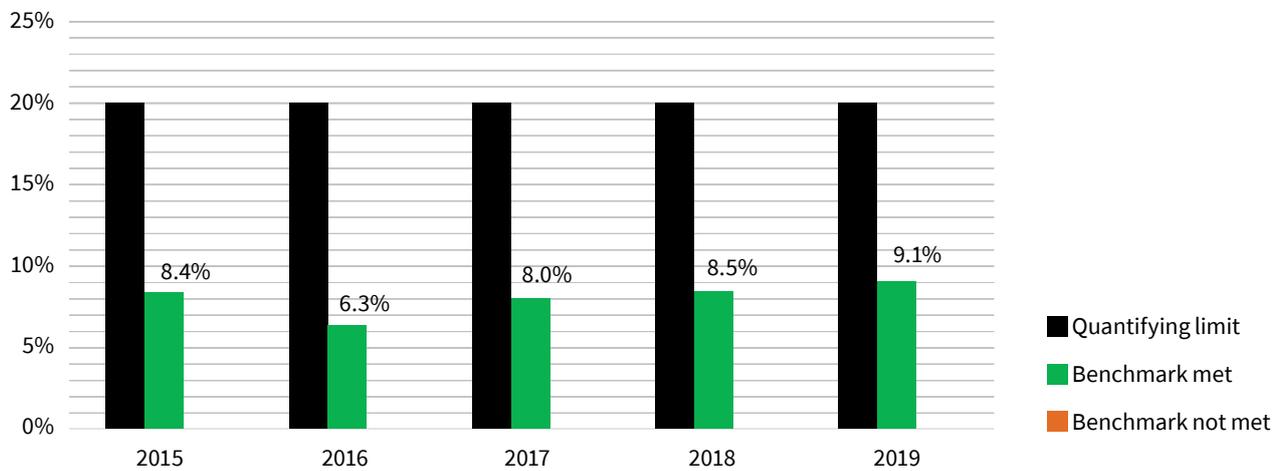
Financial statements

Financial ratios

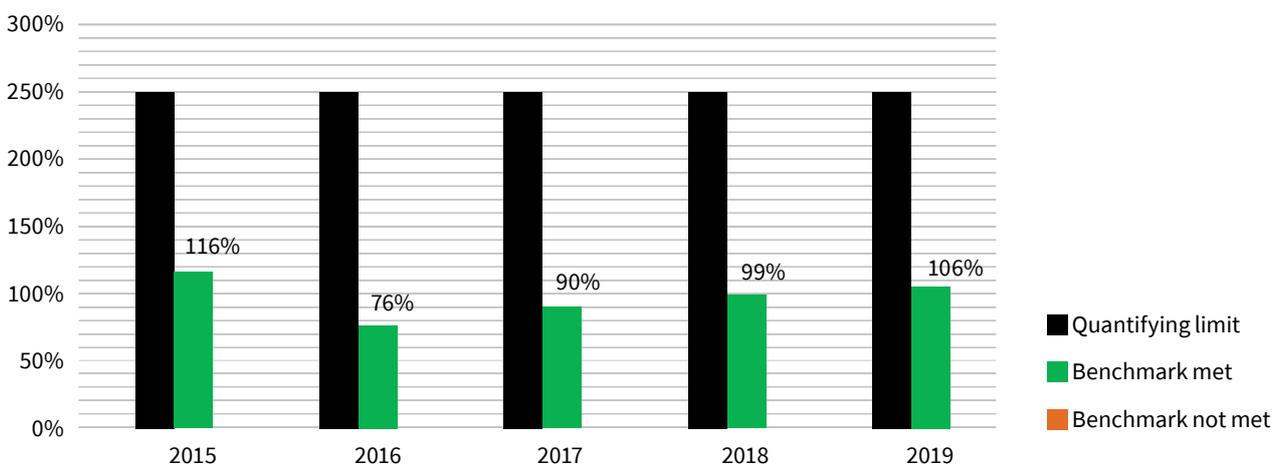
We have several financial ratios which form a key part of our financial risk management strategy. The core ratios come from the Local Government (Financial Reporting and Prudence) Regulations 2014 and are included in the annual report and in our long-term planning documentation.

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 2019 year.

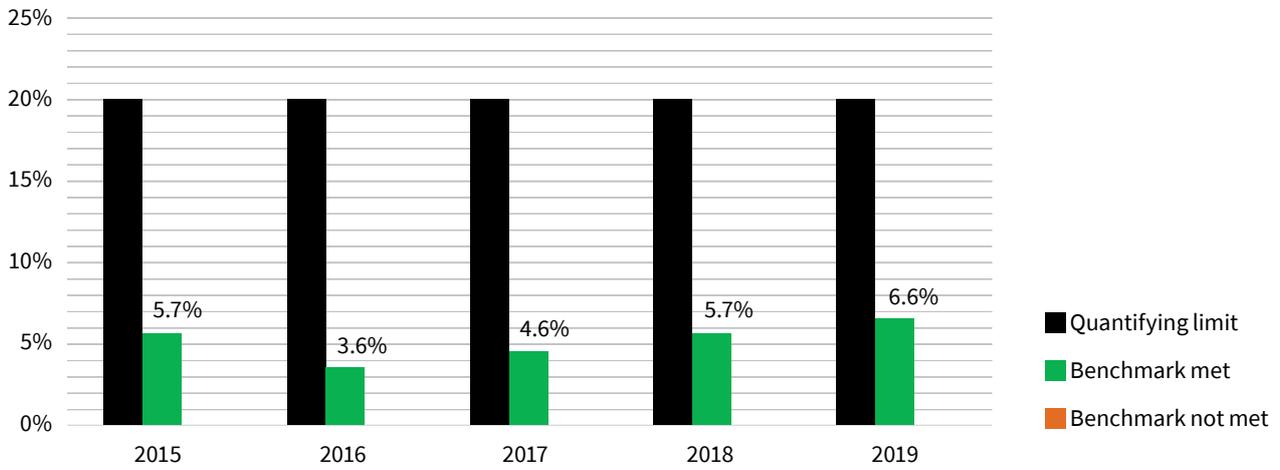
Net debt as a % of equity



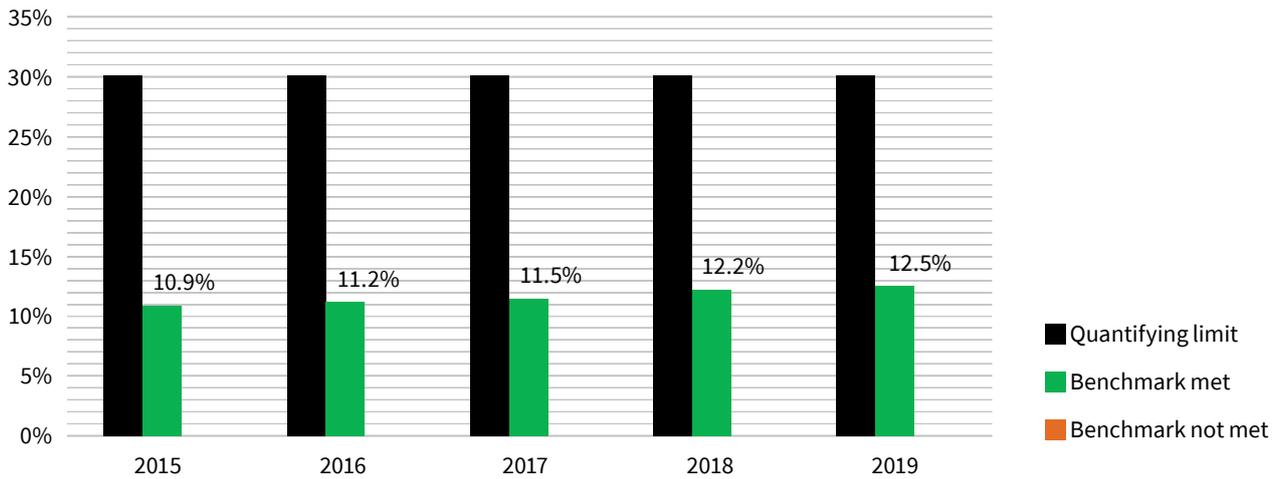
Net debt as a % of total revenue



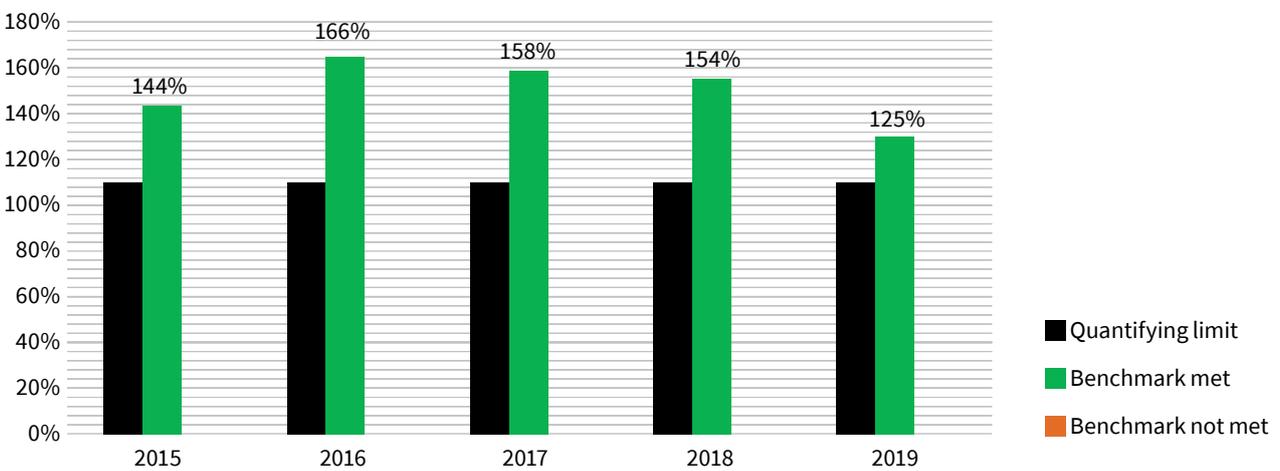
Net interest as a % of total revenue



Net interest as a % of annual rates revenue



Liquidity



The Group – 2019 in review

Total assets

\$14.9 billion

↑ 2018 **\$14.5 billion**

Total revenue

\$1.7 billion

↑ 2018 **\$1.6 billion**

Total liabilities

\$4.2 billion

↑ 2018 **\$3.8 billion**

Total operating expenditure

\$1.6 billion

↑ 2018 **\$1.5 billion**

Total ratepayers funds

\$10.7 billion

↔ 2018 **\$10.7 billion**

Total surplus before tax

\$0.1 billion

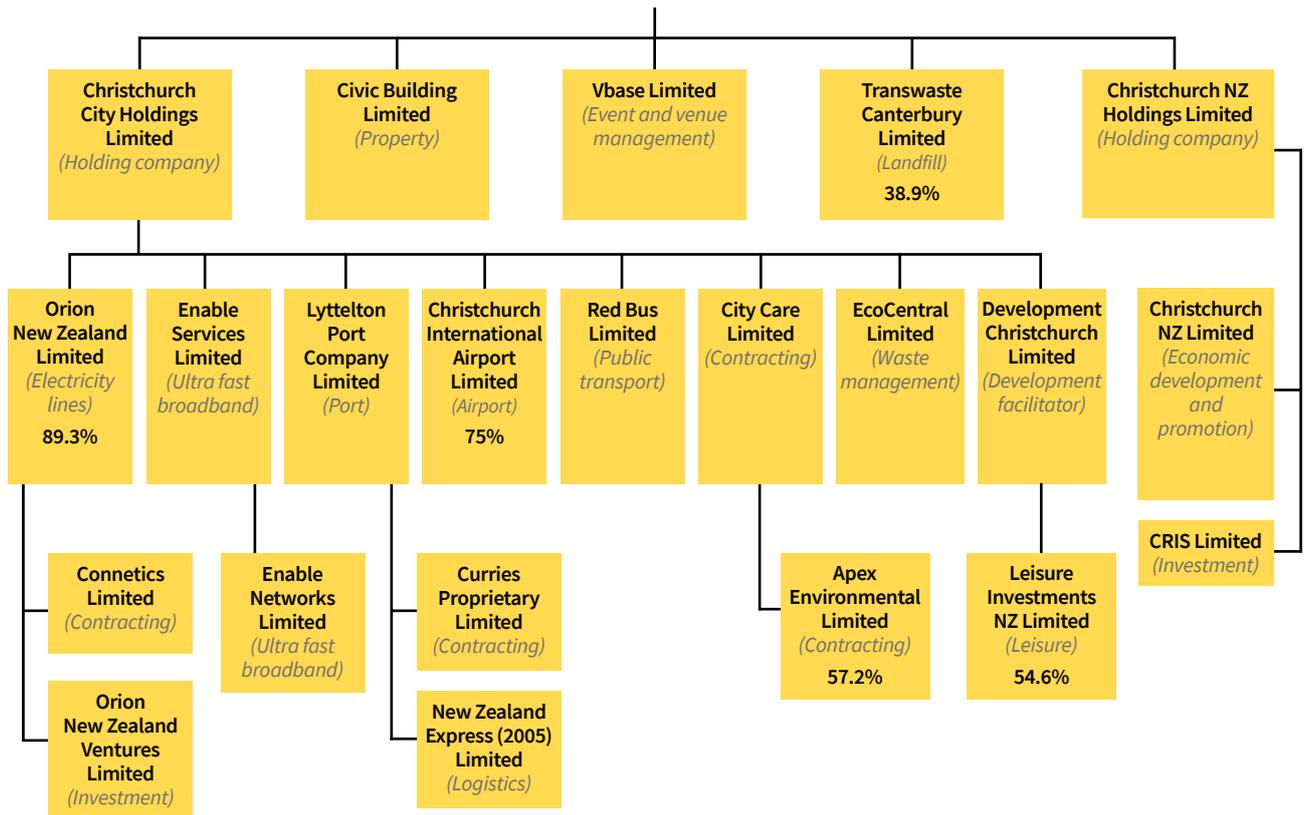
↔ 2018 **\$0.1 billion**

We have a significant group of trading entities in addition to the services we provide. Most of these trading entities are owned and monitored by Christchurch City Holdings Limited.

Highlights for the year included

- Opening of the Tūrunga library
- Record passenger numbers (6.93 million) for Christchurch International Airport Limited
- Increase in container volumes (437,413 TEUs) at Lyttelton Port Company Limited
- Increase in customer connections by 3,000 in the 2019 year for Orion Limited
- 100,000 connections achieved across Christchurch for Enable Services Limited
- Reopening of the Christchurch Town Hall, hosting 73 events in the first three months by Vbase Limited.

Group structure as at 30 June 2019



Summary financial table

For more detail refer to individual company reports.

	Income	Net result (after tax and minority interest)	
	2019 \$000	2019 \$000	2018 \$000
Orion New Zealand Ltd	325,621	47,863	53,330
Lyttelton Port Company Ltd	166,957	42,170	12,216
Christchurch International Airport Ltd	200,506	57,472	88,737
City Care Ltd	299,062	(724)	(445)
Enable Services Ltd	58,768	10,830	(3,782)
EcoCentral Ltd	35,321	1,130	381
Red Bus Ltd	20,795	(5,311)	117
Development Christchurch Ltd	6,589	(1,684)	(303)
Vbase Ltd	18,182	(11,962)	(11,381)
Civic Building Ltd	4,734	(33)	309
Tuam Ltd	2	(2)	1
ChristchurchNZ Holdings Ltd	15,750	(1,052)	(3,602)
Transwaste Canterbury Ltd	49,997	13,448	13,436
Riccarton Bush Trust	640	(55)	(142)
The World Buskers' Festival Trust	-	-	(11)
Rod Donald Banks Peninsula Trust	249	(330)	(338)
Christchurch Agency for Energy Trust	13	(844)	(815)
Central Plains Water Trust	70	-	-



Independent Auditor's Report

AUDIT NEW ZEALAND

Mana Arotake Aotearoa

To the readers of Christchurch City Council and group's summary of the annual report for the year ended 30 June 2019

The summary of the annual report was derived from the annual report of the Christchurch City Council and group (the City Council) for the year ended 30 June 2019.

The summary of the annual report comprises the following summary statements on page 19 and pages 54 to 58:

- the summary statement of financial position as at 30 June 2019;
- the summaries of the statement of comprehensive revenue and expense, statement of changes in equity and cash flow statement for the year ended 30 June 2019;
- the notes to the summary financial statements that include accounting policies and other explanatory information; and
- the summary activity statements.

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 2019 in our auditor's report dated 26 September 2019.

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.



Andy Burns
Audit New Zealand
On behalf of the Auditor General
Christchurch, New Zealand
26 September 2019

Summary financial statements

Summary statement of comprehensive income for the year ended 30 June 2019

	Parent			Group	
	30 Jun 19 Actual \$000	30 Jun 19 Plan \$000	30 Jun 18 Actual \$000	30 Jun 19 Actual \$000	30 Jun 18 Actual \$000
Share of associate and JV's surplus	-	-	-	6,027	6,263
Other revenue	1,020,378	1,026,172	991,704	1,732,117	1,626,663
Total Revenue	1,020,378	1,026,172	991,704	1,738,144	1,632,926
Finance costs	94,116	94,929	89,342	141,205	130,512
Other expenses	759,173	714,453	709,784	1,473,259	1,353,323
Total operating expenses	853,289	809,382	799,126	1,614,464	1,483,835
Surplus before income tax expense	167,089	216,790	192,578	123,680	149,091
Income tax (credit)/expense	208	(2,200)	(3,605)	42,762	49,979
Surplus for the period	166,881	218,990	196,183	80,918	99,112
Other comprehensive revenue and expense					
Property, plant and equipment valuation movement	35,216	73,840	121,071	63,140	332,508
Unrealised gains/(Losses) from:					
Investment revaluation gain/(loss)	(78,758)	-	(19,712)	1,468	866
Cash flow hedges gain/(loss)	(95,932)	-	(14,455)	(132,059)	(16,933)
Income tax relating to components of other comprehensive revenue and expenses	-	-	678	10,980	(30,501)
Total other comprehensive revenue and expense	(139,474)	73,840	87,582	(56,471)	285,940
Surplus for the period attributable to:					
Parent entity	166,881	218,990	196,183	61,898	71,099
Non controlling interests	-	-	-	19,020	28,013
	166,881	218,990	196,183	80,918	99,112
Total comprehensive revenue and expenses attributable to:					
Equity holders of the parent	27,407	292,830	283,765	1,402	321,128
Non controlling interests	-	-	-	23,045	63,924
Total comprehensive revenue and expense	27,407	292,830	283,765	24,447	385,052

Summary statement of changes in equity for the year ended 30 June 2019

	Parent			Group	
	30-Jun-19 Actual \$000	30-Jun-19 Plan \$000	30-Jun-18 Actual \$000	30-Jun-19 Actual \$000	30-Jun-18 Actual \$000
Opening equity	10,867,771	10,798,966	10,584,006	10,680,589	10,304,554
Total comprehensive revenue and expenses attributable to:					
Parent entity equity	27,407	292,830	283,765	1,402	321,128
Non controlling interest	-	-	-	23,045	63,924
Total comprehensive revenue and expenses for the period, net of tax	27,407	292,830	283,765	24,447	385,052
Dividends	-	-	-	(16,892)	(13,108)
Other items	-	-	-	2,858	4,091
Closing equity	10,895,178	11,091,796	10,867,771	10,691,002	10,680,589

	Parent			Group			
	Retained Earnings \$000	Other Reserves \$000	Total Equity \$000	Retained Earnings \$000	Other Reserves \$000	Non Controlling Interests \$000	Total Equity \$000
Balance at 30 June 2017	3,708,144	6,875,862	10,584,006	4,616,432	5,412,752	275,370	10,304,554
Balance at 30 June 2018	3,942,640	6,925,131	10,867,771	4,727,819	5,628,376	324,394	10,680,589
Balance at 30 June 2019	4,150,569	6,744,609	10,895,178	4,832,183	5,524,588	334,230	10,691,002

Summary financial statements, cont'd

Summary statement of financial position as at 30 June 2019

	Parent			Group	
	30-Jun-19 Actual \$000	30-Jun-19 Plan \$000	30-Jun-18 Actual \$000	30-Jun-19 Actual \$000	30-Jun-18 Actual \$000
Assets					
Current assets	493,776	150,714	497,671	539,746	583,846
Non-current assets	12,761,055	13,074,264	12,602,192	14,395,803	13,929,960
Total assets	13,254,831	13,224,978	13,099,863	14,935,549	14,513,806
Equity and liabilities					
Current liabilities	473,896	422,778	607,815	794,496	865,865
Non-current liabilities	1,885,757	1,710,404	1,624,277	3,450,051	2,967,352
Total liabilities	2,359,653	2,133,182	2,232,092	4,244,547	3,833,217
Net assets	10,895,178	11,091,796	10,867,771	10,691,002	10,680,589
Parent entity equity	10,895,178	11,091,796	10,867,771	10,356,773	10,356,195
Non controlling interest	-	-	-	334,229	324,394
Total ratepayers funds	10,895,178	11,091,796	10,867,771	10,691,002	10,680,589

Summary cash flow statement for the year ended 30 June 2019

	Parent			Group	
	30-Jun-19 Actual \$000	30-Jun-19 Plan \$000	30-Jun-18 Actual \$000	30-Jun-19 Actual \$000	30-Jun-18 Actual \$000
Net cash provided by/(used in) operating activities	393,070	390,691	410,457	456,964	425,800
Net cash (used in)/provided by investing activities	(448,079)	(354,873)	(225,374)	(711,340)	(383,362)
Net cash provided by/(used in) financing activities	87,806	(25,359)	6,122	283,084	139,803
Net increase in cash and cash equivalents	32,797	10,459	191,205	28,708	182,241
Cash and cash equivalents at beginning of year	243,748	12,233	52,543	270,531	88,290
Cash and cash equivalents at end of year	276,545	22,692	243,748	299,239	270,531

Notes to the summary financial statements for the year ended 30 June 2019

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 2019. We prepared the summary 2019 financial report to offer an overview of our performance. The Council authorised the Chief Financial Officer to produce and publish the summary report on 26 September 2019. The Chief Financial Officer approved the summary 2019 report for issue on 3 October 2019.

The specific disclosures in the summary 2019 financial report have been extracted from the full audited 2019 financial report also dated 26 September 2019.

New accounting standards and interpretations

The Council has early adopted all requirements of PBE IFRS 9 Financial instruments as of 1 July 2018. PBE IFRS 9 supersedes part of PBE IPSAS 29 Financial instruments: Recognition and Measurement (PBE IPSAS 29). PBE IFRS 9 includes three areas of change:

- Classification and measurement of financial instruments;
- A single, forward looking, 'expected credit loss' impairment model; and
- Substantially reformed approach to hedge accounting.

A more comprehensive detail of the impact of the changes in accounting policy and disclosures is included in the full annual report for 2019.

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 2019 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 \$446 million (2018: \$506 million) on capital works.

3. Contingent liabilities

These liabilities depend on other future events and, for the Group, total \$317 million (2018: \$301 million). In addition, the Group also has contingencies for rebuild cost recoveries that cannot be reliably measured.

4. Legislative requirements

Legislative requirements have been met.

5. Variances against budget

Comprehensive revenue and expenses

Total revenue is \$5.8 million lower than budget.

Variances include vested assets being \$6.2 million lower, subsidies and grants were \$17.5 million lower from delays in completing Halswell Junction Road extension, Lower Styx/Marshland intersection, Victoria Street and Sumner Road works. Dividends received are \$3.7 million lower, offset by higher development and financial contributions of \$8.9 million, rates revenue was \$6.2 million higher due to higher than expected rating growth during the year, and interest revenue was \$1.1 million higher.

Total expenses are \$43.9 million higher than budget.

Variances include gains/losses of \$56.5 million in fair value adjustments for financial instruments plus depreciation and amortisation are \$10.0 million higher as a result of the 2018 infrastructure and building revaluations, offset by lower other expenses of \$14.4 million, and lower personnel costs of \$7.4 million.

Total other comprehensive revenue and expenses are \$213 million lower than budget.

Financial position

Total assets are \$29.8 million higher than budget.

This includes cash and cash equivalents \$253.8 million higher than budget, investments and other financial assets \$178.4 million higher than budget due to a combination of revaluation increases and additional investments made during the year, offset by property, plant and equipment and intangible assets \$400.5 million lower than budget mainly due to the annual plan overstating the 2018 revaluation forecast movement.

Total liabilities are \$226.5 million higher than budget.

Borrowing is \$223.2 million higher than budget due to a combination of unplanned borrowing for on-lending to CCHL, and additional borrowing required for prefunding debt renewals, other liabilities are \$19.9 million higher than budget mainly due to unbudgeted income in advance for prepaid inspections, Christchurch housing initiative grant, and prepaid rates by ratepayers, offset

by provisions being \$15.9 million lower than budget mainly due to unplanned decrease in building related claims provision resulted from weather tightness claim period expiring, partially offset by a higher than planned increase in landfill aftercare provision.

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

6. Subsequent events

Global Settlement

In August 2019, the Council ratified the terms of the Global Settlement Agreement (GSA) with the Crown on earthquake related rebuild matters. The GSA is not substantially different from the initial cost sharing agreement. The Crown ratified the agreement on 23 September 2019. The GSA includes details of the timing and amount of asset transfers. Settlement for the cash component of the GSA is set to occur on 30 September 2019.

Committed cash facility

The Council increased its Committed Cash Facility from \$100 million to \$200 million. In August 2019, the Council's existing facility with BNZ was reduced to \$70 million. In September 2019, the Council arranged two new facility agreements with Westpac (\$60 million) and ANZ (\$70 million).

Christchurch City Holdings Limited

In September 2019, the Council agreed to increase the uncalled capital of CCHL by \$200 million as part of an intra group funding facility for the wider CCHL group of companies.

Orion New Zealand Limited / Development Christchurch Limited

A court date has been set (August 2020) for Orion's defence proceedings in relation to the Port Hills fires in 2017.

Lyttelton Port Company Limited

In August 2019, the Board declared a dividend of 4.339 cents per share. This is to be paid in September 2019.

