

Ōtautahi-Christchurch

Te Pūrongo-ā-tau
Annual Report
2025

Volume 1 of 2

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Christchurch
City Council 

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Council vision

The Christchurch City Council has a vision for this city:

Ōtautahi-Christchurch is a city of opportunity for all.

We're open to new ideas, new people, new investment and new ways of doing things – a city where anything is possible.

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Introduction

Welcome to the Christchurch City Council's Annual Report 2025.

The introduction to this report describes the city we live in and its vision for the future. It includes a message from Christchurch Mayor Phil Mager and Council Chief Executive Mary Richardson, reflecting on the Council's achievements over the past year.

Message from the Mayor

This three-year term is over, and I feel incredibly privileged to have had the opportunity to represent Ōtautahi Christchurch and Te Pātaka o Rākaihautū Banks Peninsula on the local, national, and international stage. I'm very proud of our city and the progress, growth, and innovation we see here year after year. We have some big projects that are almost complete, and the city is welcoming tourists, new residents, students, and businesses – there's a sense of optimism and energy that makes this an exciting place to be.

It's now over 14 years since the devastating 2011 earthquake. We'll never forget the people and places we lost, but thanks to the efforts of successive councils, governments, and the brave resilience of residents, today's Christchurch is something we can be incredibly proud of.

Residents survey

The improved results in our annual Residents Survey are another sign of progress.

This year, 84% of services met their annual satisfaction targets – the best result since before the earthquakes. Overall satisfaction rose to 53%, up from 46% in the previous survey.

This reflects the hard work, dedication, and passion of staff and elected members. We all work hard to connect with residents, listen to feedback, and take meaningful action.

We can always do better, but we're heading in the right direction.

Bromley progress

The design for the Christchurch Wastewater Treatment Plant in Bromley is also progressing smoothly. The project is out for tender, and we hope to have the main contractor on board before the end of 2025.

We were granted land-use consent for our new EcoGas Organics Processing Facility, in October 2024. The new plant in Hornby – a fully enclosed operation – will be a huge improvement on our current process in Bromley.

Te Kaha Project

One New Zealand Stadium at Te Kaha will open in April 2026.

I'm excited – I can't wait to get in there to enjoy live sports and entertainment right in the heart of our city. The roof will be a game-changer, making it possible to host events year-round, and I'm sure that will help attract big entertainment acts and other events to the city.

It's one of New Zealand's biggest construction projects with a budget of \$683 million and is being delivered on budget and on time.

Staff and contractors involved in the Te Kaha Surrounding Streets Project have done an outstanding job. It's been a major undertaking, with a lot of disruption, but the long-term benefits for the city will be substantial.

Law reforms

We worked through complex central government reforms in three waters and planning, and resource management reform is on the horizon. Our aim was to secure the best balance for our district.

Staff prepared three business cases for water reform – an in-house model, a Council-Controlled Organisation (CCO) model, and a two-waters (water supply and wastewater) model. After community consultation in February, we decided to keep our water services in house.

We pushed back on aspects of the Housing and Business Choice Plan Change (a raft of district plan changes known as Plan Change 14).

We're acutely aware of residents' concerns over potential changes to the character of neighbourhoods if taller new

builds are allowed to shade existing homes.

We put 34 recommendations to the government, but in the end, these are national decisions. We were successful on several points and influenced what we could, but it is the minister's decision to make.

Local elections

We've done a lot this term, and you can read about all our activities and achievements of the past year in this annual report.

Earlier this month (October), voters elected a new council and their community boards. The new Council will adopt this annual report and it's my absolute pleasure to serve the people of Ōtautahi Christchurch and Te Pātaka o Rākaihautū Banks Peninsula.

Our city is going from strength to strength and the future is bright.



Phil Mauger
Mayor of Christchurch

31 October 2025

Message from the Chief Executive

In a year marked by change and challenge, we remained focused on our core purpose: serving our communities, delivering essential services, and investing in the future.

We faced complex reforms and the final stages of earthquake recovery, but our focus stayed on delivering what matters and doing it well.

Resident satisfaction

After more than a decade of post-earthquake disruption, residents are beginning to feel a renewed sense of confidence in the Council and the city.

Our annual Residents Survey reflects that shift. Overall satisfaction with our performance was up 7%. Thirteen of our service areas achieved satisfaction rates of 85% or more, which is a notable achievement. Across our services, 84% met their annual satisfaction targets, which is the best result since before the earthquakes.

These results speak to the dedication of our teams and elected members. We have no illusions and know there's still work to do, but these results are encouraging.

Staff engagement

Our annual Working at Council survey also showed encouraging results. This year, we saw improvements across every survey question and an overall staff satisfaction score that exceeded the local government benchmark for the first time since we began conducting an annual survey. The feedback highlighted the sense of pride staff take in their work. We're proud to work for Christchurch and Banks Peninsula, and proud of the difference we make.

Central government reforms

Central government introduced significant changes in areas such as water services and urban planning.

Throughout the year, staff and elected members navigated these changes to ensure decisions reflect the priorities and values of our communities.

- Water services will remain under Council management, allowing us to retain local expertise and maintain strong integration with transport and infrastructure planning.
- Plan Change 14 sparked robust public discussion around housing intensification and neighbourhood character. Community feedback was thoughtfully considered, with the aim of delivering well-balanced urban development that meets future housing needs while preserving the distinct identity of our communities.
- Forthcoming reforms to the Resource Management Act will bring further shifts in how we plan and manage growth.

These reforms are wide-ranging and sometimes challenging, but we're committed to working through them carefully, with a clear focus on what works best for the city.

Community facilities

Christchurch is growing and changing, with several major projects completed or nearing completion this year.

- The new Court Theatre opened and is a milestone for the arts.
- Parakiore, a jointly funded project with the Crown, will be New Zealand's largest aquatic and indoor sports centre when it opens in late 2025. Recruitment is under way to fill 185 roles.
- One New Zealand Stadium at Te Kaha opens in April 2026, restoring our ability to host major sports and entertainment events.
- South Library, which was badly damaged in the 2011 earthquake, was demolished and will be replaced by a new facility, Ōmōkihi Library and Customer Service Hub, due to open in December 2026.

These projects demonstrate our ongoing investment in public spaces, facilities, and services to support long-term community wellbeing.

Core infrastructure

Water and transport alone account for around half of our total spend. We are committed to maintaining high standards in service delivery, while also investing in a long-term renewal and capital programme to ensure infrastructure is resilient and future ready.

These investments support community wellbeing, economic vitality, and daily life. Renewal programmes proactively replace aging assets to reduce disruption and improve efficiency, while capital projects accommodate future growth and build climate resilience. This ensures we have a city that can thrive for generations.

Climate change and adaptation

Climate change increasingly shapes how we plan and deliver infrastructure and services. Rising sea levels, more frequent extreme weather events, and shifting rainfall patterns put growing pressure on our infrastructure and core services.

We brought forward \$1.8 million in operational funding, to accelerate the Coastal Adaptation Planning Programme and boost community preparedness. From FY 2025/26, a Climate Resilience Fund will allow us to set aside money to manage future changes to our assets. We also plan to undertake a range of projects to help mitigate climate change over the next 10 years.



Mary Richardson
Chief Executive

31 October 2025

Statement of compliance

Compliance

The Council and management of the Council confirm that all the statutory requirements in relation to the Annual Report, as outlined in the Local Government Act 2002 which includes the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP), have been complied with.

Responsibility

The Governing Body and management of Christchurch City Council accept responsibility for the preparation and completion of the financial statements and the related assumptions, estimates and judgements.

The Governing Body and management adopted the financial statements as presented here on 31 October 2025. The Governing Body, the management of Christchurch City Council and the Christchurch City Council Group, accept responsibility for establishing and maintaining systems of internal control designed to provide reasonable assurance as to the integrity and reliability of financial and performance reporting.

In the opinion of Christchurch City Council, the group annual report for the year ended 30 June 2025 fairly presents the financial performance, financial position, cash flows and service performance of the Christchurch City Council Group and Christchurch City Council.



Phil Mauger
Mayor of Christchurch

31 October 2025



Mary Richardson
Chief Executive

31 October 2025



Highlights

The Council provides the services needed to keep the city running, including supplying water, removing wastewater and collecting rubbish. In addition to leading many significant rebuild projects, it carries out large infrastructure, building and community projects as part of its long-term programme to improve the city. Outlined below are some of the highlights of the past year.

Highlights

One New Zealand Stadium at Te Kaha Canterbury's Multi-use Arena

Construction started in June 2022 and with its rapid rise into the city's skyline, One New Zealand Stadium at Te Kaha has become a symbol of the city's rebuild, resilience and the bright future ahead.

By November 2024, the final look of the stadium started to emerge, with work on the exterior cladding getting underway. Geometric artwork representing natural features surround the stadium on each side: Banks Peninsula, Port Hills, Southern Alps, and Mt Grey.

In February 2025, the project hit a major milestone with the completion of the steel superstructure, marking the conclusion of a complex and demanding phase of the project. The roof cladding followed, and by June much of the interior fit-out was complete.

A detailed testing and commissioning programme will be carried out ahead of the stadium's much-anticipated grand opening in April 2026.

Te Kaha Surrounding Streets Transport and Three Waters

Major upgrades to the water network and streets around One New Zealand Stadium at Te Kaha took place this year.

The project not only future proofs crucial water and transport infrastructure in the fast-developing south-east central neighbourhood, but also creates welcoming, accessible public spaces around the stadium.

Between July 2024 and June 2025, 5.5 kilometres of new pipes were installed, 350,000 cobblestones laid, and 5176 new plants added to the area.

Lichfield Street, west of the stadium, was transformed into a dynamic civic space connecting the stadium to the Bus Interchange, central city accommodation and hospitality spots.

Barbadoes Street, Tuam Street and Madras Street were upgraded with new footpaths, pedestrian crossings, and street and traffic lights.

New benches and seats, rain gardens and garden beds enhance the area. Pedestrian and cycling improvements outside Ara Institute of Canterbury on Madras Street were also completed.

Minor enhancements will continue to be added in the areas immediately adjacent to the new stadium in the months leading up to the opening in April 2026.

The Court Theatre Performing Arts Precinct

The \$61 million Court Theatre rebuild project was completed in early 2025, with an opening ceremony in May.

The first show, Bruce Mason's play 'The End of the Golden Weather', opened on May 3.

Thousands of people attended the opening ceremony, opening gala, and an Open Christchurch event.

The ultramodern facility comprises two theatres, a front of house bar and café, and spaces for education, administration, and props and costume construction.

The project was a partnership between the Court Theatre, us, and central government.

The theatre building is a key anchor in the city's Performing Arts Precinct.

Ōtākaro Avon River Corridor Former Residential Red Zone

City to Sea Pathway

The eagerly anticipated City to Sea Pathway hit project milestones.

The 11-kilometre pathway follows the course of the Ōtākaro Avon River Corridor from the city to New Brighton and is due for completion in 2027. Due to its length, construction is in three stages.

The western section, between Fitzgerald Avenue and Snell Bridge, opened in late 2024. Lighting, furniture, signage and cultural art works will complete this section by the end of 2025.

Work started on the fourth and final bridge for pedestrians and cyclists at Dallington Terrace.

Construction of the eastern section of the pathway, from Porritt Park to Anzac Drive (SH74), will start in October 2025, weather permitting.

The last stretch, from Anzac Drive (SH74) to Waitaki Street is dependent on stop bank construction but is expected to start after completion of the Porritt Park to Anzac Drive section.

Volunteer planting

Volunteers are a mainstay of our regeneration work in the former residential red zone.

While the focus of the past few years has been on the Ōtākaro Avon River Corridor, efforts were expanded this year to include the Port Hills red zone.

Volunteers participated in 109 events:

- 56 planting events in the river corridor
- 45 maintenance events in the river corridor
- 6 planting events in the Port Hills red zone
- 2 maintenance days in the Port Hills red zone.

This work is done in collaboration with key community partners, including Conservation Volunteers New Zealand, the Avon-Ōtākaro Forest Park, the Avon-Ōtākaro Network, and the Eco-Action Nursery Trust.

Other

Ōmōkihi

South Library and Customer Service Hub

Construction of our newest facility, Ōmōkihi South Library and Customer Service Hub, is under way.

Ōmōkihi will replace the earthquake-damaged South Library and Customer Service Hub building, Te Kete Wānanga o wai Mōkihi, in Beckenham. Council decided a full rebuild would be more cost-effective than a repair, and demolition of the old building began in April 2025.

Ōmōkihi will offer a library, customer services, a learning centre, a café, governance spaces and meeting rooms. The design considers energy efficiency and the total carbon impact of the project over the life cycle of the building.

During construction, two pop-up facilities are open to serve the community.

The project budget is \$32 million. Ōmōkihi is expected to open in December 2026.

Akaroa Wharf

The Akaroa Wharf rebuild is on track for completion in mid-2027.

Progress in 2025 included the new Drummonds Jetty, Drummonds Pontoon and repairs to Daly's Wharf.

The project team is preparing its resource consent application for the wharf construction. The application will be informed by new geotechnical findings and building considerations and will be a publicly notified application.

We want to ensure the new wharf meets the community's needs and continues to be a valued asset for Akaroa.

Climate Change

100-year plan

In March, the Council approved a 100-year plan for adapting public assets to the impacts of sea-level rise in Whakaraupō Lyttelton Harbour.

The plan – the first of its kind for the district – prioritises six coastal communities: Rāpaki, Allandale, Teddington, Te Wharau Charteris Bay, Purau, and Koukourārata Port Levy.

It outlines ways to adapt roads, wharves and walking tracks, among other at-risk assets, to coastal flooding, erosion and rising groundwater.

Its actions – guided by feedback from the six communities – were put forward by a Coastal Panel of local representatives, including rūnanga, and supported by our Specialist Technical Advisory Group.

The plan recommends signals, triggers and thresholds, rather than set timeframes, which form adaptation pathways to guide courses of action. It also considers

the wider transport network and connectivity between coastal communities and Christchurch.

The estimated cost of adapting at-risk assets in these communities is \$217.8 million over the 100-year period, based on present-day values (not including maintenance).

Highlights Our achievements

Christchurch City Council has remained dedicated to enhancing the quality of life for our residents. We've achieved notable milestones in infrastructure development, community amenities, and essential services.

Communities and citizens

Christchurch Art Gallery Te Puna o Waiwhetū

The gallery welcomed 360,208 visitors – 129% of target – with continued growth in both international and domestic audiences. Visitor satisfaction reached 95%.

Twelve exhibitions were presented, including the landmark *He Kapuka Oneone – A Handful of Soil*, which explored whenua's role in Aotearoa's identity, addressing themes of guardianship, colonisation, environment, land use, migration, and belonging.

The Archive Lounge was launched as a new space for rotating displays from the Robert and Barbara Stewart Library and Archives.

Public programme participation reached 23,088 (target: 22,000), and education programmes engaged 11,289 participants (target: 11,000).

Of 209 new works added to the city's collection, 70 were purchased and 139 gifted, including 30 transferred from Christchurch libraries.

Four editions of *Bulletin* were published, along with three other titles: *Ink on Paper*, *Eileen Mayo's Rare and Endangered Birds*, and *Dummies & Doppelgängers*. Three publications were shortlisted for AmaGA awards.

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

Akaroa Museum

The museum had 25,233 visitors during the year (target: 20,838). Of those, 25% were residents of the Christchurch district.

Akaroa Museum was open seven days a week, except for Christmas Day and Anzac Day morning, a total of 2107 hours. Three new temporary exhibitions were presented: *French Connections: Language and Culture in Colonial Aotearoa*; *The Measure of Things*; and *He Ara Roimata ki te Anamata – Takapūneke, our journey, our survivance (at Ōnuku Marae)*.

Our collection grew, with the addition of 64 objects (37 accessions), all documented, insured and \$1.75mil and safely stored. Access to the collections was maintained, with 408 collection and family history related enquiries received and answered.

Christchurch City Libraries Ngā Kete Wānanga o Ōtautahi

Christchurch City Libraries had another strong year, with customer satisfaction rising to 96% and 23,853 new members. Foot traffic increased by 4.29%, and collection issues by 3.66%.

Matatiki Hornby Centre, opened in April 2024, had a successful first year, welcoming 191,525 visitors, issuing 169,404 items, and hosting 13,005 programme attendees. Ōmōkihi build plans were approved, with South Library deconstruction underway and a temporary library opened at The Colombo, attracting over 60,000 visitors. Fendalton Library was refurbished.

Physical collection circulation grew by 14,000, driven by a successful free adult holds trial, which will continue. Digital use rose 11%, and the AWA shared digital platform launched in July 2025, expanding access for Christchurch and Selwyn residents.

Canterbury Stories added major collections, including archives from the A&P Show Society, Court Theatre, and Ōtautahi Christchurch's peace movement. The Christchurch Streets map was expanded and enhanced.

Māori and Multicultural Services had a 10.26% increase in attendance, with 14,674 participants across 431 sessions. New Māori programmes focused on storytelling and waiata. Matariki and Te Wiki o Te Reo Māori drew 2613 attendees across 112 sessions.

Multicultural events celebrated diverse cultures including Lunar New Year, Dia de Muertos, Pasifika Fanau Day, and more. A new Italian collection was launched. Key partnerships were strengthened with Ngāi Tahu Archives, Confucius Institute, and others.

Tūranga hosted 805,000 visitors (up 17%) and major events like WORD Christchurch, TinyFest, and Doc Edge. Over 345,000 items were issued, and surveys confirmed its role as a hub for learning, leisure, and connection.

Public programmes attracted 261,429 attendees across 13,331 sessions, plus 62,002 at community-run events. Programmes spanned all ages and themes including heritage, wellbeing, and sustainability.

Collaborations included Canterbury Symphony Orchestra, SCAPE Public Art, and Reading to Dogs. Pilot initiatives like Storywalks and City Nature Challenge events were well received.

Digital inclusion efforts continued with Skinny Jump and RAD, supporting internet access and device reuse. Mobile Outreach expanded with VR and Shared Reading for rest homes.

Exhibitions included *Women of the Wheel*, *Toiora*, *Like Bodies*, *Like Minds*, and *New Year New Wishes*.

Friends of the Library supported the annual Booksale and author events.

Recreation, Sports, Community Arts and Events

We recorded another strong year with a 91% satisfaction from customers for the range and quality of our recreation and sport centres, and 94% for the quality of support. Participation for the year was 6,164,964 across multipurpose recreation and sport centres, outdoor pools and stadia.

In collaboration with our funding partners, we were able to provide 133,093 affordable swim lessons through primary schools.

Our team is working towards the opening of Parakiore Recreation and Sport Centre in late 2025.

The Events, Partnership and Development Team provided 15,619 hours of staff support to community groups and received a customer satisfaction rating of 95% for the quality of support given to our events.

Community Development and Facilities

The Strengthening Communities Together Strategy (2022) takes a whole-of-Council approach to building strong communities. In 2025, cross-council working groups were formed to better align services with strategy goals.

There were 1293 successful community funding applications (2024: 1,008), with \$13.97 million granted to volunteer-led initiatives (2024: \$12.87 million).

Volunteers contributed over 3.17 million hours across activities like governance, coaching, arts, food banks, park maintenance, graffiti removal, and supporting isolated individuals.

The Graffiti Team refined its reporting process. In the first half of the year, 73% of reports were for other asset owners, such as telcos. Updates to Snap Send Solve now direct reports to asset owners, reducing staff workload.

The team completed 50 community projects, funded externally, with growth expected.

Twenty-seven groups helped remove up to 500 square metres of graffiti monthly. Forty-two artists and eight groups contributed 5610 hours to community art and mentoring.

The community facility network includes 79 buildings across 64 sites – 75% managed with community partners, and 25% (23 facilities) by Council. The portfolio is evolving due to asset transfers, demolitions, and disposals.

Over 300 community groups received staff support, with a satisfaction rating of 83% across our initiatives. Emergency management and community resilience The Civil Defence Emergency Management (CDEM) unit is full strength. Staff capability is increasing, with training, exercises and deployments used to build competence, currency and experience.

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

Our community resilience coordinators continue to engage with community groups to identify resilience-building opportunities and help with emergency planning. Developing resilience in children is well supported through our Stan's Got a Plan School programme, delivered by the Parks Unit.

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

Citizens and Customer Services

The success of our team is measured by the feedback we receive. This year we achieved a residents satisfaction

rating of 99% for our walk-in service and 86% for our phone service.

The satisfaction rate for our phone service was further endorsed with a real-time post-call survey receiving a satisfaction score of 92.2%.

We won the “Best in Public Service” Contact Centre CRM Award for the fifth consecutive year. This year the level of service we provide was also recognised across the contact centre industry, with a CRM Gold Award for the second year running.

This year we:

- Engaged with the community on the concept design and build of the Ōmōkihi Library and Customer Service Hub. The temporary customer service desk at Pioneer has ensured no interruption to this service during the rebuild.
- Introduced NZ Post services at Akaroa Service Hub to ensure continuation of a postal service for Banks Peninsula.
- Supported implementation of the Digital Strategy:
 - Citizen Identity – personal data security upgrade
 - My Christchurch – personal account revamp
 - Customer Bookings – classes, courses and memberships.

We interacted with 846,874 customers in the following ways:

- 312,184 telephone enquiries
- 83,335 email enquiries
- 107,967 online interactions
- 343,388 face-to-face interactions
- 169,059 NZ Post interactions
- 114,344 requests for service
- 72,069 pool interactions

Parks, heritage and coastal environment

Parks and foreshore

Despite project delays, we met 88% of capital delivery milestones by reprioritising and accelerating timelines, including land purchases for a regional park, the Red House in Akaroa, and new reserves.

Service delivery cost per hectare dropped from \$4,438 to \$4,274. The Residents Survey showed a satisfaction rate of 55% for presentation of community parks. Maintenance was brought in-house to better meet expectations.

The Community Parks Team maintained strong performance, especially during spring. Projects under the Sports Field Network Plan progressed, including hybrid turf at Ferrymead Park (completed) and Nga Puna Wai (under way).

Lancaster Park continues to develop, with changing rooms and a community facility under construction. Other features like a playground and landscaping are under way.

Community partnerships remain strong, with rangers supporting local initiatives and a 12-week cadetship programme run with the Ministry of Social Development.

A school leaver cadet and traineeship programme was launched, with six of the 12 cadets progressing into traineeships, supporting growth in horticulture. Under the Tree Policy and Urban Forest Plan, over 2,100 specimen trees were planted – 4.8 trees for each one removed – supporting climate goals.

The Botanic Gardens expanded native collections, added interpretation trails, and began renovating Cunningham House. Partnerships with support groups provided funding and training.

Foreshore management efforts to naturalise sand dunes are succeeding, improving climate resilience.

The Regional Parks Team invested in biodiversity, pest control, and conservation partnerships, supporting initiatives like Pest Free Banks Peninsula and Te Kāhahu Kahukura.

In co-governance with Ōnuku Rūnanga, development of Takapūneke Reserve continues, with securing national reserve status a future goal.

Cemetery planning included identifying 50 new burial sites in Akaroa and beginning consultation for a new cemetery in Templeton.

The nursery dispatched over 500,000 plants, including 440,000 small-grade plants and 7,000 large trees.

Parks heritage management

Our aim is to preserve our heritage assets, protect their cultural values and repair and restore city-owned heritage buildings for future use.

The exterior restoration of the former Municipal Council Chambers was completed. Internal work continues.

Work on Chokebore Lodge is completed, as are the works at Kapuatohe ‘Former School Master’s House’ and ‘The Cottage’. Tenants are being sought for both properties. Mona Vale Bath House is now open.

Ōtākaro Avon River Corridor (OARC)

Despite challenges, significant progress was made in the corridor this year. The western section of the City to Sea Pathway was completed and opened, along with the upper terrace of Avon Park and a new tidal wetland at Waitaki Street, now connected to the river and developing into a native estuary.

Construction is advancing on the Goodman Street Wetland expansion and a new walking/cycling bridge in Dallington. Key entry points were upgraded with permanent gates and bollards.

The ecological restoration programme accelerated, supported by strong community involvement. Volunteers planted 55,000 native trees and shrubs across 56 events, with 68 follow-up maintenance sessions. Staff and contractors added 60,000 more plants, totalling 115,000 new plantings.

A fast-track consent application for the Ōtākaro Avon River Corridor is on track for early next year, enabling us to streamline future projects. Resource consents were secured for the eastern City to Sea Pathway and road removals near Anzac Drive. Design work is under way for Bower Park, Lake Kate Sheppard, and the Waitaki–Wainoni and Fitzgerald–Stanmore sectors.

Water supply

We completed an extensive sampling programme to verify protozoa compliance in our groundwater. For the eight shallow groundwater sources where some risk remains, we are implementing UV treatment to enhance water safety. Six of these sources have been equipped with additional treatment barriers.

In collaboration with the Water Services Authority – Taumata Arowai, ESR, and Environment Canterbury, we have initiated further research into the presence of viruses in groundwater. Findings so far show no evidence of human viral contamination in more than 90 water samples collected across the region. With the revised T3 rules expected to include viral compliance, our collaboration with the Water Services Regulator and PHF/ESR has ensured Christchurch’s urban water supply is well positioned for this change.

The renewal of aging water pipes has progressed well, with over 10 kilometres of water supply mains and 10 kilometres of submains upgraded to the latest standards.

Wastewater

We continued to maintain treatment at the Christchurch Wastewater Treatment Plant, in compliance with our discharge consent conditions, despite the reduced treatment capacity following the loss of the trickling filters. The trickling filters have now been demolished, and we are fast-tracking the design of a new activated sludge reactor.

We finalised the preliminary design for a new wastewater treatment plant at Akaroa and participated in the environmental consent hearing to enable the irrigation of highly treated wastewater onto land. We began further environmental assessments in preparation for securing additional resource management consents.

We started the renewal and upgrade of several larger diameter wastewater pipes. We supported several new subdivisions and multi-unit developments to establish new wastewater collection systems that have added more than five kilometres of pipes to our wastewater network.

To meet our compliance targets, we began designing new wastewater infrastructure that will reduce wet weather overflows. This work includes the Selwyn pump station, pressure main and sewer upgrades, the Grassmere wet weather storage facility and the Beckenham pump station and pressure main.

Stormwater

We focused on delivering growth infrastructure, asset repairs, and planning for the renewal of damaged assets.

Efforts also ramped up on the Ōtākaro Avon River Corridor Works.

Network upgrades were completed across Christchurch and Banks Peninsula, including inlet structure improvements and replacing timber/concrete linings with eco-sensitive designs.

Major capital renewals included the Manchester Street brick barrel, Charlesworth Drain relining, and Canal Reserve Drain retimbering. Addington Brook Enhancement in Hagley Park progressed with 760m of timber lining naturalised. Emergency repairs were needed for Horners and Curletts drains due to timber theft. A milestone was the opening of the Waitaki Street Tidal Wetland, improving river capacity near Pages Road. Stormwater projects advanced, including the Highsted Treatment Facility, Quarry Road Drain, Sutherlands Road Culverts, and a wetland at Styx Centre (in partnership with Ryman Healthcare).

In the Heathcote catchment, the May storm enabled successful commissioning of Cashmere Valley Dam. Minimal flooding downstream of new basins, including Te Kuru, highlighted the benefits of previous work.

Designs progressed for Addington Brook and Riccarton Stream treatment facilities. Concept design for wetland treatment at Cranford Basin will improve water quality in Waikākāriki-Horseshoe Lake.

Over 4500m of waterway banks were naturalised, exceeding the 500 metres per year target. Enhancements included 324 metres of Waimairi Stream, 1505m under the Natural Waterways Budget, and 700 metres of planting in Port Hills gullies. Styx River and Smacks Creek also saw riparian planting.

Planning continues for long-term stop banks and treatment facilities in the Ōtākaro Avon River Corridor, key to meeting our comprehensive stormwater network discharge consent (CSNDC) obligations. Designs in Bexley and Wainoni are progressing, with physical works planned. Studies are underway to support fast-track consent applications.

Design work began for the Surface Flood Reduction Programme to reduce flood impacts citywide. Early projects are being developed for Council approval.

Environmental projects progressed, including investigations into 12 fish barriers. Weed harvesting is monitored to manage river levels. Planning continues for stormwater pump station equipment renewal and asset replacement.

CSNDC-related activities built on previous work, including stormwater management plans (SMPs), environmental monitoring, and stormwater studies. SMPs for Ōpāwaho-Heathcote, Huritini-Halswell, and Ōtūkaikino were accepted by ECan. The Ōtākaro-Avon SMP is under review, and Te Pātaka o Rākaihautū-Banks Peninsula Settlements was endorsed. A new contaminant model identified stormwater quality hotspots. Community Water Partnership activities included website development, cleanups, and hui.

Climate change planning for surface water infrastructure continued, supporting our Climate Resilience Strategy. Support was also provided to the Coastal Hazard Adaptation Planning Programme and the Ōtākaro-Avon Multi-hazard Study.

Drainage planning for district plan changes progressed, enabling future development. National policy updates on intensification and resource use required close review for their local effects.

Flood protection and control works

Large projects were completed or progressed well through design stages this year.

Solid progress was made on flood management projects in the city to help address existing flooding issues and promote growth.

Preliminary design of the earthquake legacy work in Southshore was completed with a new flood bund now consented.

We continued to monitor and maintain the Ōtākaro-Avon River temporary stop banks and initiated works to address issues as they were identified. The stop banks protect against tidal events in the short term while planning for the Ōtākaro Avon River Corridor works progresses through a range of projects.

The first long-term stop bank project to replace the temporary stop bank in the Waitaki Street area is now operational with the tidal wetland and stormwater treatment wetland to follow.

Design of new long-term stop banks and flood walls either side of the Waitaki Street project between the Anzac Drive and Bridge Street bridges is under way with consents being lodged.

Upgrades to the city hydraulic models continued and will better service the needs of stormwater and waterways planning, delivery and operations. The focus turned to the Puharakekenui Styx River Model upgrade. Significant new funding allowed improvements to other city catchment models to improve our understanding of flooding and the benefits of potential mitigation measures.

Transport

Transport harm has reduced through improved road safety. From 2015 to 2019, roads we control had an average of 125 fatal or serious crashes annually. Between 2020 and 2024, there were 22 fewer each year. While COVID 19-related travel changes played a role, each of those years was below the previous average, indicating a real reduction.

This progress was driven by infrastructure upgrades to benefit vulnerable road users, and targeted safety improvements around schools and at high-risk intersections.

We resurfaced 138.6 kilometres of road. Our surfacing season is limited to September to April because of weather and ground temperature. To extend the season, we've expanded our treatment options.

Eight retaining walls were constructed, with nine more under way and another 16 at the design stage. Nine of these are supported by the Crown Resilience Fund. New traffic signals were installed at the Greers/Langdons intersection. Minor safety upgrades were completed across the network, including nine projects focused on intersections, school crossings, traffic calming, and road markings.

Progress continued on our Major Cycle Routes, the Northern Line, South Express, Nor' West Arc (Stage 3), and Heathcote Expressway (Stage 2). Detailed design is underway for Wheels to Wings (Section One). Significant projects included the Halswell Junction Road extension and Linwood Village streetscape enhancements.

We supported numerous subdivision and development consents, ensuring transport and access align with the Christchurch District Plan and our strategic priorities.

Public transport infrastructure upgrades included improvements to 76 bus stops, encompassing kerbing, hardstand areas, tactile pavers, signs, shelters, seating, lighting, crossings and road surface treatments.

Designs progressed for Lincoln Road bus lanes to improve travel times in southwest Christchurch.

We promote safer, greener travel through our Good-to-Go schools programme. This year 78 schools participated in our scooter skills and road safety workshops. Our Walk or Wheel to School Week in March had record participation, with 109 schools and 37,774 pupils signing up. An October trial in 2024 involved 75 schools and 25,958 pupils. Cycle Safe reached 3,634 students, and 236 adults joined bike skills courses. Travel planning support was provided to 6,186 customers.

Crash Bash reached 19 secondary schools. This year's theme was Know Your Limits and focused on drink driving, licensing, and distractions. Kickstart Your Motorcycle Journey attracted 650 attendees. We supported the Salvation Army's driver mentor programme, The Right Track, and the Police-run Impaired Driving education programme.

Street maintenance included pruning 6,340 trees, removing 515 trees, servicing 1,900 hectares of turf, 530 hectares of gardens, laying 8,400 cubic metres of mulch, and planting 426 trees.

We processed 4,220 corridor access requests and 1982 work completion notices. We installed 151 new streetlights, bringing our streetlight network to 48,744 lights.

Solid waste and resource recovery

The kerbside collection system is performing well, diverting about 65% of waste from landfill and rating highly in our annual Residents Survey.

The kerbside audit programme and supporting education and awareness programmes have resulted in up to 99% of all kerbside recycling loads being accepted at the Material Recovery Facility for processing. The 1% rejected as contaminated are sent to landfill.

We're delivering on objectives identified in the Waste Management and Minimisation Plan in 2020. This is a six-year plan addressing how our waste and resource recovery services will be delivered and is supported by a detailed action plan outlining short, medium, and long-term strategies to minimise waste.

Planning for closed landfill projects continued. This included monitoring at Horseshoe Lake and Bexley, and seawall works at Okains Bay. Burwood Landfill Site C continues to receive low-level contaminated soils from construction projects.

Procurement planning continues for our future waste management and minimisation services contract. This will include glass management, repurposing services, kerbside collection services, transfer station operations and material recovery operations. The tender process will take place over 2026 with contracting completed by March 2027. This will provide a two-year lead-in time to the new contract(s) start date of April 2029.

Gas extracted from the Burwood closed landfill continued to be used at the Civic Offices building for heating, cooling, and lighting, at the Christchurch Art Gallery for heating and at the Christchurch Wastewater Treatment Plant for drying biosolids. The availability of this gas is

expected to reduce due to the age of the landfill waste. Alternative fuel sources are being investigated.

We continued our role in the Canterbury Waste Joint Committee, with regional waste minimisation projects and identifying opportunities to further reduce waste. Our Transfer Station Redevelopment Project is in the planning stage. This project places emphasis on asset renewal and replacement, operational efficiency improvements, and upgrades to resource recovery at the three city transfer stations. It is a multi-year project: 2024/25 planning, 2025/26 procurement, 2026/27 construction.

Housing

With our partner, Ōtautahi Community Housing Trust (ŌCHT), new builds and maintenance works were delivered, increasing the supply and quality of community housing.

Sixty-five new homes are under construction and a further 100 in planning. The 65 new homes replace 33 bedsits and two two-bedroom homes, giving a total of 118 bedrooms in one, two, three, and four-bedroom homes. This work included solar panels to feed the grid.

This was the fourth year that the trust delivered major maintenance and unit renewals. Integrating reactive repairs and scheduled programmes of work continues to improve the tenant experience.

Three years after completing the Warm and Dry Programme, tenant satisfaction with the warmth and dryness of their homes remains high. This year, 86% of tenants were satisfied with their heat pumps, and 81% agreed their homes are warm, dry, and weathertight. In this first year of major maintenance, the trust completed two full complex upgrades. The focus was on

completing refurbishments during vacancy periods to better manage the complexity of the work and reduce the need for tenants to temporarily move out.

This year 106 major upgrades were completed, 30 more than in the previous year. Of these, 77 homes received a new kitchen, and 86 bathroom upgrades. A further 44 homes had hazards remediated.

In preparation for the next tenants, 45 homes were given a minor upgrade, compared to 146 homes in the previous year. Another 142 homes went through vacancy without needing upgrades. This shows the overall condition of the portfolio is improving.

Planned upgrades continued, with exterior painting at four complexes, tree maintenance at five, fence replacements at eight, roof replacements at five, exterior lighting upgrades at one, and three waters infrastructure upgrades at two. Two complexes had line markings repainted and two had pathway upgrades. Two units were significantly damaged by fire. The partnership with Fire and Emergency New Zealand continued, and smoke alarms exceed regulatory requirements.

Overall satisfaction with housing services remains high and stable. In the recent tenant survey 76% of were satisfied with the condition of their home (61% in 2019), 75% were satisfied with the tenancy services (79% in 2019), and 79% were satisfied with the call centre (82% in 2019).

This year it was agreed that the trust could operate outside the Council's district, to support requests from other councils in the Greater Christchurch Partnership to provide more affordable housing in their districts.

Regulation and compliance

Regulatory Compliance and Licencing

We monitor the district's environment to ensure the community and environment is safe and healthy. Compliance work has become more complex, especially in the areas of illegal building works and district plan non-compliance.

Our risk-based compliance strategy is used when prioritising investigations to ensure resources are focused on attending to complaints in line with the risk profile and our strategic priorities.

There were 84 complaints about dangerous buildings to investigate. Of these, 16 were confirmed as dangerous under Section 121 of the Building Act 2004.

Proactive monitoring of freedom camping is carried out from Labour Weekend (October) through to 30 April each year. Outside of this period complaints are responded to reactively.

Alcohol licensing remained steady with application numbers consistent with previous years. Food premises registrations have increased over the last two years, indicating growth in the hospitality sector. We noted an increase in change of ownerships for these businesses, reflecting economic volatility.

There were 1,875 food verification visits needed this year, with 1,700 completed (91%). The target of 98% was not met due to staff resourcing pressures and associated recruitment challenges, as well as the need to revisit premises to ensure controls were in place to meet compliance.

Land and Property Information Services

There were 12,491 LIMs produced (100% within statutory timeframes). This is an increase on the previous financial year and is representative of the property prices and lower interest rates making properties more affordable and increasing demand. We met our target.

Strategic Planning and Resource Consents

Land Use and Strategic Planning

We maintain and review the Christchurch District Plan. Plan Change 14 (Housing and Business Choice) was developed to give effect to the National Policy Statement – Urban Development by enabling greater intensification of urban areas. Following consultation, an independent hearings panel provided recommendations (also to inform decision-making on Heritage Plan Change 13), resulting in a partial decision in December 2024 to up-zone land in the central city and around some suburban centres to provide for medium and high-density housing. The Council is yet to decide whether to provide for more medium density development in other residential areas.

Work on other plan changes progressed to address a range of other district-wide and local issues, including Heritage (PC13), Earthworks, Flood Management Areas, and the area near the Waimakariri Stop banks (PC17); Coastal hazards (PC12); Central City Noise (PC21); Industrial-Residential Interface (PC20), and general rezoning changes.

Partner councils endorsed the Greater Christchurch Spatial Plan in March 2024. To guide its implementation, the Ōtautahi Christchurch Planning Programme was endorsed by Council in November 2024. This provides a framework for the development of local area plans.

We continued to review and develop submissions relating to Resource Management reform and implement national direction.

Adaptation planning

Coastal hazards adaptation planning was initiated in the Whakaraupō Lyttelton Harbour and Koukourārata Port Levy Adaptation Area in late 2022. A panel of community and rūnanga representatives developed adaptation pathways to respond to coastal flooding, erosion, and effects of rising groundwater, with support from a specialist and technical advisory group.

Following the last of three wider community engagements in late 2024, the panel's preferred pathways were provided to Council for consideration. On 4 March 2025 Council adopted the Coastal Hazards Adaptation Plan for Whakaraupō Lyttelton Harbour and Koukourārata Port Levy.

Work is now under way to identify and implement lessons learned from this process, and to assess options for the location of the next cycle of adaptation planning. As part of its Long-Term Plan 2024-34 Council adopted the Climate Resilience Fund which acknowledges the inter-generational equity challenges of climate change. This is a dedicated financial reserve to help address future climate adaptation needs.

Funds were also allocated for ongoing work to build a clearer picture of climate risks with a pipeline of climate risk profiles. These profiles will ensure that Council and communities have good information about the likelihood, timing and anticipated impacts of climate risks like flooding, erosion, wildfire, and drought on people, places and infrastructure.

In order to support this work, the Council's Risk Explorer has been further developed to help refine understanding of the extent, timing and vulnerability of assets to climate risks.

We developed and will soon release a Climate Adaptation Toolkit which will provide advice on increasing the resilience of residential property to climate hazards. Other initiatives are under way to build greater climate risk awareness and hazards literacy across communities, with planned educational initiatives being delivered from mid-2025 onwards.

Strategic transport

We led the development of the Ōtautahi Christchurch Future Transport Strategy which was adopted by the Council in March 2025. The strategy sets the high-level direction for land transport across Christchurch and Banks Peninsula for the next 30 years.

It outlines a series of strategic goals to guide transport investment, policy and planning work programmes. This includes goals to continuously improve the way we manage transport assets; enable a more resilient and productive network; ensure everyone can travel safely; enable genuine choice; and support city shaping and future growth. Work on a detailed implementation plan will be presented to the Council in 2026, ahead of decisions on the 2027-37 Long Term Plan.

We assumed leadership and began work on the next route protection phase of the Mass Rapid Transit (MRT) project on behalf of the Greater Christchurch Partnership. A successful application was lodged to include the MRT project as a nationally important project in the draft National Infrastructure Plan.

We continued to lead the transport policy programme. We prepared submission on the Setting of Speed Limits Rule change and amended the Electric Vehicle Infrastructure Policy to enable financial return to the Council.

We worked closely with our greater Christchurch and regional partners to support the completion of the Greater Christchurch Transport Plan and an update to the Regional Public Transport Plan. The team chaired the Greater Christchurch Transport Model Management Group and jointly facilitated creation of a Public Transport Delivery Steering Group with Environment Canterbury to create a more joined up shared work programme.

Heritage

The Heritage Team provided pre-application heritage advice on over 80 sites and gave heritage advice on over 60 resource consent applications.

We prepared evidence for Plan Change 13, Heritage, which included new heritage listings and changes to the Christchurch District Plan, and on Plan Change 14.

Advice was given on best practice conservation and maintenance of Council-owned heritage assets and cemeteries, including unmarked graves. We worked with private owners on Heritage Incentive Grants approved in previous years.

We successfully planned and delivered the annual Heritage Festival in October 2024.

We continue to promote and implement the Our Heritage, Our Taonga Heritage Strategy 2019-2029 and work alongside Heritage New Zealand Pouhere Taonga to promote conservation and retention of heritage items in our district.

Finally, we reviewed relevant national legislation and regional policies related to heritage and contributed to

submissions and participated in consultation processes with government departments as required.

Urban design

More than 330 developments benefited from urban design advice, at pre-application and consent stages, with independent design reviews continuing through the Christchurch Urban Design Panel.

Design guidance is being developed for medium and high-density residential developments, and large central city buildings to support design quality and to implement changes relating to Plan Change 14.

Urban design expertise was key preparing the Ōtautahi Christchurch Planning Programme, endorsed in November 2024, and advice was given to support local area planning for priority areas, the South-East Central Neighbourhood, wider central city, and Linwood.

Our involvement transport and public realm projects helped achieve good design outcomes and supported stakeholder engagement.

The Place Partnership Fund (\$342,000) was effectively managed to support a range of community-led initiatives city-wide. The process was revised to align with the Te Haumako Te Whitingia Strengthening Communities Together Strategy 2022, timed to work in with other grant funding.

We supported external agencies' projects, including the Ministry for Culture and Heritage, to support their projects. Education and advocacy continued with support of professional institute discussions, Christchurch Conversations, and the civic education programme. We gave technical advice to the Pacific TA Programme and hosted several visiting delegations.

We processed 2,988 resource consent applications, about 5% more than in the previous year (2847). 93 percent were completed statutory timeframes, down slightly from 94% in the previous year. Reasons for this include an increase in application numbers and the extra complexity of Plan Change 14. About 85% of consents processed were for residential activity, including 351 multi-unit residential developments, with the rest being non-residential or mixed use.

Subdivision consenting, certification and engineering activity remained high due to the large volume of multi-unit residential consents and ongoing greenfield development. We issued 714 section 224 completion certificates, up from 603 in the previous year).

Customer satisfaction with the resource consenting process was 79%, well exceeding the target of 70%. We received more public enquiries through our duty planner phone and email service due to Plan Change 14. The project-specific pre-application planning advice service was suspended due to a shortage of senior staff needed to provide the required level of advice and the need to prioritise consent processing. We hope to resume this service soon.

Building Regulation

Demand for commercial and residential building consents remains high, with 6.8% more consents being processed in (5496 consents) compared to the previous year (5146 consents).

Strategic investments in recruitment and internal upskilling enabled the BCA to increase its compliance with statutory timeframes. Additionally, these measures resulted in a significant reduction in the reliance on contractors throughout the second half of the year.

Ninety-five percent of building consents were granted within the statutory timeframe compared to 73% in the previous year.

With considerable effort and focus, processing timeframes improved steadily since the first quarter and at the end of the year were at 97.5% for the month of June. The overall customer satisfaction survey results for this activity remained high with an 81% satisfaction rating for the year.

Inspections

Given the steady volume and complexity of active building consents there remains significant demand for inspection services with 38,270 inspections undertaken (37,834 completed in the previous year).

Code compliance

Code Compliance Certificate processing activity remained high during the period with 4,619 certificates issued (93.7 % issued within the statutory timeframe) compared to 4,188 certificates issued in the previous year.

Building exemptions

Discretionary exemptions continue to remain popular with 1,845 granted (small increase from the previous year), and 99.8% being processed within the 10-day target.

Earthquake Prone Buildings

There are currently 469 buildings (159 priority buildings and 310 non-priority) on the MBIE National Earthquake Prone Building Register. This is a reduction of 78 buildings from the previous year.

Building warrant of fitness

There were 1,407 building audits completed during the period – an increase of 598 (74%) from the previous year.

Swimming pool audits

The annual target of 1,410 swimming pool audits was exceeded with 1,447 completed.

Eco-design advice

The Eco-Design Service reached a total of 326 consultations for the year, which is consistent with previous years.

Public advice

There were 2,906 walk-in customers, and 12,291 calls and emails were received by the duty building consent officers.

Strategic planning and policy

Communications and engagement

We are committed to delivering accurate, clear, and timely information to residents and stakeholders to ensure people can be well informed, empowered to participate, and confident in Council decision-making and direction. Some key examples include:

- Annual Plan 2025/26 – presented complex financial information and organisational priorities as a suite of easy-to-understand communications. We received 1,048 submissions, with five hearing sessions over two weeks.
- Local Water Done Well – created accessible communications to empower people and organisations to provide thoughtful feedback on

the future of three waters services. We received 681 submissions, with 31 oral submissions.

- Transport – provided up-to-date information about our roading network. Our Newsline story ‘Increase to speed limits on Christchurch Roads’ had 17,440 views.
- Plan Change 14 – kept submitters, stakeholders and residents informed across a variety of channels as this complex plan change moves through its milestones. We received more than 900 submissions, and The Newsline story ‘Major new planning rules approved for Christchurch’ had 16,589 views.
- One New Zealand Stadium at Te Kaha – we provided monthly updates/videos on Newsline and social media. The project has great reach on social media, always getting around 100,000 views.
- Launch of a new Recreation and Sport website – made it easier for residents to find out about our facilities, and book services and classes online. This drove a 49% increase in visits to the site.
- New online engagement platform – significantly improved the way we engage with residents online, with improved functionality (quick polls, interactive maps, embedded video, and interactive Q&As).
- Update to Council website – first significant update since 2018 brought a new look and feel, including new ways to navigate and search.

The websites we manage had an average 9% increase in views compared with the previous year.

- Council website: 6% up
- Recreation and Sport website: 16% up
- What’s On website: 68% up

Our online reach continues to grow, across our online news channel (Newsline) and our social media pages, with 113,147 followers.

- Newsline: 3% up in page views
- Facebook: 12% up
- Instagram: 11% up
- TikTok: 16% up

We responded to 2,074 media enquiries, a 4% increase on the previous year. Ninety percent of media queries and 80% of social media queries were responded to within 24 hours.

We completed 95 consultations, receiving about 20,819 submissions, with most being online. A letterbox drop was completed for 80.8% of consultations (49% the previous year) to further raise awareness and encourage participation.

Strategic policy

We have a key role in shaping our strategic frameworks, and developing and reviewing strategies, policies and bylaws that guide the organisation, including preparing foundational documents for the long-term plans. This year we began a review the Biodiversity Strategy implementation.

We manage the bylaw portfolio. We review bylaws as required by legislation and respond to emerging issues, law changes and requests for new bylaws or advice on existing bylaws. Over the past year, we:

- Reviewed the Trade Waste Bylaw 2015, with a replacement bylaw adopted on 7 May 2025 (effective 1 July 2025)
- Reviewed the Parks and Reserves Bylaw 2016, with a replacement bylaw adopted on 4 June 2025 (effective 4 September 2025).

- Reviewed the Dog Control Policy and Bylaw 2016. A final decision will be made in September 2025 (likely effective November).
- Helped process 11 temporary alcohol bans for large-scale events in specified public places over the 2024/25 summer.
- Responded to community board requests for alcohol bans and a solution to aggressive begging in Edgware and North Richmond
- Responded to community board requests for freedom camping restrictions.
- Contributed to bylaws communities of practice to support the local government sector.

We manage the development and review of policies. This year we finalised work on a new Local Alcohol Policy, managed the ongoing review of the Development Contributions Policy, and finalised the review of the Gambling and TAB Venues Policy. We also maintained the Policy Register to ensure it is kept up to date.

We prepared and submitted 32 comprehensive submissions (10 from Council, 22 from staff) to external agencies, including central government departments and Parliament’s select committees. These covered a wide range of topics, including:

- Land Transport Rule: Setting of Speed Limits Rule 2024
- New Zealand’s second emissions reduction plan
- Resource Management (Consenting and Other System Changes) Amendment Bill
- Local Government (Water Services) Bill
- Building and Construction (Small Stand-alone Dwellings) Amendment Bill

We provided advice for the Council's participation in the Canterbury Mayoral Forum. This supports valuable knowledge sharing, strong relationships, and ensures the Council's interests are represented in broader discussions.

Climate resilience

We continued to support the implementation of the Kia Tūroa te Ao Ōtautahi Christchurch Climate Resilience Strategy and embed climate resilience throughout Council by providing advice to elected members, senior managers and other units on climate-related matters.

The Climate Resilience Team delivered:

- Six-monthly reporting on completed, underway, and planned climate-related actions as part of the Climate Resilience Strategy implementation
- Published an independently verified Council Greenhouse Gas Emissions Inventory for FY2023/2024, with a report showing progress towards the Council's target
Developed a Carbon Removal Policy and Implementation Plan to enable inclusion of sequestration from trees in future inventories
- Began implementing the Canterbury Climate Partnership Plan, working alongside other councils in the region.
- Provided advice on climate mitigation and adaptation for a variety of projects and activities and submitted on the government's second Emissions Reduction Plan.
- Provided leadership and advice to the Aotearoa Council Climate Network.

As a member of the Resilient Cities Network, we joined the newly created Climate and Health Community of Practice.

Governance

Governance and decision making

We delivered smart secretarial and support services for governance decision-making. This included processing over 2697 reports and managing 432 meetings. We supported 424 applications to Council for a range of hearings, public forums and deputations on topics such as menacing dogs, bus shelters, and much more.

We got planning under way for the October 2025 Local Government Election.

We continued to implement better ways of working. This included developing reporting dashboards, automating manual processes and allowing organisation-wide access to data.

Council's commitment to more openness and transparency gained momentum, with:

- 5.9% of reports considered in public excluded (PX) – down from 35% in 2016
- 88% of reports considered in PX during the 2022/25 triennium were reviewed (to date) with most being released in part or in full.
- Early in 2024, Council moved to hold informal meetings in open by default, with significant effect:
 - April to June 2024 – 410 items were workshopped, with 78% with the public excluded
 - April to June 2025 – 390 items were workshopped, with 14% in PX

Office of the Mayor and CE | Treaty partners and mana whenua relations

We provided advice, services and administrative support so that the mayor, deputy mayor, elected members and

chief executive could fulfil their statutory, community, Council and policy leadership roles.

We received and processed requests 1691 information requests under the LGOIMA. Of these, 99.77%, within set time targets. The average completion time for requests was 9.5 days.

The Treaty Relationships Team fosters working relationships with Council staff and Papatipu Rūnanga. The team guides staff on the cultural context of protocols, policies, procedures and strategies. There are many pathways for staff to participate, engage and extend their understanding of Ngāi Tahu cultural values as tangata whenua.

During the year, Council and rūnanga engaged on environmental matters, particularly in relation to use and protection of land and water. Cultural support and presence was provided for many key events and projects. Enabling access to social housing and papakāinga development (housing developments for Māori on ancestral land) is fundamental to Māori wellbeing and forms a further pou in the relationship between mana whenua and the Council. There are a number of projects being worked on with Papatipu rūnanga that will positively enable successful outcomes to these projects.

Te Tiriti o Waitangi sessions and te reo Māori classes continued for Council staff to increase their competency and understanding for engaging with rūnanga.

Council is committed to engaging more effectively with Māori to ensure they have opportunities to contribute to decision-making processes. While we specifically recognises the special relationship with mana whenua, we also engage with wider Māori who live in Christchurch, including those whose tribal affiliations that are not to Ngāi Tahu.

Performance management and reporting

We focused on ensuring Council has high quality plans and plan monitoring in place, specifically related to the long-term plan and annual plan. The draft Annual Plan 2025/26 was prepared and adopted for consultation.

Submissions were reviewed and analysed and hearings held. The plan was finalised and adopted on 24 and 26 June. All critical project plan milestone due dates were met.

We have an established framework that is integral to the development and delivery of long-term and annual plans. This audited framework ensures the integrity of linkages between all key components (such as alignment of planning and delivery of levels of service, the non-financial performance measures, and capital projects to the organisation’s agreed community outcomes and strategic priorities). Service delivery reviews also contribute to our reporting and analysis of organisational performance to the elected Council and the community via the Finance and Performance Committee of the Whole (monthly), the annual report, and monthly reports to the organisation.

This reporting involved conducting the annual residents service satisfaction surveys. Two surveys (General Service Satisfaction, and Point of Contact) were conducted, with results provided to Council, the community and staff.

Community outcomes monitoring and reporting programmes were maintained, with 98% of community outcomes monitoring indicators updated and publicly reported (against a target of 85%).

Economic Development

Economic development

Highlights:

- Christchurch Engine Centre invested \$250M to future-proof services, retain jobs, and add 200 new roles.
- Bio Ora chose Christchurch for its \$10M facility, creating 30 jobs and advancing cancer treatment potential.
- Fabrum and Zincovery received \$17.5M in Arohia Trailblazer cleantech funding.
- Waitaha Canterbury Aerospace Strategy developed and entering implementation with partners.
- Energy Advisor role piloted to help businesses cut carbon from process heat.
- Spring’s On Show events included test cricket, Rugby League, Tall Blacks basketball, Fast Five netball, Hozier, and annual city events.
- 96,000 attended seven summer events; Electric Avenue generated \$10.5M—the decade’s highest event spend.
- City bids for business events could attract 30,000+ delegates and \$55M+ in future visitor spend.
- CNZ secured \$600K for “Winter Different” campaign to boost off-peak visits from east coast Australians.
- Media generated 1,455 Christchurch features with \$14.4M ad value and 1.5B+ reach.
- Brand monitoring shows Christchurch leads in resident pride and domestic travel appeal.
- City branding revamped at international airport arrivals to connect visitors with Christchurch identity.
- Local Champion volunteers welcomed visitors and expanded beyond cruise ship days.

- New Brighton and Sydenham developments continued, adding mixed-use commercial and housing.
- CNZ hosted workshop with leaders to accelerate Christchurch’s regenerative economy through innovation.

(These results are partial due to timing of data availability and were unaudited when provided to Council by ChristchurchNZ.)

Civic and international relations

We coordinated and led city-wide international relations activities, delivering scheduled and unscheduled civic ceremonies, national ceremonies and official visits, including the following:

- Mayor-led delegation to China.
- Strategic planning for future engagement in Asia. There was also support for the Pacific Technical Assistance Programme and maintaining strong ties with the Christchurch Consular Corps and Christchurch Airport.
- Supported 42 events across six sister cities. Highlights included the 30th anniversary visit from Songpa-gu and hosting 11 international delegations.
- Facilitated regional collaboration through a Global Cities NZ seminar.
- Coordinated 51 visit programmes for international dignitaries, including 11 linked to sister cities. Delegations came from across Asia, Europe, the Americas, and the Pacific, strengthening diplomatic ties and cultural exchange.
- Provided strategic and logistical support to the Christchurch Antarctic Office, contributing to the successful delivery of the Antarctic Season Opening Programme and other key events. The team also supported high-level diplomatic engagement and participated in the Antarctic Gateway Leadership Group.
- Eleven citizenship ceremonies were delivered for 3,454 new citizens, up 4% on the previous year. All ceremonies were delivered within budget, maintaining a high standard of civic welcome.
- Partnered with the RSA and community groups to deliver high-quality commemorative events, including Anzac Day, Armistice Day, and the 75th anniversary of the Korean War.
- Delivered nine civic ceremonies, including Charter Parades, the February 22 Earthquake Remembrance, and Civic Awards. The programme reflected Christchurch's civic identity and supported community engagement through ceremonial recognition.

Highlights

Annual survey of residents

The Residents Survey has two components: a General Service Satisfaction Survey and a range of Point of Contact surveys.

Overview of Results

The 2024-2025 residents' survey shows that 84 per cent of services surveyed with a resident satisfaction component met their level of service targets, up on last year (71 per cent). Thirteen services returned satisfaction scores of 85 per cent or above (lower than last year: 18).

Services that residents rated highly that scored over 85 per cent, include our environmental education programmes, libraries, walk in and telephone customer services, recreation and sport facilities, Botanic Gardens, Mona Vale, Hagley Park, regional parks, cemeteries, and customer support provided to those using cemetery services, partnership approvals case management and to the events and recreation and sport industries.

General Service Satisfaction Survey

The General Service Satisfaction Survey measures satisfaction for services most people in the city will have had experience using, such as roads, water and waste.

The General Service Satisfaction Survey was conducted from 10 to 31 January 2025. The survey was conducted via an online panel. Anyone who had not lived in Christchurch for a 12-month minimum was excluded, as was anyone who elected not to identify their suburb or age.

The survey sample was 784 respondents. The resulting data provided a maximum margin of error of ± 3.5 per cent. Overall satisfaction with Council is measured via the General Service Satisfaction Survey and has increased slightly since last year. Overall satisfaction sits at 53 percent, a seven per cent improvement on last year's

result of 46 per cent. Sixty per cent of General Service Satisfaction Survey respondents agreed the Council as a whole was easy to interact with (the same as last year).

What we do well:

Activity	Satisfaction
Residual waste collection	86%
Water supply reliability	84%
Kerbside recycling collection	84%
Kerbside organic collection	83%
Inner city parks presentation	82%

What we could improve:

Activity	Satisfaction/Agreement
Providing value for ratepayers' money	19%
Making wise spending decisions	21%
Communicating how resident views have informed decision making	24%
Understanding needs of residents and what they care about	30%
Council open and transparent	30%
Road condition	33%

Roading has remained one of the lower satisfaction services for the last few years. Only 33 per cent of those surveyed are satisfied with the condition of city roads, an improvement on 27 per cent last year, and 39 per cent are satisfied with the footpaths, up from 36 per cent last year.

Fifteen reputation and trust measures were included in the survey in 2025, with an average score of 31% (up from 27% last year). Only 21% agreed that the Council makes wise spending decisions (2024: 16%) and 19% agreed the Council provides good value for ratepayers' money (2024: 18%).

Point of Contact Survey

Point of contact surveys measure service satisfaction at a customer's point of contact with the service. These surveys are used for a range of services where there is a specific customer base such as consents, libraries and event attendees.

Point of Contact Service Satisfaction Surveys are conducted at service sites, or users are contacted by either telephone, email, post or mail drop. Respondent sample sizes range from approximately 5 to 4,000 per service, depending on user numbers and the scale of site services.

Overall, more than 8,889 point of contact surveys were completed (2023-2024: 9,014).

What we do well:

Activity	Satisfaction
Delivery of environmental, conservation, water and civil defence education programmes	100%
Cemeteries administration services (interment application processes)	100%
Botanic Gardens and Mona Vale presentation	99%
Walk in customer services	99%
Hagley Park	98%
Libraries	96%
Events support	95%
Recreation and sport support	94%
Recreation and sport facilities	91%
Regional parks	89%

What we could improve:

Activity	Satisfaction
Confidence in Council decision making (users of governance services)	28%
Influence on Council decision making (users of governance services)	33%
Understanding of Council decision making (users of governance services)	51%
Community parks presentation	55%

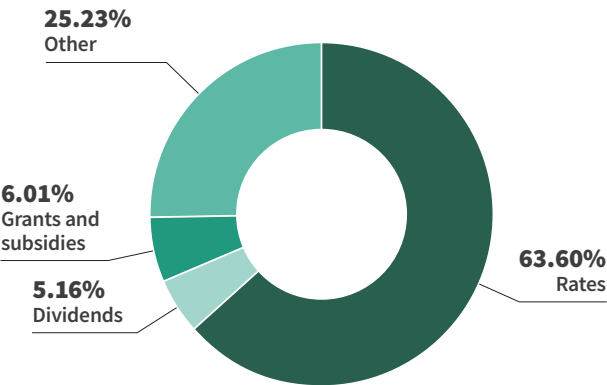
Two Point of Contact Service Satisfaction Surveys recorded a 100 per cent satisfaction rating: education programmes and cemeteries administration service.

Highlights

Financial highlights

Total revenue

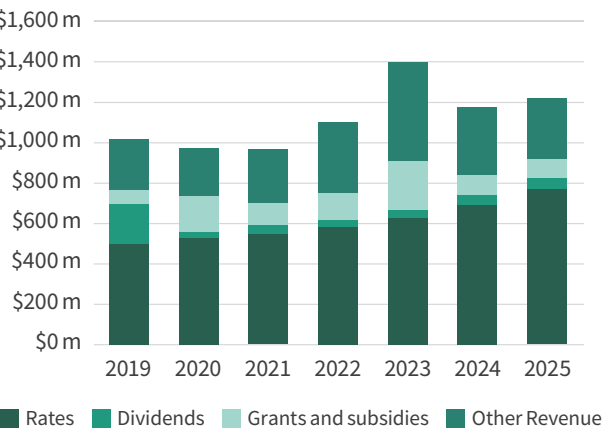
Sources of revenue – 2025



Council Operations

The results for the year ended 30 June 2025 included greater rates revenue as costs of operations and maintenance increase with inflationary pressures.

Sources of revenue actual \$millions

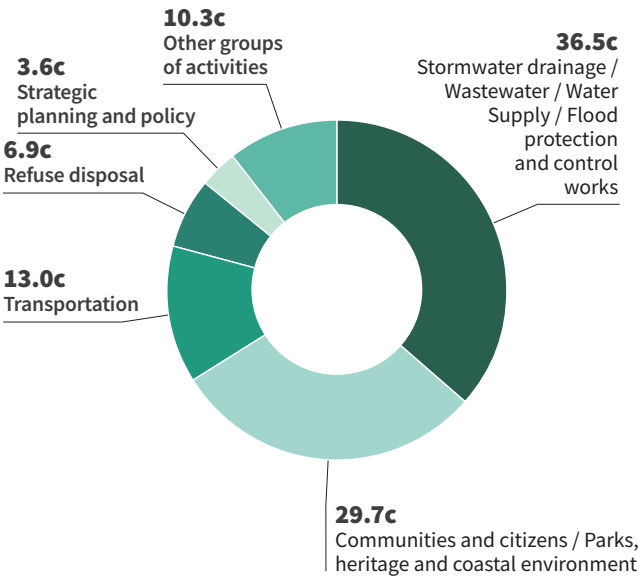


Over the past seven years

Rates have increased over the past seven years due to inflationary pressures. While dividends revenue has also increased, the rate of increase is lower than that of rates. Grants and subsidies have seen significant increases over seven years but have decreased in the last two years as the crown funding for the One New Zealand Stadium at Te Kaha has already been drawn down. Other revenue has also decreased this year due to a reduction in proceeds from insurance settlements, and a reduction in subvention receipts received from other organisations in the Council group.

The reliance on rates income has increased as other revenue sources, such as grants and subsidies and dividend income, have subsided.

Where did my rates go?



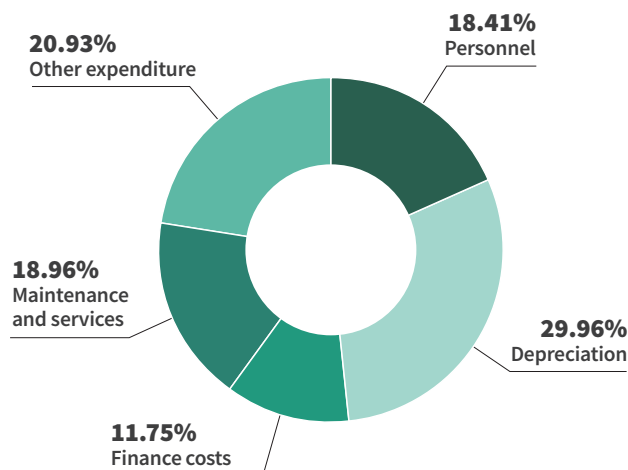
Major components of the rates dollar

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

Total expenditure

Total expenditure

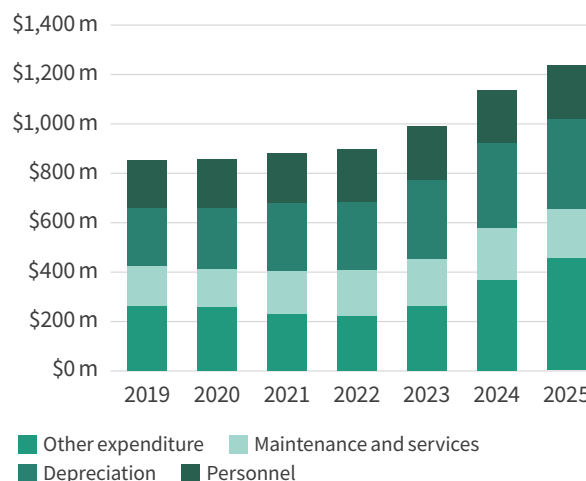
Expenditure categories – 2025



Council Operations

Our policy is to rate for the long run average cost of asset renewals and replacements. Personnel costs of \$212.7 million represents 18.41% of total expenditure which has been trending down over the past 7 years. Other expenditure includes finance costs of \$136 million on total borrowing of \$2.8 billion.

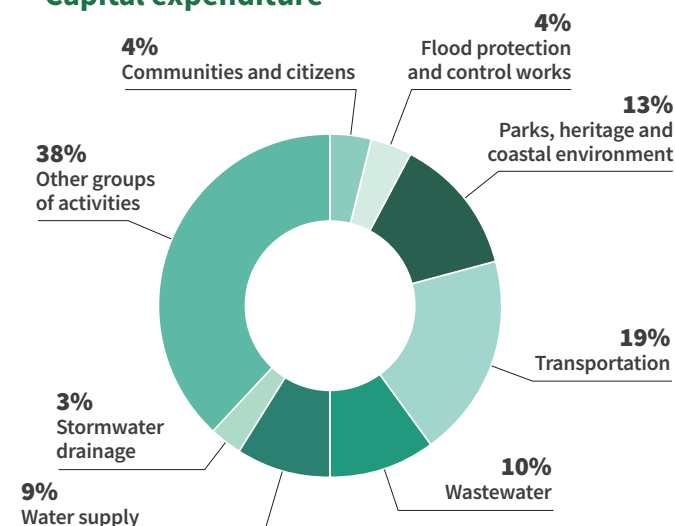
Expenditure categories actual \$millions



Over the past seven years

During the past seven years, the expenditure mix has remained relatively consistent with personnel cost remaining within a small band of 16-24% of total expenses. Increasing capital expenditure on infrastructure has resulted in a steady climb in the depreciation charge recognised by Council. Maintenance of Council assets has steadily increased, contributing to other expenses increases. Significant revaluation increases will also impact future depreciation costs.

Capital expenditure



Capital expenditure

The Council spent \$652 million on significant asset investment in the 2025 year including:-

- The construction of major cycleways and other roading projects
- Water services infrastructure renewals
- The construction of One New Zealand Stadium at Te Kaha.

The background is a gradient of green, transitioning from a darker shade at the top to a lighter shade at the bottom. Two thin white curved lines are overlaid on the background, creating a sense of movement and depth. One line starts near the top left and curves towards the bottom right, while the other starts near the top right and curves towards the bottom left.

Your Council

Your Council

How the Council works

Elected members

Christchurch residents and ratepayers are represented by the Council and Community Boards. Every three years the Council holds elections for the people who will act and speak for our community. The last triennial election was on 11 October 2025.

Council

The Mayor and 16 Councillors govern the city and ensure the needs of its residents are met. The Mayor is elected from the whole city and one Councillor is elected from each of the 16 wards.

The wards that make up the city are Banks Peninsula, Burwood, Cashmere, Central, Coastal, Fendalton, Halswell, Harewood, Heathcote, Hornby, Linwood, Innes, Papanui, Riccarton, Spreydon and Waimairi.

The Council makes decisions for Christchurch’s future, plans the way forward and is accountable for delivering what the community has identified as necessary to provide good quality local infrastructure, local public services and to perform regulatory functions.

The main direction of the Council for the period of this Annual Report is outlined in the Long term plan, which the Council consulted on then adopted on 27th June 2024.

The elected members agree on the Community Outcomes that they want to achieve as the city evolves.

They are published in the Long Term Plan 2024-34 and together with the community and its strategic partners, the Council prepares a work programme aimed to achieve the community outcomes.

There is more information on Community Outcomes in our Community Outcomes section of this report.

Our People

Our people work every day to make Christchurch and Banks Peninsula a great place to live, work and play. We are one of New Zealand’s largest local government organisations and the second largest employer in the South Island, with more than 3,100 kaimahi working across our district. Every day, we provide our residents and visitors with access to quality services, infrastructure and world-class facilities.

Our workforce is diverse, with people of many ethnicities and a wide age range.

Employees: Ethnicity

Ethnicity (SNZ L1)	% of total*
Asian	9.6%
European	82.9%
Māori	2.4%
Middle Eastern/Latin American/African	0.2%
Other	1.3%
Pacific Peoples	1.9%
Undeclared/Not Provided	1.7%

* Christchurch City Council currently only captures primary ethnicity, and there isn’t a provision for employees to update/ maintain this data. This does not align with Statistics New Zealand’s (SNZ) standards around this information, particularly that people can have multiple ethnicities and that ethnicity has mobility, i.e. can change over time, and comparison with respect to comparisons to census or other SNZ reported ethnicity data will not be an accurate comparison. Caution should therefore be used if intending to make policy decisions based on this data.

Employees: Age

Age range	% of total
Under 20	7%
20–29	17%
30–39	21%
40–49	20%
50–59	21%
60–64	9%
65+	6%

Employees: Gender

Our workforce is 58.2% female, 41.7% male and less than 1% identify as another gender. We have a fairly even spilt of male and female people leaders across our middle management cohort. Our Executive are 33.3% female, and our Heads of Service are 36% female. We have around 530 more female than male kaimahi across our workforce.

Role	% female	% male	% other gender
Executive	33.3%	66.7%	
Senior Leader (Heads of Service)	36.0%	64.0%	
Other people leader	50.3%	49.7%	
Kaimahi / Senior Kaimahi	59.5%	40.5%	<1.0%

Gender and pay

This is the second time we’ve reported on our gender pay gap in the Annual Report.

Regularly reviewing and updating this is one way to show our commitment to and progress towards closing the pay gap. This is a process of continuous improvement and includes initiatives such as: diversity in our interview panels; developing a flexible approach to work to support female representation in leadership roles; and providing mandatory training in unconscious bias and bullying and harassment.

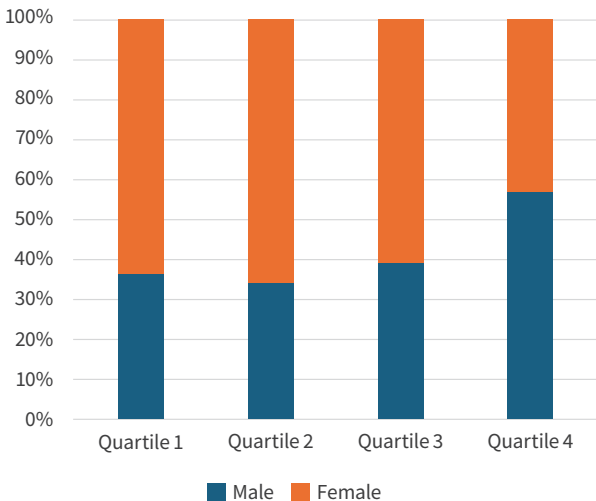
We measure our gender pay gap by calculating the median of total annual remuneration (excluding allowances, overtime, reimbursements or other such payments).

We first calculated our Gender Pay Gap in November 2018. At that time, the pay difference across our permanent employees was 29%. Two years later, in 2020, it had fallen to 24.7% across all employees. Last year, in 2024, the gap had further reduced to 18.3%. The latest analysis shows that our Gender Pay Gap is continuing to fall, as it now sits at 12.1%.

Further examination of our pay rates by salary bands shows some minor differences by gender, however, they are largely statistically insignificant. Overall, employees doing similar work are generally on comparable rates of pay.

While women make up 58.2% of our workforce, proportionately they hold more positions at the three lowest quartiles of pay. Whilst the representation of women is proportionally lower in the highest pay quartile at 43%, there has been a slight improvement in representation compared to 2024, which was at 42%.

Christchurch City Council, proportion of employees in pay quartiles, by gender



Our closing gap will, in part, be due to the living wage increase and the standardisation of our three largest collective agreements, which are now on the same remuneration framework as our Individual Employee Agreement.

We have more work to do to reduce our gender pay gap. Our continued focus is on areas such as role design, recruitment practices and continuing to work on getting the balance right, by hiring more women into middle to senior technical/professional roles and encouraging more men into front line/entry level roles across the organisation.

Up until early May 2025, the Council had been party to a gender-based pay equity claim by the Public Service Association Union for Library Assistant and Shelver roles. Changes to the Equal Pay Act were passed by the

Government on 8 May 2025, and received Royal Assent on 9 May 2025. The effect of this was that the claim was discontinued, effective immediately. Despite this, the Council recently reviewed the pay of our library staff and recognised that several roles - particularly those involving frontline services - require skill, responsibility, and community engagement. When benchmarked against similar positions in other Councils and sectors, it became clear that previous pay rates did not reflect the true value of this work. This was not about going above market rates, but rather about ensuring equity and doing right by our people. This change impacted approximately 290 employees, and the cost was accounted for within our current budget.

Community Boards

At a local level, six Community Boards represent and are an advocate for the interests of their communities.

Community Boards make decisions on some local matters and advise the Council on local needs, community views and how Council proposals will affect their communities.

The Community Boards are made up of 37 Community Board members and the 16 Councillors elected from each ward.

The Community Boards are Te Pātaka o Rākaihautū Banks Peninsula, Waitai Coastal-Burwood-Linwood, Waimāero Fendalton-Waimairi-Harewood, Waipuna Halswell-Hornby-Riccarton, Waipapa Papanui-Innes-Central, Waihoru Spreydon-Cashmere Heathcote.

Your Council The elected Council



Back Row (from left):

Councillor Jake McLellan, Councillor Aaron Keown, Councillor Victoria Henstock, Councillor Mark Peters, Councillor Dr Melanie Coker, Councillor Yani Johanson, Councillor Tyrone Fields, Councillor Tim Scandrett

Front Row (from left):

Councillor Sara Templeton, Councillor Andrei Moore, Councillor Tyla Harrison-Hunt, Deputy Mayor Pauline Cotter, Mayor Phil Mauger, Councillor Kelly Barber, Councillor James Gough, Councillor Celeste Donovan, Councillor Sam MacDonald

Following the October 2025 elections, a new Council was elected and adopted this Annual Report. The image depicts the Council as at the 30 June 2025.

Your Council Chief Executive and Executive Leadership Team



Mary Richardson
Chief Executive



Bede Carran
Chief Financial Officer/
GM Finance, Risk & Performance



Anne Columbus
Chief People Officer/
GM Corporate Services



John Higgins
GM Strategy, Planning & Regulatory



Pari Hunt
Te-Aporei Whakawhanaunga ā-Tiriti



Andrew Rutledge
GM Citizens and Community



Brent Smith
GM City Infrastructure



Helen White
General Counsel

Your Council

Community Board Members and Councillors

Te Pātaka o Rākaihautū Banks Peninsula Community Board

Lyn Leslie (Chairperson) **Wairewa subdivision**
Nigel Harrison (Deputy Chairperson) **Akaroa subdivision**
Tyrone Fields Councillor **Banks Peninsula ward**
Asif Hussain **Akaroa subdivision**
Howard Needham **Mount Herbert subdivision**
Luana Swindells **Mount Herbert Subdivision**
Cathy Lum-Webb **Lyttelton Subdivision**
Jillian Frater **Lyttelton Subdivision**

Waitai Coastal-Burwood – Linwood Community Board

Paul McMahon (Chairperson) **Linwood ward**
Jackie Simons (Deputy Chairperson) **Linwood ward**
Tim Baker **Burwood ward**
Alex Hewison **Coastal ward**
Greg Mitchell **Burwood ward**
Jo Zervos **Coastal ward**
Kelly Barber Councillor **Burwood ward**
Yani Johansen Councillor **Linwood ward**
Celeste Donovan Councillor **Coastal ward**

Waimāero Fendalton-Waimairi-Harewood Community Board

Jason Middlemiss (Chairperson) **Harewood ward**
Bridget Williams (Deputy Chairperson) **Fendalton ward**
David Cartwright **Fendalton ward**
Linda Chen **Harewood ward**
Nicola McCormack **Waimairi ward**
Shirish Paranjape (resigned) **Waimairi ward**
James Gough Councillor **Fendalton ward**
Aaron Keown Councillor **Harewood ward**
Sam Macdonald Councillor **Waimairi ward**

Waipuna Halswell-Hornby-Riccarton Community Board

Marie Pollisco (Chairperson) **Halswell ward**
Helen Broughton (Deputy Chairperson) **Riccarton ward**
Sarah Brunton **Hornby ward**
Henk Buunk **Hornby ward**
Gamal Fouda (resigned) **Riccarton ward**
Luke Chandler (appointed May 2025) **Riccarton ward**
Debbie Mora **Halswell ward**
Tyla Harrison-Hunt Councillor **Riccarton ward**
Andrei Moore Councillor **Halswell ward**
Mark Peters Councillor **Hornby ward**

Waipapa Papanui-Innes- Central Community Board

Emma Norrish (Chairperson) **Papanui ward**
Simon Britten (Deputy Chairperson) **Papanui ward**
Ali Jones **Innes ward**
Emma Twaddell **Innes ward**
Sunita Gautam **Central ward**
John Miller **Central ward**
Victoria Henstock Councillor **Papanui ward**
Pauline Cotter (Deputy Mayor) Councillor **Innes ward**
Jake McLellan Councillor **Central ward**

Waihoru Spreydon-Cashmere- Heathcote Community Board

Callum Ward (Chairperson) **Spreydon ward**
Keir Leslie (Deputy Chairperson) **Cashmere ward**
Roy Kenneally **Spreydon ward**
Lee Sampson **Cashmere ward**
Will Hall **Heathcote ward**
Tim Lindley **Heathcote ward**
Melanie Coker Councillor **Spreydon ward**
Tim Scandrett Councillor **Cashmere ward**
Sara Templeton Councillor **Heathcote ward**

Governance and management

The Council works for the people of Christchurch, providing essential services and planning for the future, guided by community aspirations.

Governance is about setting direction and achieving the vision and goals of the city. This is the role of the Mayor and Councillors who set priorities and policies, and review progress. The Mayor and Councillors employ the Chief Executive and delegate to them the management and delivery of Council services. The Chief Executive and council staff are then responsible for implementing the policies and strategies set by the Council.

The Council's elected members and staff work within a range of systems and processes that help ensure they comply with New Zealand laws and follow good business practice. These checks and balances help the community to interact with the Council and assure the public that the Council is acting in their best interests. The checks and balances include:

Listening to the community

On many occasions, the Council is required to listen to the community and consider the views of residents and ratepayers when making decisions. It does this by holding formal public consultation on city projects that include public hearings, and receiving petitions and deputations at Council, Committee and Community Board meetings. It also receives public opinion via social media and the internet, through programs such as 'Have Your Say', which actively solicits public views on many matters.

Legislative compliance

The Council uses in-house lawyers and hires external lawyers and consultants to help ensure it complies with

the wide range of laws and regulations governing local authority activities.

Accountability

Transparency is a legal requirement and a core principle of how the Council operates. Council meetings are open to the public and selected meetings are live-streamed online. Agendas and reports are published on the Council's website for public and media scrutiny.

The Council complies with the Local Government Official Information and Meetings Act 1987, which provides for Council information to be made available on request unless there is good reason to withhold it. Council decisions and updates are communicated through a range of channels—its website, social media, newspaper features, radio, public notices, e-newsletters, public meetings, and the media.

Audit

The law requires the Council to prepare financial statements that fairly reflect the organisation's financial position, performance and cash flows. In addition, the Council must report on how well it achieved non-financial objectives, set three-yearly as part of the Long-Term Plan process. The Auditor-General is the auditor of Christchurch City Council and its subsidiaries and controlled entities. The Auditor-General uses the staff and resources of Audit New Zealand to report on the information in the City Council's annual report that we are required to audit under the Local Government Act 2002. They are also required to report on whether the City Council has complied with the requirements of Schedule 10 of the Act that apply to the annual report; and the completeness and accuracy of the City Council's

disclosures about its performance against benchmarks that are required by the Local Government (Financial Reporting and Prudence) Regulations 2014.

Internal audit

The Council's internal audit function monitors the internal control environment and undertakes review activities. External expertise is engaged as required to provide additional resource and independent perspectives in support of this work.

Risk management

The Council has an Audit and Risk Management Committee, comprising Council representatives and external members experienced in financial and risk management.

Monitoring Council Controlled Organisations

The Council has financial and governance interests in other organisations, some of which are Council-controlled trading organisations (CCTOs) such as those held by Christchurch City Holdings Ltd (CCHL), a wholly owned company owned by the Council. The CCHL subsidiary companies operate for the purposes of making a profit.

CCHL groups trading activities under one umbrella and keeps the Council at arm's length from the activities of the CCTOs, which operate as profit-making enterprises.

The major CCTOs owned by CCHL are:

- Orion New Zealand Limited
- Christchurch International Airport Limited (CIAL)
- City Care Limited
- Lyttelton Port Company Limited (LPC)
- RBL Property Limited (RBL)
- Enable Services Limited (ESL)
- EcoCentral Limited (EcoCentral)
- Development Christchurch Limited (DCL)

The Council also has ownership interests in the following other CCOs:

- ChristchurchNZ Holdings Limited (CNZ)
- Civic Building Limited (CBL)
- Venues Ōtautahi Limited (VŌ)
- Te Kaha Project Delivery Limited
- Transwaste Canterbury Limited
- Riccarton Bush Trust (RBT)
- Rod Donald Banks Peninsula Trust (RDBPT)
- Local Government Funding Agency (LGFA)
- Central Plains Water Trust

Each CCO is required to adopt a Statement of Intent (SOI) that it develops in consultation with the Council. This sets out its objectives, the nature and scope of its activities, its performance targets and how its performance will be measured. CCOs are required to report performance to the Council quarterly or bi-annually.

For more detail go to: Group Structure and Council Controlled Organisations.

Māori involvement in decision making

Te Tiriti o Waitangi and subsequent legislation such as the [Resource Management Act 1991](#), the [Te Rūnanga o Ngāi Tahu Act 1996](#) and the [Local Government Act 2002](#), guide how Christchurch City Council engages with Māori.

Combined, these documents set the basis of consultation with Iwi and Mana Whenua to ensure that the views and values of Māori are considered across Council activities as we make decisions about the city, its resources and the environment. Land, water (all forms) and the natural environment are of significant cultural value for Māori – similarly this is true for the wider Ōtautahi Christchurch community.

The Council directly engages with iwi - Te Rūnanga o Ngāi Tahu, and six of the Papatipu Rūnanga who fall within the Council catchment as mana whenua of respective rohe: Te Ngāi Tūāhuriri Rūnanga, Te Hapū o Ngāti Wheke, Wairewa Rūnanga, Te Rūnanga o Koukourārata, Ōnuku Rūnanga and Te Taumutu Rūnanga (collectively convening as Te Kāhui Kahukura) to engage in decision making at the strategic level with Council to advance mutual goals, namely to support the environmental, social, cultural and economic wellbeing for Māori, as well as benefiting the wider Canterbury community through strengthened relationships in related areas of interest.

This engagement is achieved through Te Hononga - Papatipu Rūnanga Committee which has Elected Members and Runanga representatives on it, and cochaired by the Mayor and Ūpoko of Ngāi Tūāhuriri, and through engagement on local term priorities.

At the operational level the relationship is strengthened through the Te Tiriti Relationship team, whose purpose is to foster working and strategic relationships between the Council and Papatipu Rūnanga, and with urban Māori.

The team also guide Council staff on cultural substance of policies, procedures and strategies set within Christchurch City Council.

The Council has an operational and functional relationship with urban Māori whose tribal affiliations are from outside of the region. Te Rūnanga o Ngā Maata Waka is a valuable stakeholder who provides social services to the Māori community.

Māori specialist organisations also have an important part of the Council / Māori relationship. Mahaanui Kurataiao Limited has a mandate to engage with and provide advice on behalf of the six Rūnanga, providing cultural expertise into decision-making on environmental matters and resource management to assist in developing policy statements and plans for the city. Whitiora provides a range of strategic and planning advice on behalf of Ngāi Tūāhuriri. The Council values these relationships with Ngāi Tahu/ Māori and will continue to promote opportunities for partnership and greater community benefit.

The Council continues to develop staff cultural capability and provides pathways for staff to participate to extend their understanding of Te Ao Māori and to engage successfully with Te Rūnanga o Ngāi Tahu and the six Papatipu Rūnanga. As well as providing Te Tiriti workshops for all newcomers to the organisation, Council employees can:

- Attend classes in Te Reo Māori.
- Broaden their understanding of Te Ao Māori through attending various engagement workshops.
- Learn waiata and connect to stories and history of this area.

Christchurch City Council is committed to extending engagement with Māori beyond legislative requirements and upholding our Tiriti partnership responsibilities, to achieve shared priorities and community wellbeing. We aspire to be known as a good Tiriti partner - making things happen because we know it is the right thing to do.

The background is a gradient of green, transitioning from a darker shade on the left to a lighter shade on the right. Two thin, white, curved lines sweep across the page, one from the top left towards the bottom right, and another from the top left towards the bottom left, creating a sense of movement and design.

Council activities and services

Council activities and services

Community outcomes

What are Community Outcomes?

The purpose of local government is to promote the present and future wellbeing of its community. Our Community Outcomes define what wellbeing means for our community. The Community Outcomes listed below helped set the direction for the 2024-2034 Long-Term Plan (LTP). All Council activities described in the 2024 LTP contribute towards them.

How do we achieve these outcomes?

All of the Council's work programmes and budgets are designed to support progress towards our Community Outcomes. We cannot achieve these Outcomes alone so we collaborate closely with the Government, other agencies and the community. There will be challenges in achieving these Outcomes. The 2010-2011 earthquake sequence was one such challenge and the COVID-19 pandemic and associated recession is another. Further information on each Outcome, what it means for the community, and how we monitor our progress towards these Community Outcomes is available on our website.

Our community outcomes 2024–34



A collaborative, confident city

Our residents can actively participate in community and city life, have a strong sense of belonging and identity, and feel safe.

What this means for our district:

- We can actively participate: Residents and groups in the wider community are socially and actively engaged and can initiate, influence and make decisions that affect their lives.
- We have a sense of belonging and identity: We support and help build connections between communities and their places and spaces to foster a sense of local identity, shared experience, and stewardship.
- We feel safe: We support and help build connections between communities and their places and spaces to foster a sense of local identity, shared experience, and stewardship.



A green, liveable city

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

What this means for our district:

- We have well-connected communities and neighbourhoods: Our city is designed so people can take fewer and shorter trips to access goods and services, and have access to safe and reliable low-emission travel choices.
- We reduce emissions: Christchurch has net zero emissions by 2045.
- We build climate resilience: We understand and are preparing for the ongoing impacts of climate change; we have a just transition to an innovative, low-emission economy.
- Biodiversity is supported: Ecosystems supporting biodiversity are protected and restored.
- We improve the water quality of water resources to protect ecosystem health and provide for contact recreation, food gathering, mahinga kai and cultural values.
- Our urban forest thrives with healthy, diverse and resilient trees.



A cultural powerhouse city

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

What this means for our district:

- Our heritage is accessible to all, shared and celebrated and includes and respects all the cultures and distinct communities of the district.
- We support opportunities to create and to experience the arts across a range of places and spaces so that a diversity of art forms and cultures are visible, ideas can be tested and shared, and the city and region is activated.
- Christchurch is an inclusive multicultural and multilingual city that honours Te Tiriti o Waitangi – a city where all people belong.
- Canterbury's strong sporting culture, and opportunities for recreation, are supported, valued and celebrated.
- Events contribute to Christchurch being a vibrant city where people want to live, play and visit.



A thriving, prosperous city

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

What this means for our district:

- We have a thriving city with a sustainable economy.
- People are thriving: Christchurch is regarded nationally and globally as a city that attracts people to do business, invest, study and live here.
- Business and investment: Local businesses build the economic, social and environmental competitiveness of our city, delivering quality jobs and careers.
- Business events: We have a focused approach to attracting high-value business events that build a strong profile for Christchurch and Canterbury, nationally and internationally, attracting visitors throughout the year, leaving a positive legacy for the community and wider region.

Council activities and services

Activities and services summary

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

These activities are grouped into 13 Council Activities and Services.

The Statement of Service Performance is formally classified from page 54 to 209 of the 2025 annual report.

Critical reporting judgements, estimates and assumptions

Measure selection

The service performance information presented in this annual report was selected to compare the actual activities and the actual performance of Christchurch City Council with the intended activities and the intended level of performance as set out in respect of the year in the long-term plan (LTP 2024-34). Through the LTP each activity was adopted by Council with a suite of measures and targets, aligned to deliver on our community outcomes, that best reflect the service characteristics to be provided through that activity (from a selection of, for example, quantity, quality, responsiveness, compliance / meeting a standard, resident/user satisfaction, effectiveness, efficiency.)

Consequently, the materiality of which performance measures and targets are included in annual reporting is determined through their adoption with the most recent Long-term Plan.

This provides an appropriate, meaningful, comparative, and consistent mix of non-financial performance measures to present service performance information on what Council has achieved during the financial year. This includes comparative performance information from previous years (trend information), and comments and intended remedial action for any performance measures that did not achieve target.

Resident survey

Underlying assumptions for resident/user satisfaction performance measures relate to sample size and methodology. The annual resident satisfaction surveys are conducted in two ways.

Firstly, the General Service Satisfaction Survey is a random representative sample of services that are used by the whole community. A representative sample size of 784 residents is selected (for Christchurch a minimum sample size of only 400 is necessary), with quotas for age, sex and location (community board areas). This survey carries a +/- 3.5% margin of error, at a 95% confidence level.

The level of non-response is acceptable and is explained in part by the demographic quotas applied to get a representative sample by age, sex and community board. Using quotas ensures we get a sample that is representative of the Christchurch population aged 18 years and over, but that comes at a cost in that some potential respondents are excluded from completing the survey due to not meeting our quota requirements. Others get screened out because they don't live in Christchurch or are under 18 years old (again valid reasons for non-response) and finally respondents who did not finish the survey are screened out.

As additional information the following is from the GSS Report to explain the non-response:

There were 1,337 survey responses, of which 784 were completed surveys, comprising 514 from the Dynata panel and 260 from the Consumerlink resident survey database.

The remaining responses were from respondents who:

- did not complete the survey (179; 13.1 percent)
- were screened out as they didn't fulfil the survey demographics (such as residing outside the region or under the age of 18 years old) (137; 10.2 percent)
- were excluded due to full demographic quotas (253, 18.9 percent).

The second, the Point of Contact Survey, is targeted specifically to users of the service (not a random representative sample), using a random selection of sites where appropriate. Each measure requires a set number of responses. Depending on the service provided, the survey sample may include the full user population, or may target a selection of users, such as the last 3 months of users.

The questions in both surveys are designed to meet customer service principles and use a consistent set of measures and scales across all services.

Transport

The Council's transportation team conducts traffic counts on a targeted basis, prioritising higher-volume and strategic routes due to resource and financial constraints. Consequently, a considerable proportion of the Council's roading network—specifically, 6,876 carriageway sections, representing approximately 74% of all road sections—lack recorded traffic counts within the RAMM database.

This limited traffic count coverage may introduce uncertainty in the STE performance reporting. Furthermore, the DIA has previously advised that limited traffic count data can adversely affect the reliability of STE results.

In recognition of these factors, the Council discloses this limitation to ensure transparency regarding the uncertainties inherent in the traffic count methodology and the potential impact on the accuracy of the STE performance outcomes reported. The Council also acknowledges the recommendation to consider expanding the traffic count programme to enhance data coverage and improve the robustness of network condition assessments in future reporting periods subject to affordability and associated risk reduction management.

Other measures

In determining the performance measures and their level of aggregation for a Council's services, several key factors are considered. These include the information needs of the community, the costs, and benefits of implementing these measures, practical feasibility, and the Council's obligation to provide performance data for its entire range of services. These decisions are made to ensure that the Council can meet the diverse needs of its communities and maintain transparency in its performance reporting.

The frequency of surveys varies based on the specific performance measures. For services with ongoing and consistent interactions, such as interaction-based customer surveys, more frequent surveys are conducted. These surveys aim to facilitate continuous learning and improvement, delving into various aspects like customer satisfaction and operational actions. On the other hand, surveys measuring broader perceptions over a more

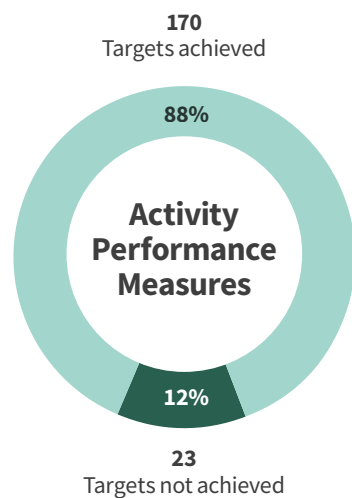
extended period, like the annual residents' survey, are administered annually to provide a snapshot of the community's current perceptions.

Furthermore, judgments are applied not only in selecting the performance measures but also in the measurement, aggregation, and presentation of service performance information. These judgments seek to strike a balance between community feedback, practicality, and the risk of survey fatigue when assessing multiple services and measures. The result is a comprehensive approach that addresses the unique characteristics of each service while delivering a holistic view of the Council's performance to the community.

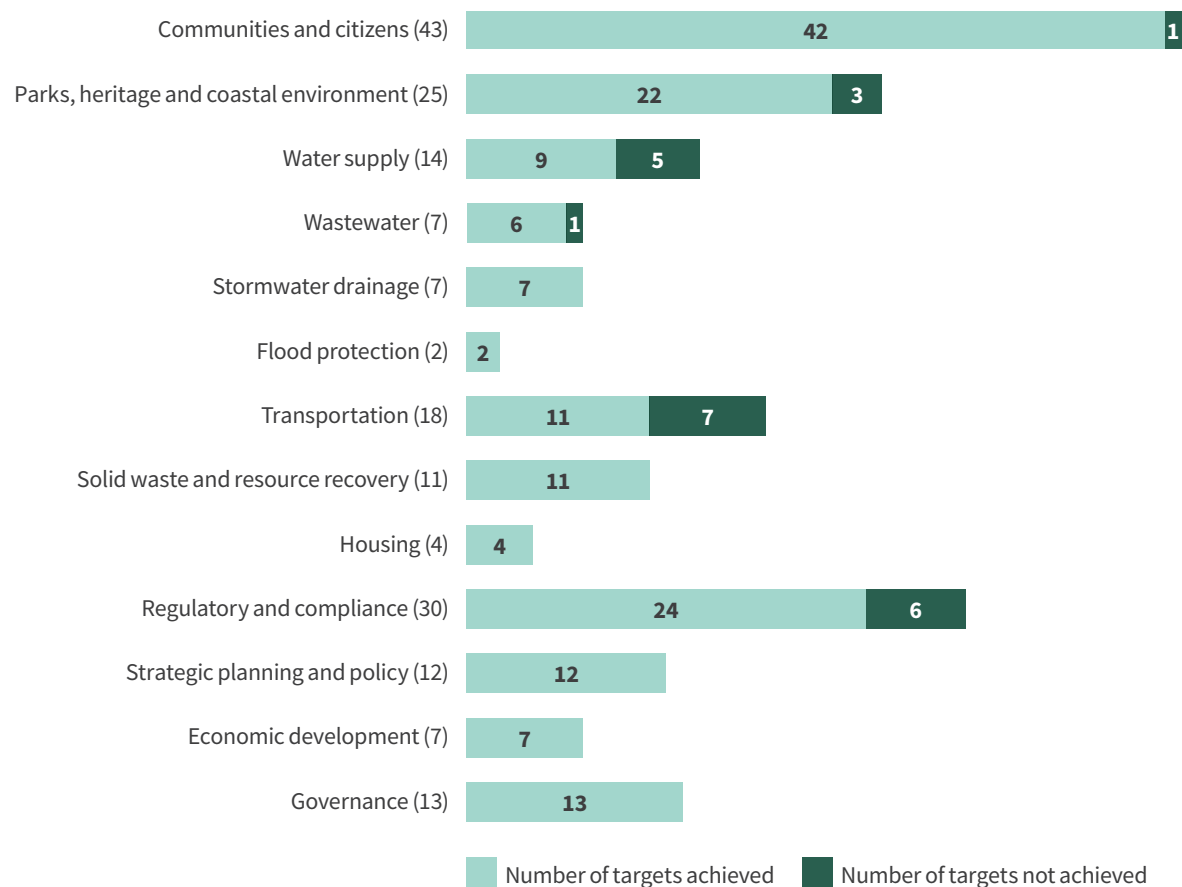
Summary of performance

The summary graph below shows that, of 193 (2024: 214) measures we use to track performance:

- we have met the target for 170 (2024: 176)
- we have not met the target for 23 (2024: 38), and
- we have nil (2024: nil) no longer applicable or there is insufficient data available to report against.



Activity and performance measures



Summary of financials

The income and costs of Council's activities and services are listed on the right.

Major net cost of service variance explanations are provided for each activity in their individual "What did it cost?" sections.

Group of Activity	2025				2024
	Cost	Income	Net Cost	Net Cost	Net Cost
	Actual \$000	Actual \$000	Actual \$000	Long Term Plan \$000	Actual \$000
Communities and citizens	195,415	34,161	161,254	156,358	133,297
Parks, heritage and coastal environment	102,578	11,550	91,028	80,961	80,478
Water Supply	113,454	9,851	103,603	98,540	111,356
Wastewater	175,031	22,358	152,673	142,773	157,547
Stormwater drainage	66,066	36,935	29,131	61,497	43,305
Flood protection and control works	6,385	3,340	3,045	2,040	1,395
Transportation	202,341	99,043	103,298	63,955	60,996
Solid waste and resource recovery	62,466	25,815	36,651	52,498	45,637
Housing	20,523	16,811	3,712	2,119	2,303
Regulatory and compliance	58,486	47,967	10,519	11,950	9,299
Economic development	17,285	280	17,005	18,204	19,121
Strategic planning and policy	23,099	1,315	21,788	34,779	30,540
Governance	18,115	31	18,084	19,911	17,891
Corporate	94,379	908,016	(814,639)	(793,231)	(747,896)
Total cost of service delivery	1,155,623	1,218,479	(62,858)	(47,646)	(34,731)
Total cost of service delivery (excl Corporate)	1,061,244	309,463	751,781	754,585	713,165

* Numbers in brackets in the table indicate a surplus.

The table on the right reconciles the Council's cost of services outlined in this section of the Annual Report with the total revenue and expenses per the financial statements.

	Parent	Parent
	30 Jun 25	30 Jun 24
	\$000	\$000
Council activities and services revenue excluding Corporate activities	320,828	314,360
Rates revenue	773,343	692,459
Other revenue (primarily interest and dividends)	123,888	159,546
Total revenue	1,218,060	1,166,366
Council activities and services expenditure excluding Corporate activities	1,056,562	1,026,953
Other expenditure	98,876	103,792
Total expenditure	1,155,623	1,130,745

The table on the right is a summary of depreciation expense charged to activities.

Major capital expenditure variance explanations are provided for each activity in their individual “What did it cost?” sections.

Communities and citizens
Parks, heritage and coastal environment
Water supply
Wastewater
Stormwater drainage
Flood protection and control works
Transportation
Refuse disposal
Housing
Regulatory and compliance
Economic development
Strategic planning and policy
Governance
Corporate
Total depreciation and amortisation

Parent	Parent
30 Jun 25	30 Jun 24
\$000	\$000
23,506	21,344
40,877	31,502
49,782	49,173
93,892	93,383
35,289	34,855
765	89
85,048	82,145
2,074	1,958
6,841	6,100
185	128
1	-
650	446
1	1
7,232	24,053
346,143	345,177

Council activities and services

Communities and citizens

What is communities and citizens, and what does the Council do?

Communities and citizens provide:

- Community facilities: Christchurch Art Gallery Te Puna o Waiwhetū, museums and libraries
- Community: funding, events and festivals
- Facility and community-based programmes
- Recreation and sports facilities and sports parks
- Sector co-ordination, support and advice
- Civil defence and emergency management
- First point of contact: customer service

Citizens increasingly expect accessible and joined-up services, easy one-stop interactions, and choice in how they engage with the Council. The focus of citizen and customer services is to deliver first-point-of-contact services, ensuring an integrated and citizen-centric experience that makes it simple and easy to interact with the Council.

Our community facilities, community development and funding activities support and encourage residents to volunteer and participate in community initiatives and to build community capacity, capability and social capital.

The district's art galleries, museums and libraries provide residents and visitors with access to art, historical and other educational and recreational material. Their collections will continue to be enjoyed by future generations.

Our sport and recreational facilities deliver facility and community-based programmes. Sport and recreation activities contribute to the social and economic well-being of the community by offering a wide range of facilities such as pools, recreation centres, stadia and sporting facilities, as well as services, programmes and events, many of which are based around those facilities.

Civil defence and emergency management (CDEM) work with communities to build resilience to disasters, promote understanding of hazards and risks, and develop emergency preparedness along with other organisations and the community.

The team supports the community to plan for, respond to and recover from emergencies.

Why is the Council involved?

Local government's purpose includes meeting the current and future needs of communities by developing cost-effective local infrastructure and public services, and promoting the cultural and social well-being of communities for the present and future. We contribute to this by running art galleries, libraries and museums and by offering various services to those using them.

We supply community and social infrastructure such as public amenities and facilities that allow residents to meet, socialise and develop strong and inclusive networks. Events strengthen community pride, promote cultural understanding and a healthy lifestyle, and showcase the good quality of life available in Christchurch.

We contribute to the community outcomes by helping make the city a place of diverse and inclusive communities, a city for recreation, fun and creativity and for life-long learning. These activities contribute to cultural identity and social cohesion and enrich the lives of present and future citizens.

We contribute to the Strong Communities and Liveable City community outcomes. We do this through CDEM initiatives and by supporting community groups with development and funding. Community support helps build community and individual resilience by involving and encouraging local input into Council decision-making.

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

The ability to participate in sport and recreation is seen as a fundamental to community life in Christchurch.

The Council aims for a number of outcomes. For sport and recreation, these include:

- People having equitable access to parks, open spaces, recreation facilities and libraries
- More and more people are taking part in recreation and sport
- Christchurch is being recognised as a great place to work, live, invest and do business
- Services are being locally available in urban areas
- People being actively involved in their communities, local issues and decision-making.

Sport and recreation activities contribute to the social and economic well-being of the community by offering a wide range of facilities such as pools, recreation centres, stadia and sporting facilities as well as services, programmes and events, many of which are based around those facilities.

Sport and recreation services also contribute to achieving four of the Council's community outcomes:

- People have a sense of connection to and participate in their community
- People participate in a wide range of recreational activities
- Christchurch's culture and heritage are valued
- Christchurch is a good place to do business

We do this by giving everyone the opportunity and encouragement to take part in leisure, sport and physical activities. We also promote the city economy by enabling the provision of opportunities for residents to live a healthy and active lifestyle.

How does it affect me?

Community services help us live in a safer, stronger community. We offer communities expert advice on developing groups and projects. We invest and partner in projects (through funding and grants) that make neighbourhoods better and safer places, and we provide neighbourhood facilities for socialising and recreation.

We stage community events throughout the year, such as Summer Theatre, Lazy Sundays, Kite Day, Sparks, Fireworks Spectacular and KidsFest. We also support a range of events such as the New Zealand Touch Nationals, the WORD Festival, and the Jazz and Blues Festival.

Every time you visit Christchurch Art Gallery Te Puna o Waiwhetū, local museums and libraries, you are using our cultural and learning services. You can find interesting material and collections, and participate in programmes, exhibitions and public events. There are also many online services and learning opportunities.

You may use our recreation and leisure facilities such as the Pioneer, Te Pou Toetoe: Linwood Pool, Graham Condon, Taiora: QEII, Jellie Park or Mataitiki Hornby Centre recreation and sport centres or our specialist sports grounds and facilities throughout the district.

What activities are involved?

Christchurch Art Gallery Te Puna o Waiwhetū

The Gallery collects, preserves and presents our region's artistic heritage to residents and visitors. Christchurch Art Gallery Te Puna o Waiwhetū is a vibrant, dynamic space which caters to a strong and growing arts audience.

Akaroa Museums

We run and support museums so that our region's heritage is collected, preserved and made accessible to residents and visitors. Akaroa Museum preserves and displays the history of Akaroa and Banks Peninsula.

Christchurch City Libraries Ngā Kete Wānanga o Ōtautahi

Christchurch City Libraries are vibrant and welcoming community hubs, at the heart of local communities. They provide vital connections to the world of knowledge, ideas and imagination and foster literacy and learning from an early age. By ensuring free and equitable access for all, libraries enable people to participate as citizens and strengthen their communities,

culturally, socially and economically. Libraries are an agent for community building, social inclusion and engagement. Cultural services are provided, often in partnership, to meet the needs of specific user groups, such as Māori, Pasifika and people of other ethnicities. Library services include collections (general and heritage), access to information and professional services, and programmes, events and community spaces through 20 libraries, the mobile library and digital channels.

Community development and facilities

We distribute grants to community groups and not-for-profit organisations for projects and initiatives that benefit the city, local communities and communities of interest. We partner with a wide range of community organisations to build capacity and social capital within communities to deliver their own unique services and care for potentially vulnerable sectors.

We provide many community centres, halls and cottages that can be used for activities such as public meetings, dance or exercise classes, social gatherings, craft groups and sports workshops. While the Council manages a number of these community facilities, we also empower and support community organisations to manage facilities for the benefit of the whole community.

Recreation, sports, community arts and events

Recreation and sport centres, swimming pools and stadia enable residents to take part in recreation and sport. As well as running these facilities, we support other groups running recreation and sport programmes, and secure regional, national and international sporting events for Christchurch.

We provide a variety of specialised sports grounds and facilities to cater for organised sports and associated recreational activities. These include Nga Puna Wai, the Fencing Centre and the Denton Park velodrome.

We provide a year-round programme of free and affordable community arts and events, supporting a range of festivals that enhance lifestyle and build capacity in the local events

industry. Our major events attract visitors and support key industries in Christchurch and Canterbury.

Emergency management and community resilience

We coordinate local CDEM activities, train Emergency Operations Centre (EOC) staff and community volunteers, and collaboratively respond to civil defence emergencies with partner agencies.

We promote community awareness of the likely impact of a disaster and support individuals, community groups, other organisations and businesses to plan for, respond to and recover from adverse events.

Citizen and customer services

We deliver multi-channel first-point-of-contact customer services to citizens and customers. We provide important information and services, ranging from how to participate in consultation processes, how to request Council services, make applications and bookings, and how to make payments. In addressing the needs of our community, NZ Post and Post Plus services have been added at locations of community need.

Our services are delivered via 12 suburban community hubs in greater Christchurch, from Papanui in the north to Akaroa in the south.

We provide 24/7 phone, email and online services, giving citizens and customers choices to engage with us when and how they wish.

Our role is to create visibility of our relationship with citizens, so they feel valued and connected to the Council and their city. We achieve this by ensuring end-to-end quality interactions and by knowing our community and sharing regular insight and intelligence.

What did we achieve?

Christchurch Art Gallery Te Puna o Waiwhetū

We welcomed 360,208 visitors during the 24/25 financial year, 129% of target. The number of international visitors continues to grow, as does our domestic market.

The overall visitor satisfaction for Christchurch Art Gallery is 95%

Over the period, the Gallery presented 12 exhibitions, the most significant being *He Kapuka Oneone – A Handful of Soil*. This exhibition explored the central role of whenua in the visual language and identity of Aotearoa, acknowledging Māori as takata whenua and addressing themes of guardianship, colonisation, environment, land use, migration, and belonging through works from the Gallery's collection and new commissions.

The year also marked the launch of *Archive Lounge*, a new display space that will feature changing exhibits highlighting archival materials drawn from the Gallery's *Robert and Barbara Stewart Library and Archives*.

In 2024/25 the Gallery saw 23,088 visitors take part in public programmes against the target of 22,000. There were 11,289 participants at the Gallery's education programmes, exceeding the target of 11,000 participants. These excellent results show the value of the Gallery's education programme to our tamariki, and the ongoing popularity of arts focussed, and gallery-based events for the City's residents and tourists.

209 works were added to the city's collection. 70 were purchased, 139 were gifted to the Gallery (of which 30 were transferred from the Christchurch Libraries collection).

The Gallery published and distributed four editions of its quarterly magazine *Bulletin*, as well as *Ink on Paper: Aotearoa New Zealand Printmakers of the Modern Era* (pull-out poster book) *Eileen Mayo's Rare and Endangered Birds of Aotearoa New Zealand* (pull-out poster book) and *Dummies & Doppelgängers* from the exhibition of the same name.

Ink on Paper: Aotearoa New Zealand Printmakers of the Modern Era was shortlisted for the Excellence in Print Award at the 2024 AMAGA Awards and *123 What Will We See?* and *Ais for Art* (publications from the 23/24 FY) were both shortlisted for the Kids in Print Award at the 2024 AMAGA Awards.

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

Akaroa Museum

Akaroa Museum received 25,233 visitors during the 2024/25 year, exceeding the target of 20,838. Of those, 25% were Christchurch City Council residents and ratepayers.

Akaroa Museum was open seven days a week, except for Christmas Day and Anzac Day morning, a total of 2,107 hours. Three new temporary exhibitions were presented: *French Connections: Language and Culture in Colonial Aotearoa*; *The Measure of Things*; and *He Ara Roimata ki te Anamata – Takapūneke, our journey, our survivance* (at Ōnuku Marae). Akaroa Museum's collection grew in line with its collection policy, with the addition of 64 objects (37 accessions), all documented, insured and safely stored. Access to the collections was maintained, with 408 collection and family history related enquiries received and answered.

Christchurch City Libraries Ngā Kete Wānanga o Ōtautahi

The library service experienced another year of strong performance with an increase from 95% to 96% customer satisfaction rating, and 23,853 new members joining.

Libraries footcount level increased by 4.29% and collection issues increased by 3.66%.

The new Matatiki | Hornby Centre opened in April 2024 and exceeded our expectations during the first year of operations, with 191,525 visitors, 169,404 collection items issued, and 13,005 programme attendees.

The build plans for Ōmōkihi were approved in late 2024 and deconstruction of South library is well underway. A temporary

library was opened on 24 February in The Colombo Mall until the Ōmōkihi build project reaches completion, and operating hours at Spreydon library have been extended during that time. Since opening the South Colombo Library has had over 60,000 visitors.

A refurbishment was carried out at Fendalton library.

The circulation of physical collections grew by over 14,000 this year, which can likely be attributed to the trial of free adult holds. Due to the uptake and popularity, particularly during an economically difficult year for many people, free holds will continue for the future. Digital collection use continued its upward trend, growing by over 11%. A collaboration between Christchurch City Council and Selwyn District Council was finalised this year, the resulting shared digital platform called AWA is due to launch on 1 July 2025. This will offer both Christchurch and Selwyn residents the opportunity to borrow from an increased, 'super' collection.

The last year has seen some significant collections on the horizon for the Digital Heritage Repository, Canterbury Stories. These include a large history of the A & P Show Society in Christchurch, a Court Theatre related archive and the comprehensive story of Ōtautahi Christchurch: From Protest to Peace City containing over 280 artifacts. 2024/2025 also saw the ongoing development of the popular Christchurch Streets map, with the rollout of newly added streets from the last 10 years, greater coverage of Banks Peninsula, as well as improved searching functionality.

Māori and Multicultural Services continued to grow in popularity with 14,674 attendees at 431 sessions, an increase of 10.26% attendees across programmes and events. The increase in participation is possibly a reflection of the growing diversity in the city as well as a desire for inter-cultural learning and engagement. This year our regular programmes included: a weekly Ngā Pakiwaitara Bilingual Storytimes, holiday programmes for all school holiday periods, monthly iwi research events, and Te Kāhui Ōhūa - a Māori Book Club in partnership with Huia Publishers. We have launched two new regular Māori programmes at various libraries, one focussed on pakiwaitara (storytelling) and the other on waiata (song).

Matariki and Te Wiki o Te Reo Māori are significant periods of activity for Libraries and this year was no exception. We introduced a new framework through which to understand and share the learnings of Matariki and we welcomed 1,599 attendees to 76 sessions. For Te Wiki o Te Reo Māori we welcomed 1,014 attendees to 36 sessions.

Multicultural events held within libraries this year included celebrations of: Lunar New Year, Chinese Language Week, Dia de Muertos Day of the Dead, Celebration of Japanese Culture, Philippines Independence Day and the inaugural Pasifika Fanau Day. We launched a new Italian collection with a gathering of the Italian community at Tūranga as well as hosting and delivering many other events in line with the Pacific Language Weeks throughout the year.

Key partnerships that Libraries continue to foster are with Confucius Institute at University of Canterbury, Ngāi Tahu Archives, Consulates of Philippines and China based in Christchurch, Māori Land Court, Ministries of Ethnic Communities and for Pacific Peoples.

Tūranga continued to serve as a major civic space for life-long learning, information, inspiration, entertainment, community connection and cultural awareness. In addition to hosting 805,000 visitors over the 2024-25 year (a 17 per cent increase over the previous year), Tūranga was home to numerous events and activities, including WORD Christchurch, TinyFest 2024, the Christchurch Hip-Hop Summit, Tabletop Tūranga, Days of Ice, the Doc Edge festival and more.

Tūranga staff provide customers with expert support and advice on what to read, how to research your family history, how to engage reluctant teens with reading, and many other topics. More than 345,000 books and other physical items from the library collection were issued at Tūranga this year, and customer surveys confirm that borrowing a book is still a key reason for their visit to the Library. Results from a Quantum Wellbeing (QWB) Lab customer wellbeing survey confirmed that Tūranga clearly remains a popular metropolitan resource for Christchurch citizens and visitors to base themselves at for work, study, collaboration, leisure, learning and – of course - reading.

Public programmes and events continued to meet customers' diverse learning and recreational needs with overall attendance for the year reaching 261,429 attendees at 13,331 sessions, plus 62,002 participants attending community-run sessions in our libraries.

Programmes cater for all ages, including intergenerational whānau, and are family friendly. The content of programmes reflects national and/or local themes – Summertimes, Heritage, Matariki, Sustainability, Health and Wellbeing.

We have co-designed and delivered programmes with partners such as the Canterbury Symphony Orchestra Music Trails, Reading to Dogs collaboration with Council's Animal Management Team, WORD festival events, Days of Ice, SCAPE Public Art, and the Book Discussion Scheme.

Pilot programmes trialled this year included: Storywalks in a number of community spaces, including Women and Girls in Science Day in collaboration with University of Canterbury, and various well-attended City Nature Challenge events directly contributing to Christchurch winning the New Zealand City Nature Challenge 2024.

After-school activities, holiday programmes, E-sports, Tech Week, Auahatanga Creative Spaces offerings, and the Christchurch Family History Expo continue to attract large numbers of participants and positive customer feedback.

We continued to hold a funding partnership with the Greater Christchurch Schools Network; and ImpactEd delivering high quality digital technology courses to our Christchurch schools. Programmes include: AI Film Making, Creative Design Workshop, and Miniature Makers.

Libraries have continued to collaborate with a wide range of organisations to bring a rich exhibitions programme to the community. This has included: Women of the Wheel, exploring the history of Christchurch as a cycling hub; Toiora, featuring work Ōtautahi Weavers Collective and Ōtautahi based Kāi Tahu senior weavers; Like Bodies, Like Minds celebrated stories of survival and struggle, developed by Angela Barnett and

illustrator, Ruby Jones; New Year New Wishes showcased the vibrant history of Chinese folk art.

The Friends of the Library continue to partner with Libraries to support the annual Booksale, and a programme of events, focusing on author talks.

Libraries continue to partner with Digital Inclusion Alliance Aotearoa, to help families in lower socio-economic areas to gain internet access at home via Skinny Jump, as well as continuing to partner with Recycle a Device (RAD) offering used corporate computers, refurbished by school students, free for the Linwood community.

Mobile Outreach services saw an increase in new relationships and initiatives, intergenerational VR programmes and Shared Reading being offered to rest home residents.

Community Development and Facilities

Council adopted the Strengthening Communities Together strategy on 4 April 2022 – a whole-of-Council approach to building strong communities. This year, under our strategy implementation plan, cross-council working groups were established as the vehicle for a more joined-up approach across service units where relevant unit levels of service align with the strategy goals and objectives.

Over 2024/25, there were 1293 (2024: 1008) successful applications for community funding. Community initiatives that continue through the goodwill of volunteers were granted \$13,973,778 (2024: \$12,872,260).

Volunteers are involved in a wide range of activities, including sitting on community organisation governance boards, sports coaching, men's sheds, teaching arts and crafts, helping at food banks, helping to maintain parks and reserves, and graffiti spotting and removal. In addition, they visit and support vulnerable members of the community who may be socially isolated or lonely. In the 2024/25 year, we benefited from just over 3,178,621 volunteer hours.

In 2024/25, our Graffiti Team underwent a review of what they recorded and how it was recorded. Over the first 6 months of the year, 73% of all reports the Council received were for other asset owners, including all Christchurch-based telco companies. Changes to Snap Send Solve have now allowed volunteers to send straight to the asset owners, resulting in a decrease in reports that Council staff processed.

The team has completed 50 community projects, including school and Telco cabinets, which have been funded by the external asset owners. We would expect this number will grow considerably in 25/26.

Twenty Seven active groups are working with staff to remove up to 500 square metres each month. Forty-two artists and 8 groups also volunteer with the programme, contributing to community art projects and mentoring across the city.

The community facility network is 94% activated and in use, with 85 community facility buildings located across 67 sites. Of this, 73% of facilities are managed in partnership with the community, and the remaining 27% (23 facilities) are operated by the Council. The portfolio continues to change due to community asset transfers, the demolition of earthquake-prone buildings, and the disposal of facilities no longer required for their current purpose.

A wide range of community development initiatives are supported across the city at both a metropolitan and community board level, with an 86% customer satisfaction level. Over 300 community groups have been specifically supported by staff across the Rōhi.

Recreation, sports, community arts and events

Recreation and Sport

We recorded another strong year with a 91% rating from customers satisfied with the range and quality of the Council's recreation and sport centres, and 94% satisfied with the quality of support.

Participation for the year was 6,164,964 within multipurpose recreation and sport centres, outdoor pools and stadia.

In collaboration with our funding partners, we were able to provide 133,093 affordable swim lessons through primary schools in the community.

Our team continues to work towards the opening of Parakiore Recreation and Sport Centre in late 2025.

Events and festivals

The Events, Partnership and Development Team provided 15,619 hours of staff support to community groups and received a customer satisfaction rating of 95% for the quality of Council event support.

Emergency management and community resilience

The Civil Defence Emergency Management (CDEM) unit is operating at full strength. Staff capability continues to increase,

with training, exercises and deployments used to build competence, currency and experience.

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

Our community resilience coordinators continue to engage with community groups to identify resilience-building opportunities and assist in their emergency planning. A community-focused approach to developing resilience in children is well supported through our Stan's Got a Plan School programme, delivered by the CCC Parks team.

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

Citizen and customer services

The success of our team is measured by the feedback we receive from our citizens and customers in response to the service we provide. This year we achieved a residents satisfaction rating of 99% for our walk-in service and 86% for our phone service. The satisfaction rate for our phone service was further endorsed this year, with a real-time post-call survey and a satisfaction score of 92.2%. The "Best in Public Service" Contact Centre CRM Award was also achieved this year for the fifth year in a row. In addition, this year the level of service we provide was also recognised with a CRM Gold Award for a second year in a row across all contact centre industries.

Key deliverables this year included:

- Engagement with the Community on the concept design and build commencement of the Omokihi Library and Customer Service Hub. The temporary customer service desk at Pioneer has ensured no interruption to this service while the rebuild is completed.
- Introduction of NZ Post services at Akaroa Service Hub to ensure the continuation of this service for our Banks Peninsula community.

In support of the implementation of the Organisational Digital Strategy the following projects were delivered this year:

- Citizen Identity - personal data security upgrade
- My Christchurch - personal account revamp
- Customer Bookings – classes, courses and memberships

Total number of customer interactions completed this year 846,874. The breakdown by channel choice is as follows:

- 312,184 telephone enquiries
- 83,335 email enquiries
- 107,967 online interactions
- 343,388 face-to-face interactions
- 169,059 NZ Post interactions
- 114,344 requests for Service
- 72,069 pool interactions

How did we measure up?

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Christchurch Art Gallery Te Puna o Waiwhetū				2025 Activity level of service result achievement summary				
				Achieved 6				
Develop, care for and provide access to the city’s nationally significant art collection for current and future generations.								
Develop, care for and provide access to the city’s nationally significant art collection for current and future generations	Residents and visitors have access to a nationally significant art gallery [3.0.6]	Programmed opening hours.	Maintain hours of opening, no fewer than 2,749 hours pa	Christchurch Art Gallery was open for 2,767 hours	N/A	Christchurch Art Gallery was open for 2,771 hours	The Art Gallery opened for 2,768 hours	The Art Gallery was open for 2,710 hours
				Achieved		Achieved	Achieved	Not Achieved
	The Art Gallery attracts residents and visitors into the city, contributing to the identity, wellbeing and activation of the city [3.0.1]	Visitors recorded at all entrances with thermal-imaging cameras (with periodic manual audits). Data analysis follows. *Visitor numbers are Pre-COVID 19 projections. These will need to be reconsidered in the light of changing tourism patterns.	Maintain visitation at 95% of the average of the last 5 years, or higher	Achieved 129% of planned visitation. 360,208 visits for the year	Gallery visitation targets are based on a rolling average, set at 95% of visitor numbers from the past five years. Although attendance has steadily increased since the COVID period, those lower pandemic-era figures still influence the current five-year average target	Achieved 132% of planned visitation. 366,627 visits for the year	Achieved 108% of planned visitation. 314,945 visits for year	Achieved 67% of planned visitation. 208,655 visits for year
				Achieved		Achieved	Achieved	Not Achieved
	Visitor satisfaction with the overall Art Gallery	Continuing survey of visitors with independent assessment of	At least 90%	95%	N/A	96% satisfaction	95% satisfaction	97% satisfaction

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	experience [3.0.2]	collected data, using the internationally recognised Morris Hargreaves McIntyre methodology, which collects data from Gallery visitors, and provides quarterly reports to the Gallery.		Achieved		Achieved	Achieved	Achieved
Engage Christchurch citizens and city visitors with art and creativity through developing and delivering a dynamic programme of exhibitions.								
Engage Christchurch citizens and city visitors with art and creativity through developing and delivering a dynamic programme of exhibitions	A diverse range of art exhibitions that attract new and repeat audiences are developed and presented [3.0.8.2]	Numerical count at year end.	No fewer than 12 exhibitions presented pa	12 exhibitions	N/A	12 exhibitions	16 exhibitions	16 exhibitions
				Achieved		Achieved	Achieved	Achieved
Inspire and connect our diverse communities through participation in our Public Programmes and Education Programmes for visitors, schools, and lifelong learners								
Inspire and connect our diverse communities through participation in our Public Programmes	Deliver a diverse range of school-specific programmes to promote and educate the importance of	Record of attendance levels	Average of at least 11,000 attend school specific programmes per annum	11,289 attended school specific programs	Schools are increasingly facing difficulty affording (mainly) transport costs associated with school trips	Average of at least 12,579 attended school specific programs	Average of at least 11,123 attended school specific programs	Average of at least 5,897 attended school specific programs
				Achieved		Achieved	Achieved	Not Achieved

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
and Education Programmes for visitors, schools, and lifelong learners	the visual arts [3.0.9.1]							
	Deliver a diverse range of public programmes to promote and educate the importance of the visual arts [3.0.9.2]	Record of attendance levels	At least 22,000 people attend advertised public programmes per annum	23,088 attended advertised public programmes	N/A	Average of at least 23,455 attended advertised public programmes	Average of at least 26,589 attended advertised public programmes	Average of at least 11,791 people attended advertised public programmes
				Achieved		Achieved	Achieved	Not Achieved
Akaroa Museums ¹				2025 Activity level of service result achievement summary				
				Achieved 3				
Operates Akaroa Museum as a community space; revealing histories, sharing stories, and caring for community heritage								
Provide a community space; revealing histories, sharing stories, and caring for community heritage	Minimum hours of opening per annum [3.3.3]	Recorded opening hours	Minimum 2,093 hours pa, average of 40 hours per week	2,107 hours pa, average of 40 hours per week	N/A	2,109.5 hours of opening	2,087 hours of opening	2,104 hours of opening
				Achieved		Achieved	Not Achieved	Achieved
	Number of exhibitions presented per annum [3.3.4]	Programme of exhibitions delivered	No fewer than two temporary exhibitions presented	Three temporary exhibitions presented	N/A	3 exhibitions presented	3 exhibitions presented	3 exhibitions presented
				Achieved		Achieved	Achieved	Achieved
	Visitors satisfaction with their Museum experience [3.3.8]	Participate in annual national survey (Museums Aotearoa, supported by volunteers),	At least 90%	97%	N/A	100% satisfaction	100% satisfaction	100% satisfaction

¹ Level of service '3.3.1 Canterbury Museum levy funding paid as required' was discontinued during the adoption of the 2024/2034 Long Term plan. Level of service '3.3.2 Visitors per annum to Akaroa Museum' was moved to a Management Level of Service.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
		gathering at least 100 responses over a week. Survey results are collated and analysed by Museums Aotearoa and provided to participating museums, individual results compared against national averages.		Achieved		Achieved	Achieved	Achieved
Christchurch City Libraries Ngā Kete Wananga o Ōtautahi ²				2025 Activity level of service result achievement summary				
				Achieved 11				
Community Spaces								
Residents have access to a physical and digital library relevant to local community need or profile through a comprehensive	Provide weekly opening hours for existing libraries (as appropriate for metropolitan, suburban & neighbourhood libraries) [3.1.2.1]	Log of library opening hours	23-74 hours per week	Libraries were open on average 23-74 hours per week	N/A	Libraries were open on average 23-74 hours per week	Libraries were open on average 23-74 hours per week	Libraries were open on average 23-74 hours per week
				Achieved		Achieved	Achieved	Achieved

² Level of service '3.1.2.5 Residents have access to a physical and digital library relevant to local community need or profile.' was moved to a Management Level of Service.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
e network of libraries, and digital channels	Maintain a mobile outreach service [3.1.2.4]	Log of mobile outreach visits	Between 50-60 visits per week	55.5 visits per week	N/A	Maintained a mobile library service of up to 40 hrs.	The mobile library service has been available an average of at least 40 hours a week over the past year	The mobile van has been available an average of at least 40 hours a week over the past year.
				Achieved		Achieved ໔	Achieved ໔	Achieved ໔
	Maintain library user satisfaction with the library service [3.1.5]	The annual resident's satisfaction survey is used to monitor, evaluate and respond to the effectiveness and benefits of library services	At least 90%	96% satisfaction	N/A	95% satisfaction	96% satisfaction	94% satisfaction
				Achieved		Achieved	Achieved	Achieved
Collections								
Collections – including general, specialist, heritage and digital content, are available to meet the needs of the community	Maintain collections per capita of city population, per year [3.1.1.3]	Total stock holdings divided by population	3 - 4 items per capita	3.8 items per capita	N/A	3.68 items per capita	3.63 items per capita	3.5 items per capita
				Achieved		Achieved	Achieved	Achieved
	Maintain number of issues per capita of city population, per year [3.1.1.4]	The number of physical issues and digital downloads divided by population	At national average or better	12.48 items per capita of city population against 9.90 national average	N/A	12.05 items per capita of city population against 9.23 national average	11.37 items per capita of city population against 9.9 national average	10.94 per capita of city population against 10.7 national average
				Achieved		Achieved	Achieved	Achieved
Access to information								
Residents have equitable access to internet,	Access to information and technology	Number of in-depth research, technology, job, and Government	Maintain number of advice queries and	Maintained a number of advice queries and in-depth research enquiries	N/A	Target publicly reported for the first time in the Long Term plan 2024-2034		

໔- This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
online information, support, and the digital library, including public computing devices and new technologies	support via walk-in, library website, phone, email, professional assistance, and digital access [3.1.3.3] ³	related enquiries received relative to previous years	in-depth research enquiries	Achieved				
	Access to online information is freely available through the library website [3.1.3.1]	24/7 access to online library services	Access freely available	Access freely available	N/A	Access freely available	Access freely available	Access freely available
				Achieved		Achieved	Achieved	Achieved
	Free 24/7 Wi-Fi access is available at all libraries [3.1.3.4]	Free 24/7 WIFI access is available at all libraries.	Free Wi-Fi 24/7	Free Wi-Fi available at all libraries 24/7	N/A	Free Wi-Fi available at all libraries 24/7	Free Wi-Fi available at all libraries 24/7	Free Wi-Fi available at all libraries 24/7
				Achieved		Achieved	Achieved	Achieved
	Devices available to the public [3.1.3.5]	Annual audit of devices completed to ensure compliance with target	Ratio of 4 per 5,000 of population	Ratio of 4.51 per 5000 of population	The 10% difference from the previous years result is due to the reduction of the number of devices available to the public. The number has dropped with the closure of the South Library in January 2025 for the rebuild, and	Ratio of 5.04 per 5,000 of population	Ratio of 4.55 per 5,000 of population	Ratio of 5.3 per 5,000 of population

³ Level of service '3.1.3.3 Access to information and technology support via walk-in, library website, phone, email, professional assistance and digital access' was moved to a Community Level of Service.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
				Achieved	the decision to prioritise makerspace at Matatiki rather than provision of devices. The population count has risen slightly against the drop in number of devices which has contributed to the % reduction.	Achieved	Achieved	Achieved
Programmes and events designed to meet customers' diverse lifelong learning needs								
Provide public programmes and events designed to meet customers' cultural, creative, learning, and recreational needs	Maintain participation at public programmes and events [3.1.4]	Maintain participation rates at programmes, exhibitions and library literacy events	380-450 participations per 1,000 of population	653.6 participations per 1,000 of population	Achieved through a highly successful annual programme of events across our Libraries network, using diverse marketing approaches to maximise participation. The results reflect consistent national growth trends in programming participation, supported by enhanced data capture methods	Achieved 440 participations per 1000 of population	Achieved 412 participations per 1,000 of population	Achieved 347 per 1,000 of population
				Achieved		Achieved	Achieved	Achieved
	Residents have access to spaces, services, and leading-edge technology resources to improve their wellbeing [3.1.9] ⁴	Maintain collection of customer stories	Capture and share at least 12 to 16 customer stories per annum	Captured and shared 12 customer stories per annum	N/A	Target publicly reported for the first time in the Long Term plan 2024-2034		
				Achieved				

⁴ Level of service '3.1.9 Residents have access to spaces, services, and leading-edge technology resources to improve their wellbeing' was moved to a Community Level of Service.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Community Development and Facilities				2025 Activity level of service result achievement summary				
				Achieved 5				
Provide and manage community grants and loans, on behalf of Council and other funding bodies to make Christchurch a place of opportunity for all								
Provide and manage community grants and loans, on behalf of Council and other funding bodies to make Christchurch a place of opportunity for all	Provide and manage funding for initiatives that facilitate resilient and active communities owning their own future [2.3.1.1]	Compliant assessment reports and financial implications are reported in the monthly Performance Report	100% of funding assessments detail rationale and demonstrate benefits aligned to Council's strategic priorities, and where appropriate, Community Board Plans	100% of reports demonstrate benefits that align to Council community outcomes and priorities	N/A	100% of reports demonstrate benefits that align to Council community outcomes and priorities	100% of reports demonstrate benefits that align to Council community outcomes and priorities	100% of reports demonstrate benefits that align to Council outcomes and priorities
			Achieved			Achieved 5	Achieved 5	Achieved 5
Provide and operate a network of community facilities to empower resilient, active, and connected communities owning their own future								
Provide and operate a network of community facilities to empower resilient, active, and connected communities owning their own future	Provide a sustainable network of community facilities to empower resilient, active, and connected communities owning their own future [2.0.1.1]	Number of facilities detailed in the Asset Management Plan reported in the monthly Performance Report	78 - 82 Facilities	79 buildings on 64 sites	N/A	84 buildings on 73 sites.	80 community facilities provided by Council - with an additional 12 ancillary buildings and 3 buildings where Council has a non-financial community/custodial interest	91 community facilities provided by Council
				Achieved			Achieved 5	Achieved 5
Enable, encourage, and support resilient, active, and connected communities owning their own future								

⑤- This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Enable, encourage, and support resilient, active, and connected communities owning their own future	Locally focussed community support, resilience, development, and recreation initiatives are identified, prioritised, and delivered [4.1.27.2]	Annual Community Board Report presented to Council by the Board Chair	100% of Community board plans are developed and reported annually		N/A	All Community Board Plans have been adopted and reported to Council in June 2023. There has been no need to update the community board plans this financial year. Board's compile a monitoring report periodically to track outcomes. Boards report to Council monthly	Achieved 100% All six Community Board Plans were reviewed at the end of the triennium (August 2022), highlights reported to Council on 8 September 2022. New plans will were completed in May 2023, approved by each Board and are being used to inform the 2024/34 LTP	Achieved 100% Implementation of all 2019/22 Board Plans was reported to the respective Community Board monthly, a copy was included in the Board Report to Council A comprehensive annual report to each Board was provided in August 2022
				Achieved		Achieved	Achieved	
	Customer satisfaction with the delivery of community support, resilience, development, and recreation initiatives [4.1.27.1]	Point of contact survey (residents survey)	80%	83% satisfaction	N/A	86% satisfaction	79% satisfaction	81% satisfaction
				Achieved		Achieved	Not Achieved	Achieved
Graffiti management and mitigation								
Lead a collaborative volunteer - centric approach to keeping our	Requests for service regarding graffiti are responded to	Reports through Hybris and Tracked response times	At least 95% of requests responded to within 2 working days	95% of requests responded to within 2 working days	We're reviewing how we report graffiti response times to ensure more accurate tracking. Since all requests come through Customer Services, we	96% of requests were responded to within 2 working days	95% of requests were responded to within two working days	98% of requests were responded to within two working days

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
city clean, safe, and free of graffiti	promptly [2.2.6.8]			Achieved	may shift responsibility for this measure to that team. Changes to the Snap Send Solve app now also let us contact external asset owners directly.	Achieved	Achieved	Achieved
Recreation, Sports, Community Arts and Events				2025 Activity level of service result achievement summary				
				Achieved 8				Not Achieved 1
Network of Recreational and Sporting Facilities								
Provide citizens access to a range of fit-for-purpose network of recreation and sporting facilities	Recreation & Sport facilities are available for use [7.0.1.1]	All facilities are available for community use	39 facilities are available for use	39 Recreation & Sport facilities were available for use	Target for 2024/25 amended from 40 facilities to 39 facilities open due to a known delay in the opening of Parakiore Recreation and Sports Centre. This amendment was approved on behalf of Council by Finance and Performance Committee of the Whole at the meeting of 23 October 2024 (agenda item 8, recommendation 2)	39 x Recreation & Sport facilities were available for use.	38 Recreation & Sport facilities were available for use	There were a number of temporary closures within Recreation and Sport facilities as staff tested positive for COVID-19 or had to isolate as household contacts.
				Achieved		Achieved	Achieved ☹️	Not Achieved ☹️
	Customer satisfaction with the range and quality of facilities [7.0.7]	Participants are surveyed annually in accordance with the NPS international benchmarking survey	At least 80%	91% satisfaction	91% satisfaction achieved in FY25, which is consistent with the satisfaction from FY24 of 92%.	92% satisfaction	91% satisfaction	88% satisfaction with range and quality of facilities, a 6.1 CERM rating
				Achieved		Achieved	Achieved	Achieved
Recreational and Sporting Programmes and Activities								

☹️ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Provide well utilised facility based recreational and sporting	Facility based recreational and sporting programmes and activities are well utilised: the number of participants using multipurpose recreation and sport centres, outdoor pools and stadia [7.0.2.2]	Maintain accurate and current data on all facility, programme and service admissions	At least 5.6 million	6,164,964 participations	The significant increase in participation from the previous year (2023/24) is mainly due to the opening of Matatiki Hornby Centre in April 2024.	5,536,283 participations	5,112,391 participations	3,898,293 participants
				Achieved		Achieved ☞	Achieved ☞	Not Achieved ☞
	Support citizen and partner organisations to develop, promote and deliver recreation and sport in Christchurch [7.0.3.1]	Number hours of staff support provided to a number of organisations	4,000 hours of staff support provided per annum	5,113 hours of staff support provided	5,113 hours of staff support provided. This is an increase of 289 hours from FY24 and can be attributed to additional team members supporting the establishment of new facilities, in particular Parakiore Recreation and Sport Centre	4,824 hours of staff support provided	4,272 hours of staff support provided	4,170 hours provided
				Achieved		Achieved	Achieved	Achieved
	Customer satisfaction with the quality of Council recreation and sport support [7.0.3.2]	Degree of citizen satisfaction with the quality of Council support. Annual Resident satisfaction survey	At least 80%	94% satisfaction	94% satisfaction achieved through the 2025 residents survey, which is consistent with the satisfaction from FY24 of 93%	93% satisfaction	87% satisfaction	85% satisfaction with support
				Achieved		Achieved	Achieved	Achieved
Community Arts and Events								

☞ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Produce and deliver engaging programme of community events and support community-based organisations to do the same, including the arts	Produce and deliver engaging programme of community events annually [2.8.5.1]	A minimum number of events delivered of which three are marquee events. Marquee events include: Tirama Mai, winter Fireworks, and Sparks etc	A minimum of 9 events delivered annually of which three are marquee events. (Outdoor events subject to weather)	10 events were delivered of which three are marquee events. (Outdoor events subject to weather)	Eight events were delivered (Winter Fireworks, Tirama Mia, Go Live Festival, Outdoor movies, Summer Theatre, Kite Day, Mitre 10 Sparks and Summer Sundays). Two events (Kids NYE Countdown and New Years Eve) were cancelled due to wet weather and flooding in Hagley Park.	9 events delivered	12 events delivered	6 events delivered
				Achieved		Achieved	Achieved	Not Achieved
	Customer satisfaction with the content and delivery across delivered events [2.8.5.2]	Degree of citizen satisfaction through the resident's survey and/or event attendee surveys of a minimum three events	At least 80%	78% satisfaction	Overall the events satisfaction was 78%. The feedback has been used to refine delivery to enhance the overall satisfaction for future years.	88% satisfaction	89% satisfaction	84.6% satisfaction
				Not Achieved		Achieved	Achieved	Achieved
	Support community based organisations to develop, promote and deliver community events and arts in Christchurch [2.8.6.1]	Number of hours of staff support provided to a number of community organisations.	15,000 hours of staff support per annum	15,619 hours of staff support per annum	N/A	15,059 hours of staff support provided	17,394 hours of staff support provided	16,028 hours provided
				Achieved		Achieved	Achieved	Achieved
	Customer satisfaction with the quality of	Degree of citizen satisfaction with the quality of	At least 80%	95% satisfaction	95% satisfaction achieved within the 2025 residents survey. This is a shift from 86% satisfaction in FY24	86% satisfaction	83% satisfaction	90% satisfaction

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	Council event support [2.8.6.2]	Council support. Annual Resident satisfaction survey		Achieved	and can be attributed to the increased focus accuracy and support by the team particularly in the online presence	Achieved	Achieved	Achieved
Citizens and Customer Services ⁵				2025 Activity level of service result achievement summary				
				Achieved 4				
Provide a “first point of contact” Council customer service								
Provide a “first point of contact” Council customer service	Ensure Citizen and Customer Services are available to answer enquiries, 24 hours per day, 7 days a week [2.6.3]	Performance statistics as reported through service technology.	At least 99% of the time	24/7 operation maintained 99.98%.	N/A	24/7 operation maintained 100% of the time.	24/7 operation maintained 99.47% of the time	24/7 operation maintained 99.83% of the time
		Achieved		Achieved		Achieved	Achieved	
	Provide a walk-in service that meets future citizen and customer demand [2.6.1]	Ongoing Citizen research to inform hub design and capabilities. Number of service hubs and hours operated to be informed by performance statistics, population	7-13 walk in customer service hubs	12 walk in customer service hubs	N/A	12 walk in customer service hubs	12 walk in customer service hubs	12 Walk in Customer Service Hubs
				Achieved		Achieved	Achieved	Achieved

⁵ Level of service ‘2.6.4.1 Citizen and Customer expectations for service response are delivered in a timely manner’ was moved to a Management Level of Service.

Level of service ‘2.6.4.2 Citizen and Customer expectations for service response are delivered in a timely manner’ was moved to a Management Level of Service.

Level of service ‘2.6.4.3 Citizen and Customer expectations for service response are delivered in a timely manner’ was moved to a Management Level of Service.

Level of service ‘2.6.7.2 Citizen and Customer expectations for service response are delivered in a timely manner’ was discontinued during the adoption of the 2024/2034 Long Term plan.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
		growth, demand and citizen and customer feedback						
	Citizens and customer satisfaction with the quality of the service received for walk in services [2.6.7.1]	Via Annual Residents and Citizen Experience Surveys and quality monitoring	At least 85%	99% satisfaction	Satisfaction result reflects the ongoing service excellence focus applied to service delivery. Supported by a comprehensive training and coaching program	98% satisfaction (walk in services)	98% satisfaction (walk in services)	97% satisfaction (walk-in services)
				Achieved		Achieved	Achieved	Achieved
	Citizens and customer satisfaction with the quality of the service received for phone contacts [2.6.7.3]	Via Annual Residents and Citizen Experience Surveys and quality monitoring	At least 85% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via phone	86% satisfaction	N/A	88% satisfaction (phone)	90% satisfaction (phone)	90% satisfaction (phone)
				Achieved		Achieved	Achieved	Achieved
	2025 Activity level of service result achievement summary							
Emergency Management and Community Resilience				Achieved 5				
Co-ordinates civil defence emergency management readiness and response								
Co-ordinates civil defence emergency management	Christchurch CDEM plans covering local response arrangements	All Operational Plans to be reviewed at least bi-annually. In addition, 50% of	CDEM Plans are reviewed annually	CDEM plans reviewed annually	N/A	CDEM Plans were reviewed	CDEM plans were reviewed	CDEM plans were reviewed

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
readiness and response	are in place [2.5.1.1]	all Operational CDEM Response Plans approved by the Controller and Recovery Manager annually		Achieved		Achieved	Achieved	Achieved
	Maintain an effective response capability and capacity to manage civil defence emergencies (EOC) [2.5.2.1]	EOC readiness is reviewed by Civil Defence Manager monthly and reported in the Performance Report and comprehensively tested at least once annually in each location	One primary and one secondary Emergency Operations Centre (EOC) facility available to be activated within 60 minutes	1 primary and 1 secondary Emergency Operations Centre (EOC) facility were available to be activated within 60 minutes.	N/A	One primary and one secondary Emergency Operations Centre (EOC) facility were available to be activated within 60 minutes	One primary and one secondary Emergency Operations Centre (EOC) facility were available to be activated within 60 minutes	One primary and one secondary Emergency Operations Centre (EOC) facility were available to be activated within 60 minutes
				Achieved		Achieved	Achieved	
Working collaboratively with Council's Community Development Activity to increase community resilience through supporting communities to play, respond and recover from emergencies and adverse events at all levels								
Work collaboratively to increase community resilience through supporting communities to play, respond and recover from emergencies	Build community resilience through public education and community engagement programmes [2.5.4.1]	Monthly total reported in the Performance Report. Individual engagement events to be meaningful and comprehensive	At least 60 community resilience education and/or engagement programmes occur annually	160 community resilience education and/or engagement programmes	The target was exceeded due to a combination of the introduction and adoption by the community of an online tool whereby residents can request sessions and by improvements to reporting processes. The measurement level will be looked at to better reflect these changes.	133 CDEM public education events delivered	61 CDEM public education activities delivered	36 CDEM public education activities delivered
				Achieved		Achieved	Achieved	Not Achieved

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
and adverse events at all levels	Build community resilience through developing community response plans [2.5.4.2]	Monthly total reported in the Performance Report.Plans to be developed IAW CDEM guidelines	At least 30 community based groups are actively supported in developing community response plans	72 community-based groups were actively supported in developing community response plans	The target was exceeded due to the team focus on supporting the development plan and stability in staff levels providing the needed capacity. The measurement will be reviewed to better reflect what “actively supports” means	49 groups involved in community response planning	21 community response planning activities conducted	11 community response planning activities conducted
				Achieved		Achieved	Achieved	
Increase the capacity and resilience of the Council in the readiness, response and recovery from adverse events and emergencies								
Increase the capacity and resilience of the Council in the readiness, response and recovery from adverse events and emergencies	Sufficient capacity within Council to maintain an Incident Management Team (IMT) or EOC response for 5 consecutive days [2.5.7.2] ⁶	Activations (either in response or to practice) are reported to the Controller and included in the monthly Performance Report	An IMT or EOC is stood up a minimum of at least 3 times per annum either in response or to practice	An IMT or EOC is stood up 15 times per annum either in response or to practice	N/A	New measure in the Long Term plan 2024-2034		
				Achieved				

⁶ Level of service ‘2.5.7.2 Sufficient capacity within Council to maintain an Incident Management Team (IMT) or EOC response for 5 consecutive days’ is a new measure adoption with the 2024/2034 Long Term plan.

🔗 - This metric’s targets have varied over time, or differ from those in the current Long-Term Plan. Prior results are measured against each year’s target. Refer to prior Annual Reports and relevant Plans for details.

What did it cost?

Communities and citizens

Statement of cost of services for the year ending 30 June

2024		2025	2025
Actual		Actual	Long Term Plan
\$000		\$000	\$000
Cost of services			
13,915	Christchurch Art Gallery Te Puna o Waiwhetū	14,230	14,478
9,658	Akaroa Museum	698	693
52,563	Christchurch City Libraries Ngā Kete Wānanga o Ōtautahi	55,815	53,551
26,938	Community Development and Facilities	46,311	43,622
53,584	Recreation, Sports, Community Arts and Events	63,705	64,642
1,793	Emergency Management & Community Resilience	1,810	2,028
11,497	Citizen and customer services	12,846	12,835
169,948		195,415	191,849
Operating revenue from services			
1,191	Christchurch Art Gallery Te Puna o Waiwhetū	1,341	992
37	Akaroa Museum	35	37
1,546	Christchurch City Libraries Ngā Kete Wānanga o Ōtautahi	1,403	1,155
6,170	Community Development and Facilities	2,280	1,866
22,949	Recreation, Sports, Community Arts and Events	24,212	20,982
-	Emergency Management & Community Resilience	-	-
937	Citizen and customer services	959	889
32,830		30,230	25,921
3,311	Capital revenues	3,904	9,570
455	Vested assets	27	-
133,352	Net cost of services	161,254	156,358

Explanation of significant variances

Christchurch Art Gallery Te Puna o Waiwhetū

The service cost in 2025 was \$0.2 million below the planned amount, primarily due to savings in building expenses resulting from delays in the heating system replacement. The cost of service in 2025 was \$0.3 million higher than 2024 due to Depreciation \$0.1 million and IT charges \$0.2 million. The operating revenue was \$0.3 million higher than plan in 2025 due to increased levels of grants received, mainly from Creative New Zealand.

Akaroa Museum

The actuals in 2025 were \$9.0 million lower than 2024 due to the Canterbury Museum grant being moved to Community Development and Facilities Activity.

Christchurch City Libraries Ngā Kete Wānanga o Ōtautahi

In 2025, the cost of service exceeded the planned amount by \$2.2 million, primarily due to increased depreciation expenses of \$1.2 million and personnel costs rising by \$0.9 million following the settlement of collective agreements.

Compared to 2024, the cost of service increased by \$3.2 million, mainly driven by a \$2 million rise in staff costs, largely related to the collective agreement settlements.

Community Development and Facilities

The cost of service was \$2.7million higher than plan, primarily due to increased grant payments, including \$1.7 million from the Capital Endowment Fund, \$0.5 million for the Edgeware Pool (paid in advance of future year funding provision), \$0.2 million from third-party contributions, and \$0.2 million from the Crown Better Off programme (paid from the previous year funding). A further \$0.2 million was attributed to Community Rates remissions. Depreciation and overhead costs increased by \$0.3 million. These increases were partially offset by \$0.4 million in lower-than-expected spending on Strengthening Communities initiatives and more staff time focused on capital projects.

The cost of service was \$19.4 million higher than in 2024, primarily due to \$18 million grants to the Canterbury Museum, following a reclassification from Museums to Community Development and Facilities in the Long Term Plan. This Grant is \$9.0 million higher than 2024 with the start of Council's contribution to the Museum's redevelopment project in 2025. Additional increases included \$0.5 million for the Edgeware Pool

and \$0.7 million in community rates remissions, which were higher in 2025.

Operating revenue was \$3.9 million lower than in 2024, mainly due to grants received the previous year for Better Off Funding projects. There were no significant differences to the 2025 plan.

Recreation, Sports, Community Arts and Events

The cost of service was \$0.9 million lower than plan driven by lower operational spend of \$0.6 million in personnel costs, maintenance and electricity due to the planned temporary maintenance closures at our Recreation and Sporting facilities. Depreciation \$0.3 million and insurance \$0.4 million were lower due to revaluation of buildings in 2024. This is reduced by higher spending in grants \$0.4million for the Events Eco System that was transferred from the Sustainable Economic Development activity in the Long Term Plan.

The increase in cost of service of \$10.1 million from 2024 largely relates to the first full year operations of Matatiki Hornby Centre, and an increase of IT charges \$0.4 million from a change of allocation methodology across Council services.

Operating revenue was \$3.2 million higher than plan due to higher participations inline with the planning of the opening of Parakiore next financial year. The \$1.3 million increase of operating revenue to 2024 largely relates to first full year operations of Matatiki Hornby Centre.

Emergency Management & Community Resilience

There was no significant cost of service variances to plan or to 2024.

Citizen and customer services

There was no significant cost of service variances to plan. The cost of service in 2024 was \$1.3 million lower than 2025 due to lower personnel and internal costs.

Capital revenues and vested assets

Capital revenues were \$5.7 million lower than plan as a result of a delay in the Court Theatre contribution to the new theatre project, \$3.4 million Crown contributions from Better off Funding timing differences offset by \$1.9 million more in development contributions.

Capital revenues were \$0.6 million more than in 2024 due to \$1.1 million of Crown Contributions of Better off Funding toward

Community Facilities net of the \$0.5 million contribution in 2024 for the Matatiki Hornby Centre.

Communities and citizens**Funding impact statement
for year ending 30 June 2025**

	2025 Actual \$000	2025 Long Term Plan \$000	2024 Long Term Plan \$000
Sources of operating funding			
General rates, uniform annual general charge, rates penalties	155,749	156,276	130,454
Targeted rates	-	-	-
Subsidies and grants for operating purposes	2,571	1,635	1,163
Fees and charges	27,433	24,186	27,564
Local authorities fuel tax, fines, infringement fees, and other receipts	227	101	128
Total operating funding (A)	185,980	182,198	159,309
Applications of operating funding			
Payments to staff and suppliers	124,271	126,229	110,983
Finance costs	2,621	2,620	3,295
Internal charges and overheads applied	6,369	6,369	5,266
Other operating funding applications	37,863	33,931	20,610
Total applications of operating funding (B)	171,124	169,149	140,154
Surplus (deficit) of operating funding (A-B)	14,856	13,049	19,155
Sources of capital funding			
Subsidies and grants for capital expenditure	1,929	-	4,950
Development and financial contributions	1,949	9,570	-
Increase (decrease) in debt (internal funding)	5,814	6,816	3,063
Total sources of capital funding (C)	9,718	16,386	8,013
Applications of capital funding			
Capital expenditure			
- to replace existing assets	23,528	26,979	25,097
- to improve the level of service	1,288	2,245	1,660
- to meet additional demand	1,041	1,028	388
Increase (decrease) in reserves	(1,283)	(817)	23
Total applications of capital funding (D)	24,574	29,435	27,168
Surplus (deficit) of capital funding (C-D)	(14,856)	(13,049)	(19,155)
Funding balance ((A-B) + (C-D))	-	-	-

Explanation of significant variances

Operating funding

Fees and charges are \$3.2 million higher than planned largely due to higher than planned participations in Recreation, Sports, Community Arts and Events Activity. Subsidies and Grants for operating purposes are \$0.9 million more than planned across four separate activities.

Application of operating funding

Application of operating funding was \$1.8 million higher than planned due to \$3.8 million of grants payments as noted above offset by \$1.9 million lower facility and insurance costs.

Capital expenditure

Capital expenditure was \$4.4 million less than the plan largely driven by \$18.0 million of delayed works on the Tsunami Warning System and lower than planned renewals & replacement works mainly on Ōmōkihi (the South Library replacement) and Library Built Asset Replacements delivery package.

Significant capital expenditure:

The most significant expenditure was within the renewals & replacements programmes across community and recreation facilities, libraries and service centres Including Ōmōkihi, Pioneer Cycle Shutdown and Libraries Resource Programme.

Council activities and services Parks and Foreshore, Parks Heritage, and the Ōtākaro Avon River Corridor

What is Parks and Foreshore, Parks Heritage, and the Ōtākaro Avon River Corridor, and what does the Council do?

Our parks, foreshore, heritage assets, and the Ōtākaro Avon River Corridor (OARC) are integral to our city, contributing to its natural character, community health and wellbeing, climate resilience, landscape, and ecology. Public open spaces are essential for resilient communities, offering recreation, community activities, biodiversity protection, and a sense of place. They house a significant proportion of our urban forest, crucial in our climate change response.

The Council provides and develops parks for various purposes, manages and maintains them, offers services to enhance user experiences, organises volunteer opportunities, and runs environmental education programmes like the Learning Through Action programme for schools.

We manage and maintain 1,359 parks covering 10,225 hectares in Christchurch City and Banks Peninsula. These include the Botanic Gardens, regional parks, community parks (including sport, neighbourhood, and garden and heritage parks), cemeteries, the Harewood Plant Nursery, and the OARC.

On the foreshore, we provide structures to enable access to the marine environment for water-based recreation, sport, tourism, transport, and commercial enterprise. These structures include wharves, jetties, slipways and ramps, recreational rafts, boat moorings, wharf buildings, and seawalls. We also manage coastal land and plantings to improve land stability, control erosion, improve natural defences, and enhance ecology and biodiversity.

This year, Jobs for Nature funding supported 10 positions focusing on pest control, mainly in regional parks. We run a cadet programme funded by the Ministry of Social Development, allowing people to gain basic skills for working in parks and eventually move into permanent parks positions.

The Parks Unit also hosts the Citizens and Community internship programme, with around 15 interns in 2024-5.

The Parks Heritage Management activity is responsible for managing and maintaining various places, buildings, public artworks, monuments, artefacts, and ornamental fountains. The Parks Unit look after 57 heritage buildings that are scheduled in the Christchurch District Plan, along with other scheduled heritage items like a cannon, try pots, a culvert, park gates, a Victorian phone box, and a horse watering ramp. Numerous artworks and monuments of heritage value are also under our care. Our comprehensive repair programme has addressed most of our heritage buildings, with less than 20% of our buildings still requiring repair and restoration.

The OARC, spanning 602 hectares, focuses on regenerating parks along the Ōtākaro Avon River in areas that were red zoned following the Canterbury earthquakes. This activity aims to restore the environment, enhance mahinga kai, and provide recreation and cultural opportunities.

Why is the Council involved?

Local government is responsible for promoting the cultural, economic, environmental, and social well-being of communities for the present and future. Our parks, foreshore, heritage assets, and the OARC help the Council to achieve its four community outcomes of a collaborative and confident city, a green, liveable city, a cultural powerhouse city, and a thriving, prosperous city by providing publicly accessible opportunities for physical activity, social interaction, environmental and heritage protection and restoration, cultural expression, business opportunities, and cemeteries offer places for burial, remembrance, and reflection. Christchurch residents have a strong affinity with their parks, foreshore, and heritage spaces, viewing them as integral parts of the city infrastructure. In the 2024/25 resident survey, the Education Programme, Botanic Gardens and Mona Vale, and Hagley Park all scored above 98%, with the education team scoring an outstanding 100%. These results show that the community sees Parks as a strong area of Council.

Parks shape our urban form, and the notion that Christchurch is New Zealand's 'Garden City' resonates with its citizens.

Peoples' relationships with their parks, foreshore, and heritage contributes to building resilient and sustainable communities, enhancing quality of life, and fostering a sense of community.

Significant parks such as the Botanic Gardens and Mona Vale, major sports parks like Hagley Park and Ngā Puna Wai, and regional parks also contribute to the city's economic wellbeing due to the high number of tourists visiting these sites and the large events held in them. The Metropolitan Parks team have also had great success managing the turf at Apollo Stadium, receiving positive feedback from stakeholders and successfully hosting the Super Rugby Final.

How does it affect me?

Everyone benefits from parks, foreshore, and heritage through access to the outdoors and marine environments, landscape amenity, healthy environments, and safeguarding environmental, heritage, and cultural values.

Parks play a crucial role in mitigating climate change effects and addressing the ecological emergency through carbon sequestration, natural defences, and biodiversity protection and restoration. Many parks also serve important flood protection functions by providing permeable surfaces and acting as stormwater flow pathways. The Parks Unit also maintains drainage reserves.

Parks provide attractive urban environments for everyone to enjoy, whether up close or from a distance. Tourism, community, sporting, and cultural events associated with parks boost local Christchurch businesses. Participating in park activities, including volunteering, improves physical and mental health while fostering strong social connections.

Understanding, valuing, and enjoying our heritage develops our sense of place and identity, fostering a sense of belonging to our city and country. By raising awareness and protecting Christchurch's heritage buildings and cultural and natural heritage, we can deepen this understanding and enhance our enjoyment of these treasures.

What activities are involved?

Parks and Foreshore

Our diverse network of parks offers a range of opportunities and experiences.

Community parks range from small spaces for local community enjoyment, to large, multi-use spaces with extended user catchments. These parks incorporate amenity gardens, trees, and play spaces for all ages, providing green relief in urbanised areas. They include large sports parks and facilities that cater to city-wide community sports and international events. Hagley Park, our largest sports park, hosts international sporting events and local school and club sports. It is part of a diverse network of sports parks supporting approximately 30 different sports across the city.

The Botanic Gardens and heritage parks house a vast collection of flora from New Zealand and around the globe. Botanic gardens hold collections for scientific research, conservation, display, and education. Our garden and heritage parks, such as Mona Vale and Woodham Park, provide opportunities to relax in manicured gardens and enjoy plant collections, enhancing the city's "garden city" image.

Regional parks include extensive naturalised parks, wetlands, and reserves on the coast, hills, and plains. They protect and enhance the region's natural landscape and biodiversity values while accommodating extensive outdoor recreation and education opportunities. Halswell Quarry regional park houses sister city gardens and displays.

On the foreshore, we manage and maintain piers, wharves, moorings, jetties, and boat ramps for recreational and commercial use. Tapoa Naval Point is being developed into a marine community and club hub for all tide access to Whakaraupo harbour.

We provide, manage, and maintain cemeteries and administer burials and plot purchases. We also manage and maintain closed cemeteries and their associated heritage values.

We deliver environmental education programmes like 'Learning through Action' for school groups, focusing on biodiversity, civics, water, and waste. These programmes encourage respectful and safe use of parks, reserves, waterways, facilities, and roads, promoting sustainability and community engagement.

Parks Heritage Management

We aim to protect and promote the built, cultural, and natural heritage of Christchurch City and Banks Peninsula. These features and places enhance our sense of place, community, and city identity, contributing to the city's character and economic wellbeing.

We are responsible for the city's public heritage buildings and sites, many located in parks. Notable buildings include the Provincial Chambers, Municipal Chambers, and Mona Vale homestead. There are important historic buildings in suburban areas, such as Risingholme and Sign of the Takahe, along with various statues and monuments.

Ōtākaro Avon River Corridor (OARC)

We lead and coordinate activities to implement the core objectives of the Crown's Ōtākaro Avon River Corridor Regeneration Plan, working with Three Waters and Transport. This work is being advanced through a co-design model that brings together Ngāi Tūāhuriri (via Whitiora Centre Limited) and the technical expertise of the University of Canterbury's Ngāi Tahu Research Centre. This approach supports the Council by blending cultural and scientific knowledge to guide the restoration.. The plan's primary outcomes are practising mahinga kai, regenerating nature, connecting communities, and living with water. This former residential red-zone land is important to the city's climate change response, especially flood mitigation. Several projects are in development and will materialise over the next five years.

What did we achieve?

Parks and Foreshore

We delivered approximately 88% of our milestones in the capital delivery. Despite delays in some projects, we achieved this by reprioritising and delivering to earlier timeframes than planned on other projects, including purchasing a large regional park, paying for the previous purchase of the Red House at Akaroa, and acquiring new reserves in subdivisions.

Our service delivery cost per hectare has reduced from \$4,438 in FY24 to \$4,274 in FY25. Our resident satisfaction survey showed 55% of residents were satisfied with the presentation of community parks. We modified our team structure and have brought maintenance in-house to better meet community expectations and enable appropriate resourcing. Our Community Parks Team continues to deliver excellent services, particularly during the spring plant growth period.

Work on the sports field network plan has progressed to a stage where we are delivering projects as agreed with the regional sporting organisations. Hybrid Turf stitching has been completed at Ferrymead Park and is progressing at Nga Puna Wai.

Lancaster Park continues to develop as a valued community sports park. The construction of the changing rooms and community facility are underway, while other stages of the project are progressing which include a playground, tree planting and landscaping.

Community partnerships remain a focus, encouraging public contributions to the maintenance and development of local parks and reserves. Community-led initiatives in our parks have strengthened, with community partnership rangers engaging local communities and facilitating their input. Our collaboration with the Ministry of Social Development continues through a cadetship programme entailing a 12-week training programme for people struggling to enter the workforce.

With the bringing in-house of maintenance services across the city, our Community Parks Team implemented a school leaver

cadet and traineeship programme. This provides an opportunity for young people to enter the horticultural industry bolstering growth and improved quality in the horticultural sector. Last year's intake saw 12 cadets enter with 6 progressing into traineeships.

Our tree policy and Urban Forest Plan require us to increase planting across our park spaces. To achieve this we are actively planting new trees through our Urban Forest Tree Planting Program. We are also planting a minimum of two new trees for every tree removed in line with our tree policy. As a result, we have planted over 2100 specimen trees within our parks, this equates to 4.8 trees planted for every tree removed. This supports our climate change mitigation efforts alongside implementing the Urban Forest Plan.

The Botanic Gardens continues to develop its diverse plant collections including growing more native species with several rare and threatened. We have added more interpretation and successful family trails to enable all to learn more about the Gardens. The updating and renovation of Cuninghame House is under way.

Collaboration with the Friends of the Botanic Gardens and the Botanic Gardens Trust has provided vital funding and resources to assist the Council in providing a world-class facility and supporting staff training and apprenticeships.

In foreshore management, efforts to naturalise sand dunes continue to succeed and are increasingly important in the face of climate change.

Our Regional Parks Team has invested in biodiversity programmes, including reintroductions, threatened species management, native tree plantings, pest control, land management practices, and supporting external conservation groups through grants. Park Rangers collaborate with numerous groups, fostering growing interest in pest control, and supporting initiatives like Pest Free Banks Peninsula, Whaka Ora Healthy Harbour, and Te Kāhahu Kahukura.

Our Regional Parks Team, in co-governance with Ōnuku Rūnanga, continued the development of the nationally significant Takapūneke Reserve at Akaroa. Future

development will proceed, as budgets allow, to implement the landscape master plan. Achieving National Reserve status remains a goal for the team.

We have prepared for increased cemetery capacity by surveying available space and initiating land preparation to maximise the use of existing cemeteries. This includes identifying approximately 50 new burial sites in Akaroa Cemetery, which is nearing capacity, with works continuing into the new financial year. Planning and consultation for a new cemetery development in Templeton has also begun.

The Council owned nursery has dispatched over ½ million plants, with about 440,000 smaller-grade plants and over 7000 larger trees produced within the nursery.

Parks Heritage Management

Our focus remains on preserving our heritage assets to prevent the loss of their cultural values and on repairing and restoring our city-owned heritage buildings for future use.

The restoration of the former Municipal Council Chambers is completed for the external part, while some internal work is still outstanding – principally the former Council chamber.

Work on Chokebore Lodge is completed, as are the works at Kapuatohe 'Former School Master's House' and 'The Cottage'. The Council is in the process of seeking tenants for both properties. Mona Vale Bath House was opened a few months ago.

Ōtākaro Avon River Corridor

While the Corridor remains a challenging environment to deliver projects in, the past year has seen significant progress. We were proud to complete and open the western section of the City to Sea Pathway, a major new asset for the community. Work on the upper terrace of Avon Park was also completed, alongside the new tidal wetland at Waitaki Street. This wetland is now connected to the river and is expected to

develop into a thriving native estuary habitat over the coming years.

Good progress continues on other key sites. Construction is well underway on the Goodman Street Wetland expansion and the new walking and cycling bridge in Dallington. We have also improved key entry points throughout the Corridor by replacing temporary barriers with permanent, high-quality gates and bollards.

Our ecological restoration programme accelerated this year, underpinned by a remarkable community effort. Volunteers from community groups, local residents, and corporate teams planted approximately 55,000 native trees and shrubs over 56 dedicated planting events. Importantly, this effort was supported by 68 follow-up maintenance events, ensuring these new plants will thrive. In addition, our staff and contractors planted another 60,000 native species as part of the Avon Park and City to Sea (West) projects, bringing the year's total to over 115,000 new plants in the Corridor.

On the planning and consenting front, a major achievement was the successful inclusion of the Ōtākaro Avon River Corridor in the Government's Fast-Track Consenting process. Our application is progressing well and is on track to be lodged early next year. Securing a fast-track consent would greatly streamline the delivery of future projects in the Corridor. We also obtained resource consents for the eastern section of the City to Sea Pathway and for the removal of former roads in the Anzac Drive area. Meanwhile, design work is advancing for several other key areas, including Bower Park, Lake Kate Sheppard, the Waitaki-Wainoni area, and the Fitzgerald-Stanmore sector.

How did we measure up?

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Parks and Foreshore ¹				2025 Activity level of service result achievement summary				
				Achieved 16			Not Achieved 3	
Planning, Provision, Maintenance, Asset Condition and Performance, and Biodiversity								
Deliver variety of Parks that are managed, maintained, and available for public use, (including access, play, and sports) that contribute to Christchurch’s ecological health	Parks are managed and maintained in a clean, tidy, safe, functional, and equitable manner (Asset Performance) [6.8.2.3]	Register of closed facilities, equipment and fields maintained and reported monthly	At least 90% of parks and associated public recreational assets are available for safe public use during opening hours	More than 99% of parks and associated public recreational assets are available for safe public use during opening hours. Large rain event caused fields to be closed alongside the state of emergency. For one weekend.	N/A	97% of parks and associated public recreational assets are available for safe public use during opening hours	90% condition average or better	90% condition average or better
				Achieved		Achieved		
	Resident satisfaction with the overall availability of recreation facilities within the City's parks and foreshore network [6.8.5]	Annual Resident Satisfaction Survey	>= 70%	77% satisfaction	N/A	76% satisfaction	73% satisfaction	76% satisfaction
				Achieved		Achieved	Achieved	
	Satisfactory playability and presentation of playing surfaces at metropolitan stadia [6.8.1.10] ²	Accreditation achieved for proposed games	Achieve accreditation of stadia from relevant international sports bodies for international games	Achieved accreditation of stadia from relevant international sports bodies for international games	N/A	New measure in the Long Term plan 2024-2034		
				Achieved				

¹ Level of Service '6.4.2.2 Range of interment options provided to meet diverse religious, cultural, and community needs' was discontinued during the adoption of the 2024/2034 Long Term plan.

Level of service '6.8.1.6 Overall Regional Sports Organisation satisfaction with the standard of the city's Council provided sports surfaces' was moved to a Management Level of Service.

Level of Service '6.8.10.3 Timely response to community-initiated use of parks' was discontinued during the adoption of the 2024/2034 Long Term plan.

² Level of service '6.8.1.10 Satisfactory playability and presentation of playing surfaces at metropolitan stadia' is a new measure adoption with the 2024/2034 Long Term plan.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	Appropriate use and occupation of parks is facilitated [6.8.10.1] ³	Administrative records. Includes applications for park usage but excludes casual bookings.	95% of applications processing is started within ten working days of receiving application	100%	N/A	100%	100%	100%
				Achieved		Achieved	Achieved	Achieved
	Comply with Canterbury Regional Pest Management Plan [6.3.2.1]	Record annual compliance	Annual compliance 100% (nil notices of direction served by ECan)	0 Notices of directions issued	N/A	0 Notices of directions issued	0 Notices of directions issued	0 directions issued
				Achieved		Achieved	Achieved	Achieved
	Increasing tree canopy in Parks [6.8.2.1]	Count of trees planted vs trees removed Canopy cover survey (iTree)	A net increase in total number of trees is achieved (1:2 replacement policy), with a minimum of 50% of the trees being medium to very large species	1:4.8 ratio of trees removed and replaced, with 80% of those trees being medium to large species	2107 trees planted / 435 trees removed (greater than 1:2 replacement policy), with 100% of those trees being medium to very large species	1:4.3 ratio of trees removed and replaced, with 70% of those trees being medium to very large species	1:2 ratio of trees removed and replaced, with a minimum of 50% of the trees being medium to very large species	1:2.4 ratio of trees removed and replaced
				Achieved		Achieved	Achieved	Achieved
	Customer satisfaction with the presentation of Community Parks [6.0.3]	Annual Resident Satisfaction Survey	>=60%	55% satisfaction	Off target but in line with previous years results. Target not met due to transition from contracted delivery to new-in house teams. This saw a wind down from contracted services whilst going through a standing up of the new service. Current trend of customer queries is tracking positively for forward year	54% satisfaction	61% satisfaction	56% satisfaction
				Not Achieved		Not Achieved	Achieved	Not Achieved
	Customer satisfaction with the presentation of Hagley Park [6.8.4.1]	Annual Resident Satisfaction Survey	>=90%	98% satisfaction	N/A	95% satisfaction	97% satisfaction	97% satisfaction
				Achieved		Achieved	Achieved	Achieved

³ Level of service '6.0.10.1 Appropriate use and occupation of parks is facilitated' was moved to a Community Level of Service.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	All Community Parks are managed and maintained in a clean, tidy, safe, functional, and equitable manner (Maintenance) [6.0.1] ⁴	Monthly reporting on maintenance Key Performance Indicators for parks, tree and facility maintenance services provided	90% Maintenance Plan key performance indicators are achieved	Over 90% Maintenance Plan internal key performance indicators were achieved	N/A	92%	92%	97%
				Achieved		Achieved	Achieved	Achieved
	Greenspace increases with intensified population growth in urban development areas [6.8.1.1] ⁵	Annual measure of neighbourhood parks hectares and population	Neighbourhood parks are provided in urban areas at a rate of at least 1.9 ha/1000 population	Neighbourhood parks are provided in urban areas at a rate of at least 1.77 ha/1000 population	This is a new Level of Service which was based on provision levels at the time. Population figures have increased since then. We have acquired new parks in new subdivisions and are currently investigating options to also acquire new parks in areas of intensification to meet the Level of Service	New measure in the Long Term plan 2024-2034		
				Not Achieved				
Botanic Gardens, Mona Vale, and Inner-City Parks								
Provide quality garden, Inner City and Heritage Parks including Botanical diversity, plant conservation and research, visitor facilities, hosted events, guided tours and educational activities	Customer satisfaction with the presentation of the City's Garden Parks - Botanic Gardens and Mona Vale [6.2.2]	Annual Resident Satisfaction Survey	>=90%	99% satisfaction	N/A	99% satisfaction	99% satisfaction	99% satisfaction
				Achieved		Achieved	Achieved	Achieved
	Resident satisfaction with the presentation of the City's inner city parks [6.8.4.2]	Annual Resident Satisfaction Survey	>=80%	82% satisfaction	N/A	85% satisfaction	77% satisfaction	76% satisfaction
				Achieved		Achieved	Not Achieved	Not Achieved
Regional Parks								

⁴ Level of service '6.0.1 All Community Parks are managed and maintained in a clean, tidy, safe, functional and equitable manner (Maintenance)' was moved to a Community Level of Service.

⁵ Level of service '6.8.1.1 Greenspace increases with intensified population growth in urban development areas' was moved to a Community Level of Service.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Extensive network of resource-based Parks that are of regional or ecological significance are provided, with opportunities to experience, protect, learn about and enhance scenic, cultural and environmental values	Customer satisfaction with the recreational opportunities and ecological experiences provided by the City's Regional Parks [6.3.5]	Annual Resident Satisfaction Survey	>=80%	89% satisfaction	N/A	88% satisfaction	84% satisfaction	90% satisfaction
				Achieved		Achieved	Achieved	Achieved
Foreshore & Marine Access								
Manage and enable access to a network of public marine structures that facilitate recreational and commercial access to the marine environment for citizens and visitors	Customer satisfaction with the availability of public marine structure facilities [10.8.1.1]	Customer satisfaction survey & monthly reporting	>=60%	71% satisfaction	The decreased result whilst remaining above the minimum target of 60%, this reflects the frustration from commercial users on the slow progress for developing the new Akaroa wharf	75% satisfaction	65% satisfaction	67% satisfaction
				Achieved		Achieved	Achieved	Achieved
Cemeteries Provision & Administration								
Provide, maintain, and administer operational cemeteries in a	Customer satisfaction with the presentation of the City's Cemeteries [6.4.4]	Annual Resident Satisfaction Survey	>=85%	87% satisfaction	N/A	85% satisfaction	84% satisfaction	72% satisfaction
				Achieved		Achieved	Not Achieved	Not Achieved

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
clean, safe, functional and equitable manner, and preserve the heritage and history of our closed cemeteries	Customer satisfaction with cemetery administration services [6.4.5]	Includes satisfaction with application response time, provision of information about plot location, ownership and availability, and the manner of the Council cemetery staff. Survey to be asked of all applicants; individual families (real-time, time-sensitive survey), and those applying through Funeral Directors (annually). Annual Resident satisfaction survey	>=95%	100% satisfaction	N/A	95% satisfaction	97% satisfaction	95% satisfaction
				Achieved		Achieved	Achieved	Achieved
Environmental Education & Volunteers								
Deliver effective and engaging Environmental, Conservation, Water, and Civil Defence education programmes and opportunities	Teacher satisfaction with the delivery of Environmental, Conservation, Water, and Civil Defence education programmes [19.1.6]	Annual survey of customer satisfaction with quality and delivery education programmes	>= 95%	Teacher satisfaction at 100% for education programmes delivered	N/A	Teacher satisfaction at 100% for education programmes delivered	Teacher satisfaction at 100% for education programmes delivered	Teacher satisfaction at 100% for education programmes delivered
				Achieved		Achieved	Achieved	Achieved
	Volunteer participation at community opportunities across parks network [6.3.7.4]	Better Impact - volunteer database to provide reports	Volunteer hours - maintain or grow compared to previous year	70,277 volunteer hours	In 2023/24 we had an unusual bumper year, with the volunteer hours reaching 97,000. For 2024/25, we appear to have returned to the levels we expect, with an improvement on the 60,000-hour mark	Total of 97,656.75 volunteer hours	Total of 60,609.25 volunteer hours	Baseline of 59,809 volunteer hours
				Not Achieved		Achieved	Achieved	Achieved
Residential Red Zone								

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Delivery of Red Zone Areas Action plans (excluding the Ōtākaro Avon River Corridor)	Restoration planting of residential red zone land [6.3.10.3] ⁶	Project records and consent	At least 0.5 ha of restoration planting per annum	0.65ha of restoration planting achieved	The team has worked hard alongside our contractors and the local community to deliver more planting this year than initially planned	New measure in the Long Term plan 2024-2034		
				Achieved				
Parks Heritage Management ⁷				2025 Activity level of service result achievement summary				
				Achieved 2				
Manage and maintain the network of Parks scheduled heritage buildings, public artworks, monuments and artefacts								
Manage and maintain the network of Parks scheduled heritage buildings, public artworks, monuments and artefacts	Parks scheduled heritage buildings are repaired [6.9.1.8]	Annual review of total number of buildings that have been repaired and are in operational order	79% of Parks scheduled heritage buildings repaired	82% of Parks scheduled heritage buildings repaired	N/A	79% of Parks scheduled heritage buildings repaired	77% of Parks scheduled heritage buildings repaired	72% of Parks scheduled heritage buildings repaired
				Achieved		Not Achieved	Achieved	Achieved
	Resident satisfaction with presentation and maintenance of Public Artworks, Monuments, and Artefacts [6.9.1.5]	Annual Residents Survey - General Satisfaction Survey	>= 65%	68% satisfaction	N/A	68% satisfaction	68% satisfaction	66% satisfaction
				Achieved		Achieved	Achieved	Achieved
Otākaro Avon River Corridor (OARC) ⁸				2025 Activity level of service result achievement summary				
				Achieved 4				
Manage and implement the Otākaro Avon River Corridor (OARC) Regeneration plan								

⁶ Level of service '6.3.10.3 Restoration planting of residential red zone land' is a new measure adoption with the 2024/2034 Long Term plan.

⁷ Level of service '6.9.1.6 To manage and maintain Parks scheduled heritage buildings' was discontinued during the adoption of the 2024/2034 Long Term plan.

⁸ Level of service '6.8.12.5 Implementation of the Otākaro Avon River Corridor Regeneration Plan 3rd party led, Council facilitated investment' was moved to a Management Level of Service.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Implementation of the Otākaro Avon River Corridor Regeneration Plan in a cost effective, ecologically sensitive & culturally competent manner	Effective permanent Co-Governance entity for the Otākaro Avon River Corridor [6.8.12.2]	Agreed stages achieved	Permanent Co-Governance entity options assessment completed	Co-governance entity options assessment completed	N/A	Co-governance entity is not yet established	Co-governance entity is not yet established	Options were developed for the Residential Red Zone operational co-governance entity via a hui (consultation) that was held at Turanga, involving a range of public stakeholders, mana whenua representatives and elected members. Following from this, the terms of reference were prepared and endorsed by Council. The co-governance establishment committee is now operational. The options session refers to the hui at Turanga, and the result has been achieved
				Achieved		Not Achieved	Not Achieved	Achieved

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	Progress integrated Green Spine programme (Green Spine, Council-led capital investment - Parks, Water and Transport) as per the Implementation Plan [6.8.12.1]	90% of approved work programmes delivered in the year funded	90% of approved work programmes delivered in the year funded	204.5% of the Parks programme was delivered in FY25	We have been able to progress our work in a more efficient and streamlined manner than initially expected, allowing us to complete the work ahead of its initial schedule. The 204% delivery reflects earlier than expected progress, rather than an increase in costs	98.4% of the programme was delivered in the year funded	118% of programme delivered in the year funded	The Implementation Plan is in a draft but was not approved as at 30 June 2022. Complexities arose due to; consent pathways related to groundwater take; establishment of wetlands and opening former residential land to the river; the need to obtain approval for treatment methods for dealing with residual contamination; reconfiguration of utility networks; and delay of establishment of co-governance committee until after June 2022. These are expected to be completed by June 2023
				Achieved		Achieved	Achieved	Not Achieved

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	Implement and progress the Otākaro Avon River Corridor Regeneration Plan (Green Spine) - Council /3rd party collaborations [6.8.12.4]	Annual report to Co-Governance	Align Council and community resources to enable successful implementation of appropriate and approved projects	Council worked with the community to plant around 55 000 native plants in FY25 (in addition to Council delivered project planting). Progress with third party project proponents has accelerated following the establishment of a Programme Steering Group for governance and endorsement. This has enabled substantive discussions with key third party collaborations, including an Eden Project replacement, Riverlution, and the Waitakiri Eco-Sanctuary. Additionally, progress continued on a tactical level, with a number of shorter-term leases advanced under the Agile Use of the Red Zone Policy.	N/A	Council and Community resources have been aligned to successfully implement various approved projects which include working with the community to plant around 50 000 natives in addition to extending leases for the Richmond Community Garden and Adventure Avenue. We also Facilitated Environmental Partnership Grants to the Otākaro LivingLaboratory, Avon-Otākaro Network and Banks Peninsula Conservation Trust	Achieved. Five new licences for Temporary Land Uses within the OARC processed and approved, and numerous discussions held with existing lease and licence holders to progress ambitions within the Corridor	New measure in 2023
				Achieved		Achieved		
	Manage and maintain the Otākaro Avon River Corridor environment [6.8.12.6] ⁹	Hybris ticket reporting	Maintenance Plan key performance indicators 90% achieved	Maintenance Plan key performance indicators achieved - operationally achieved over 90% of their internal KPI's	N/A	Updated measure in the Long Term plan 2024-2034		
				Achieved				

⁹ Level of service '6.8.12.6 Manage and maintain the Otākaro Avon River Corridor environment' was updated during the adoption of the 2024/2034 Long Term plan.

What did it cost?

Parks, heritage and coastal environment

Statement of cost of services for the year ending 30 June 2025

2024		2025	2025
Actual		Actual	Long Term Plan
\$000		\$000	\$000
Cost of services			
92,089	Parks and foreshore	99,310	93,210
3,488	Heritage	3,268	3,925
95,577		102,578	97,135
Operating revenue from services			
5,419	Parks and foreshore	6,256	7,411
360	Heritage	409	237
5,779		6,665	7,648
5,290	Capital revenues	4,885	1,603
-	Vested assets	-	6,923
84,508	Net cost of services	91,028	80,961

Explanation of significant variances

Parks and foreshore

The cost of services was \$6 million more than planned for 2025, mainly due to \$5.3 million depreciation expense due to revaluation of buildings and park improvements in FY24, and \$2.3 million under-capitalisation of staff time due to planned increases in activity that did not eventuate. These have been partially offset by \$0.7 million increased production at Harewood Nursery, and \$0.6 million less rural fire costs due to minimal fire events.

The cost of services was \$7.2 million higher than in 2024, mainly due to an increase in depreciation expense of \$10.3 million due to the revaluation of buildings and park improvements in FY24. This has been partially offset by; \$1.5 million reduced production costs at Harewood Nursery; \$1 million less costs related to the

Magazine Bay Marina removal completed in 2024; and \$0.9 million higher capitalisation of staff time.

Total operating revenue from services was \$1.2 million less than planned for 2025, mainly due to less than anticipated parking fee revenue at Hagley Park resulting from delays installing parking meters and lower than planned occupancy rates.

Total operating revenue from services was \$0.8 million higher than in 2024, mainly due to the introduction of Hagley Park parking fees in 2025.

Heritage

The cost of services was \$0.7 million less than planned mainly due to reduced maintenance required, including the Canterbury Provincial Chamber Buildings.

Capital revenues and vested assets

Capital revenues were \$3.3 million higher than planned, due to \$2.8 million higher development contributions and \$0.5 million unplanned grants & donations for Parks developments, including \$0.3 million for Better off Funding programmes.

No vested assets occurred in 2025, which was \$6.9 million less than planned.

Parks, heritage and coastal environment

Funding impact statement

for year ending 30 June 2025

	2025 Actual \$000	2025 Long Term Plan \$000	2024 Long Term Plan \$000
Sources of operating funding			
General rates, uniform annual general charge, rates penalties	72,934	73,181	65,059
Subsidies and grants for operating purposes	1,627	1,208	33
Fees and charges	4,880	5,999	3,972
Local authorities fuel tax, fines, infringement fees, and other receipts	159	440	422
Total operating funding (A)	79,600	80,828	69,486
Applications of operating funding			
Payments to staff and suppliers	53,091	53,924	47,599
Finance costs	4,538	4,538	2,354
Internal charges and overheads applied	3,056	3,056	2,345
Other operating funding applications	1,603	1,105	2,435
Total applications of operating funding (B)	62,288	62,623	54,733
Surplus (deficit) of operating funding (A-B)	17,312	18,205	14,753
Sources of capital funding			
Subsidies and grants for capital expenditure	1,113	775	-
Development and financial contributions	3,595	828	850
Increase (decrease) in debt (internal funding)	63,821	58,585	45,465
Total sources of capital funding (C)	68,706	60,188	46,315
Applications of capital funding			
Capital expenditure			
- to replace existing assets	28,470	33,367	29,997
- to improve the level of service	40,955	32,662	21,900
- to meet additional demand	15,740	12,307	10,112
Increase (decrease) in reserves	853	57	(941)
Total applications of capital funding (D)	86,018	78,393	61,068
Surplus (deficit) of capital funding (C-D)	(17,312)	(18,205)	(14,753)
Funding balance ((A-B) + (C-D))	-	-	-

Explanation of significant variances

Operating funding

Rates income is \$7.9 million higher than the 2024 Long Term Plan due to changes in net operating costs budgeted in the 2024/34 Long Term Plan. Grants were \$1.6 million higher than planned in the 2024 Long Term Plan including Better of Funding. Fees and charges were lower than in the 2025 Long Term Plan due to less than anticipated parking fee revenue at Hagley Park resulting from delayed parking meter installation and lower occupancy. Fees and charges were higher than in the 2024 Long Term Plan due to the introduction of parking fee revenue at Hagley Park.

Application of operating funding

There are no significant variances to the Long Term Plan 2025.

Sources of capital funding

Development contributions of \$2.8 million more than 2025 Long Term Plan were received, and debt is higher as a result of the higher capital expenditure.

Capital expenditure

Renewals were \$4.9 million less than the 2025 Long Term Plan from lower expenditure on Akaroa Wharf renewal, Southshore and South New Brighton Estuary Edge Erosion Management (Red Zone Regeneration), Cunningham House & other Planned Asset renewals. Level of service and increased demand capital expenditure was \$11.7 million higher than the Long Term Plan from higher expenditure on Robert McDougall Gallery – Base Isolation, Neighbourhood Parks Urban Catchment, Ōtākaro-Avon River Corridor City to Sea, Avon River Corridor Ecological Restoration & Takapūneke Reserve Development.

Significant capital expenditure

Significant capital expenditure included: Ōtākaro-Avon River Corridor City to Sea Shared Use Pathway (\$10.7 million), Robert McDougall Gallery – Base Isolation (\$5 million), Robert McDougall Gallery Strengthening (\$5 million), Drummonds Jetty and Daly's Wharf Renewal (\$4.3 million), Te Nukutai o Tapoa – Naval Point Change Pavilion (\$4.3 million), Ōtākaro-Avon River Corridor – Avon River Redevelopment (\$3.9 million), Parks Maintenance

Depots Development (\$3.9 million), Neighbourhood Parks Urban Catchment (\$3.3 million), Regional Parks Planned Acquisition (\$3 million), Operating Plant and Equipment Acquisitions for Maintenance Teams (\$3 million), Neighbourhood Parks Greenfield Catchment (\$2.4 million), Takapūneke Reserve Development (\$2.8 million), Cunningham House building renewal (\$2.5 million), Ōtākaro-Avon River Corridor Ecological Restoration (\$1.8 million), Lancaster Park Pavilion (\$1.7 million), Marine Seawall renewals (\$1.6 million), Roto Kohatu Development (\$1.5 million), Park Maintenance Facility renewals (\$1.3 million), Bays Skate and Scooter Park (\$1 million), Akaroa Wharf renewal (\$0.9 million), Community Parks Planned Green Assets renewal (\$0.9 million) Coastal and Plains Regional Parks Hard Surface renewals (\$0.8 million), Mona Vale Bathhouse (\$0.8 million), Urban Forest Implementation – Phase 1 (\$0.7 million), Te Nukutai o Tapoa – Naval Point – Infrastructure Upgrades (\$0.6 million), Sports Field Network Plan Goal 3 – Upgrade No. 1 Sports Fields (\$0.6 million), Community Parks Play Item renewals (\$0.5 million), Ōtākaro-Avon River Corridor Community Spaces including Landings (\$0.5 million), Lyttelton Sports Field Upgrades (\$0.5 million).

The remainder was spent on smaller projects throughout the city.

Council activities and services

Water supply

What is water supply, and what does the Council do?

We supply drinking water to provide for the needs of the community, to protect public health, and to support businesses across the district. Water is supplied through a network of wells, surface water takes, pump stations, treatment facilities, reservoirs and underground reticulation pipes.

Why is the Council involved?

The Council has obligations under the Health Act 1956, the Local Government Act 2002 and the Water Services Act 2021 to provide a drinking water supply for Christchurch and some Banks Peninsula settlements, to maintain its capacity, to protect it from contamination, and to ensure that it complies with the Drinking Water Quality Assurance (DWQA) Rules.

Water supply is essential to the achievement of Council's community outcomes and strategic priorities. The water supply service delivers a high-quality drinking water supply that is safe and sustainable. It contributes to a prosperous economy by providing modern and robust water infrastructure. Council and its service providers plan, control, build, manage, operate and maintain the water supply system to reliably supply drinking water and water for fighting fires whilst encouraging water conservation.

How does it affect me?

When you turn on your tap at home the water that flows is fresh and clean. We make sure that the supply is reliable and safe, the quality maintained, and that any interruption to the service is as short as possible.

What activities are involved?

Water supply (including water conservation)

We provide a safe and reliable water supply to approximately 170,000 customer connections through seven urban and six small residential settlement water supply schemes. We monitor and control water supply delivery and quality and maintain the

network of water supply assets, and water treatment plants. We plan and deliver new and improved water systems and manage our water supply assets to sustain the service and to meet the growth in demand. We limit the quantity of water taken to comply with resource consent conditions and to protect the health of waterways.

What did we achieve?

We maintained our commitment to the safety and security of our drinking water by completing an extensive sampling program to verify protozoa compliance in our groundwater. For the eight shallow groundwater sources where some risk remains, we are implementing UV treatment to enhance water safety. Six of these sources have already been equipped with additional treatment barriers.

In collaboration with the Water Services Authority – Taumata Arowai, ESR, and Environment Canterbury, we have initiated further research into the presence of viruses in groundwater. Findings so far show no evidence of human viral contamination in more than 90 water samples collected across the region.

The renewal of aging water pipes has progressed well, with over 10 kilometres of water supply mains and an additional 10 kilometres of submains upgraded to the latest standards.

We have committed significant resources to the restructuring of our service delivery framework that is aimed at enhancing the consistency and quality of services across Three Waters.

How did we measure up?

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Water Supply ¹				2025 Activity level of 2025 Activity level of service result achievement summary				
				Achieved 9			Not Achieved 5	
Council provides high quality drinking water								
Council provides high quality water that residents are satisfied with	Proportion of residents satisfied with quality of Council water supplies [12.0.2.19]	Residents Satisfaction Survey	>=52%	52% satisfaction	N/A	48% satisfaction	53% satisfaction	46% satisfaction
				Achieved		Not Achieved ☹️	Achieved ☺️	Not Achieved ☹️
	Total number of complaints received by Council about (DIA 4) (12.0.2.16): a) Drinking water clarity b) Drinking water taste c) Drinking water odour d) Pressure or flow e) Continuity of supply f) Council's response to any of these water supply issues per 1,000 connections	Total number of complaints received through Council's call centre about clarity, taste, odour, pressure, flow, continuity of supply, or responses to complaints, multiplied by 1000/number of connections. Department of Internal Affairs, Water Supply Non-Financial	<=6.6	2.8 complaints per 1,000 properties	In general terms the sample size is relatively low, so some variance is to be expected. Updated connection numbers for Christchurch have also been applied this year	3.8 complaints per 1,000 properties	10 per 1,000 properties	0.067 per 1000 properties
						Achieved	Achieved	Not Achieved

¹ Level of service '12.0.2.2 Proportion of High Hazard commercial connections with compliant backflow prevention device tested within the last year' was moved to a Management Level of Service.

Level of service '12.0.2.20 Proportion of Medium Hazard commercial connections >38mm diameter with compliant backflow prevention device tested within the last year' was moved to a Management Level of Service.

☹️ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	served per year [12.0.1.16]	Performance Measure 4						
Council operates water supplies in a reliable manner								
Council operates water supplies in a reliable manner	Number of unplanned interruptions per 1,000 properties served per year [12.0.1.2]	Monthly Contractor reports giving the total number of unplanned interruptions to date in a year divided by the number of properties served multiplied by 1,000	<=41	28.9 per 1,000 properties	FY25 28.9 compared to FY24 12.97. The increase in unplanned interruptions in FY25 is reflective of the general condition of the potable water reticulation network.	12.97 per 1,000 properties	9.73 per 1,000 properties	9.75 per 1,000 properties
				Achieved		Achieved	Achieved	Achieved
	Proportion of residents satisfied with reliability of water supplies [12.0.1.13]	Resident satisfaction surveys	>=80%	84% satisfaction	N/A	84% satisfaction	79% satisfaction	77% satisfaction
				Achieved		Achieved	Not Achieved	Achieved ⓘ
Council operates water supplies in a responsive manner								
Council staff and contractors respond to customers feedback and quickly	Median time (in hours) from notification to attendance of urgent call-out (DIA 3a) [12.0.1.10]	The median response time measured from the time that the Council	<=1 hour	0 hours 30 minutes	N/A	31 minutes	39 minutes	1 hour and 11 minutes

 - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
resolve issues		receives notification of the issue to the time that service personnel reach the site. Reported in monthly contract reports from the Contractor. Department of Internal Affairs, Water Supply non-financial performance measure 3a		Achieved		Achieved	Achieved	Not Achieved
	Median time (in hours) from notification to resolution of urgent callouts (DIA 3b) [12.0.1.12]	The median resolution time measured from the time that the Council receives notification of the issue to the time that service personnel confirm resolution of the issue. Reported in monthly	<=5 hour	1 hour 51 minutes	FY25 1 hr 51 mins compared to FY24 2 hrs 10 mins. This improvement is directly attributed the significant focus by staff on this maintenance contract outcome. Given the volume of work within this measure incremental improvement is significant	2 hours 10 minutes	2 hours 48 minutes	5 hours 20 minutes
				Achieved		Achieved	Achieved	Not Achieved

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
		contract reports from the Contractor. Department of Internal Affairs, Water Supply non-financial performance measure 3b						
	Median time (in hours) from notification to attendance of non-urgent callouts (DIA 3c) [12.0.1.9]	The median response time measured from the time that the Council receives notification of the issue to the time that service personnel reach the site. Reported in monthly contract reports from the Contractor. Department of Internal Affairs, Water Supply non-financial performance measure 3c	<=72 hours	9 hours 0 minutes	Staff have worked with the maintenance contractor to more effectively monitor and meet attendance of non-urgent service requests	9 hours 13 minutes	9.22 hours	1 day 17 hours 19 minutes (41 hours 19 mins)
				Achieved		Achieved	Achieved	Achieved

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	Median time (in hours) from notification to resolution of non-urgent callouts (DIA 3d) [12.0.1.11]	The median resolution time measured from the time that the Council receives notification of the issue to the time that service personnel confirm resolution of the issue. Reported in monthly contract reports from the Contractor. Department of Internal Affairs, Water Supply non-financial performance measure 3d	<=96 hours	16 hours 18 minutes	FY25 16 hrs 18 mins compared to FY24 13 hrs 22 mins. While this is a lesser result than last year given the volume of work within this measure the result is still reasonably solid. Additionally noting that the result is at the better end of results spectrum against the target of <=96.	13 hours 22 minutes	15.67 hours	1 day 20 hours 16 minutes (44 hours 16 mins)
				Achieved		Achieved	Achieved	Achieved
	The proportion of residents satisfied with Council responsiveness to water supply	Resident satisfaction surveys	>=65%	64% satisfaction	Variability in results can be attributed to a number of factors including but not limited to, limited sample size, weather conditions impacting on service and response times. Staff regularly discuss how	64% satisfaction	59% satisfaction	57% satisfaction

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	problems [12.0.1.14]			Not Achieved	improvements can be across both water and wastewater networks. A number of these improvements will be included in future maintenance contracts to further improve on our service delivery	Not Achieved	Not Achieved ☹	Achieved ☺
Council water supply networks and operations are sustainable								
Council water supply networks and operations are sustainable	Average consumption of drinking water in litres per resident per day (DIA 5) [12.0.7]	Total volume of water abstracted minus the leakage from the public network divided by the total population served by Council's water supply networks Department of Internal Affairs, Water Supply non-financial performance measure 5	<=220	239 litres per resident per day average use	Overall water consumption was higher than the target. However, the consumption decreased more than 10% from last year (from 298L)	298 litres per resident per day average use	261 litres per resident per day average use	278 litres per resident per day average use
				Not Achieved		Not Achieved ☹	Not Achieved ☹	Not Achieved ☹

☹ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	Percentage of real water loss from Council's water supply reticulated network (DIA 2) [12.0.6]	Calculated from night time flow measurement and total water abstraction. Department of Internal Affairs, Water Supply non-financial performance measure 2	<=25%	28.6% water loss from Council's water supply reticulated network General Disclosure: Governors Bay, Lyttelton and Diamond Harbour is included in the Councils calculation	The Council is improving their existing Water Loss Contract to better measure and locate water loss, as well as developing the Smart Water project. Total Water Losses, Real Water Losses as well as water supplied have decreased but still haven't achieved the target.	29.2% water loss from Council's water supply reticulated network General Disclosure: Governors Bay, Lyttelton and Diamond Harbour is included in the Council's calculation	27.3% General Disclosure: Banks Peninsula is not included in the Council's calculation	25.5% General Disclosure: Banks Peninsula is not included in the Council's calculation
				Not Achieved		Not Achieved	Not Achieved	Not Achieved
Council water supplies are safe to drink								
Council provides water supplies that are safe to drink and compliant with Drinking Water Standards	Water supplied is compliant with the DWQA Rules (Bacteria compliance) (DIA 1a) [12.0.2.9]	CCC report quarterly on compliance with the Drinking-water Standards for NZ (DWSNZ) and Drinking Water Quality Assurance Rules (DWQA Rules). Department of Internal Affairs, Water Supply non-financial performance measure 1	Compliant	Compliance was not met for all supplies. The results are: Christchurch (CHR009) Partially met (2.25%) Burnside Community Drinking Water Station - All met (100%) Keyes Community Drinking Water Station - All met (100%) Brooklands Kainga (BRO013) None met (0%) Akaroa (AKA001) Partially met (89.9%) Duvauchelle (DUV001) Almost met (98%) Little River (LIT001) Partially met (66.8%) Birdlings Flat (BIR001) - Partially met (93.8.%) Pigeon Bay	In Christchurch City, apart from Main Pumps (and Tanner in the future) which are bacterially compliant via UV, we are unable to meet the bacterial requirements for treatment by chlorine that are listed in the DWQARs. Our current infrastructure does not allow for us to be able to provide the required amount of contact time.	Compliance was not met for all supplies. The results are: • Christchurch (CHR009) – Not achieved • Brooklands Kainga (BRO013) – Not achieved • Akaroa (AKA001) – Not achieved • Duvauchelle (DUV001) – Not achieved • Little River (LIT001) – Not achieved • Birdlings Flat (BIR001) – Achieved • Pigeon Bay (PIG001) – Not achieved • Wainui (WAI138) – Achieved	Compliance was not met for all supplies. The results are: • Christchurch (CHR009) – Not Achieved • Akaroa (AKA001) – Achieved • Duvauchelle (DUV001) – Not Achieved • Little River (LIT001) – Not Achieved • Birdlings Flat (BIR001) – Not Achieved • Pigeon Bay (PIG001) – Not Achieved • Wainui (WAI138) – Not Achieved	Split to display changes from 2022 to 2023 year – no comparatives for 2023 measure

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
				(PIG001) Almost met (99%) Wainui (WAI138) Partially met (90.7%) Suggested – See the Water Supply table below for a detailed breakdown of compliance with DIA standards.				
				Not Achieved		Not Achieved	Not Achieved	Adjusted measure in 2023
	Water supplied is compliant with the DWQA Rules (Protozoal compliance) (DIA 1b) [12.0.2.10]	CCC report quarterly on compliance with the Drinking-water Standards for NZ (DWSNZ) and Drinking Water Quality Assurance Rules (DWQA Rules). Department of Internal Affairs, Water Supply non-financial performance measure 1	Compliant	Compliance was not met for all supplies. The results are: Christchurch (CHR009) Partially met (74%) Burnside Community Drinking Water Station - All met (100%) Keyes Community Drinking Water Station - All met (100%) Brooklands Kainga (BRO013) All met (100%) Akaroa (AKA001) Partially met (90.0%) Duvauchelle (DUV001) Partially met (96.7%) Little River (LIT001) Partially met (68.7%) Birdlings Flat (BIR001) - Partially met (90%) Pigeon Bay (PIG001) All met (100%) Wainui	We demonstrated Class 1 status for most of Christchurch sources in April/2025; hence we are protozoal compliant for most of Christchurch since May/2025. Once Tanner Treatment Plant UV upgrade is completed (expected by December 2025), the compliance status for this objective will improve even more.	Compliance was not met for all supplies. The results are: • Christchurch (including Lyttelton – LYT001) – Not Achieved • Brooklands Kainga (BRO013) – Achieved • Akaroa (AKA001) – Achieved • Duvauchelle (DUV001) – Not achieved • Little River (LIT001) – Not achieved • Birdlings Flat (BIR001) – Not achieved • Pigeon Bay (PIG001) – Achieved • Wainui (WAI138) – Not achieved	Compliance was not met for all supplies. The results are: • Christchurch (including Lyttelton – LYT001) – Not Achieved • Akaroa (AKA001) & Takamatua (TAK002) – Achieved • Duvauchelle (DUV001) – Not Achieved • Little River (LIT001) – Not Achieved • Birdlings Flat (BIR001) Not Achieved Pigeon Bay (PIG001) Not Achieved Wainui (WAI138) Not Achieved	Split to display changes from 2022 to 2023 year – no comparatives for 2023 measure

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
				(WAI138) Partially met (48.3%) Suggested – See the Water Supply table below for a detailed breakdown of compliance with DIA standards.				
				Not Achieved		Not Achieved	Not Achieved	Adjusted measure in 2023
	Proportion of customers connected to water supply zones with an up-to-date Taumata Arowai registered Water Safety Plan [12.0.2.1]	Quality & Compliance team report on water safety plans	100%	100%	N/A	100%	100%	100%
				Achieved		Achieved	Achieved	Achieved

Water Supply	Size of Supply	Performance Measure Rules that Compliance is Measured Against	Treatment Plant		Distribution Zone
			Bacterial	Protozoa	Microbiological
Akaroa (AKA001)	903	<ul style="list-style-type: none"> LTP24: Water supplied is compliant with the DWQA Rules (Bacteria compliance) (DIA 1a) (12.0.2.9) LTP24: Water supplied is compliant with the DWQA Rules (Protozoal compliance) (DIA 1b) (12.0.2.10) 	89.1 % - Partially Met	90 % - Partially Met	100 % - All Met
Birdlings Flat (BIR001)	252	<ul style="list-style-type: none"> LTP24: Water supplied is compliant with the DWQA Rules (Bacteria compliance) (DIA 1a) (12.0.2.9) LTP24: Water supplied is compliant with the DWQA Rules (Protozoal compliance) (DIA 1b) (12.0.2.10) 	93.8 % - Partially Met	90.0 % - Partially Met	100 % - All Met

Water Supply	Size of Supply	Performance Measure Rules that Compliance is Measured Against	Treatment Plant		Distribution Zone
			Bacterial	Protozoa	Microbiological
Brooklands-Kainga (BRO013BK)	1329	<ul style="list-style-type: none"> • LTP24: Water supplied is compliant with the DWQA Rules (Bacteria compliance) (DIA 1a) (12.0.2.9) • LTP24: Water supplied is compliant with the DWQA Rules (Protozoal compliance) (DIA 1b) (12.0.2.10) 	0 % - None Met)	100 % - All Met	100 % - All Met
Burnside Community Drinking Water Station (BUR005)		<ul style="list-style-type: none"> • LTP24: Water supplied is compliant with the DWQA Rules (Bacteria compliance) (DIA 1a) (12.0.2.9) • LTP24: Water supplied is compliant with the DWQA Rules (Protozoal compliance) (DIA 1b) (12.0.2.10) 	100 % - All Met	100 % - All Met	N/A
Christchurch (CHR009)	384096	<ul style="list-style-type: none"> • LTP24: Water supplied is compliant with the DWQA Rules (Bacteria compliance) (DIA 1a) (12.0.2.9) • LTP24: Water supplied is compliant with the DWQA Rules (Protozoal compliance) (DIA 1b) (12.0.2.10) 	2.25 % - Partially Met	74 % - Partially Met	99.7% - Almost Met
Duvauchelle (DUV001)	288	<ul style="list-style-type: none"> • LTP24: Water supplied is compliant with the DWQA Rules (Bacteria compliance) (DIA 1a) (12.0.2.9) • LTP24: Water supplied is compliant with the DWQA Rules (Protozoal compliance) (DIA 1b) (12.0.2.10) 	98.0 % - Almost Met	96.7 % - Almost Met	100 % - All Met
Keyes Community Drinking Water Station (KEY001)		<ul style="list-style-type: none"> • LTP24: Water supplied is compliant with the DWQA Rules (Bacteria compliance) (DIA 1a) (12.0.2.9) • LTP24: Water supplied is compliant with the DWQA Rules (Protozoal compliance) (DIA 1b) (12.0.2.10) 	100 % - All Met	100 % - All Met	N/A
Little River (LIT001)	384	<ul style="list-style-type: none"> • LTP24: Water supplied is compliant with the DWQA Rules (Bacteria compliance) (DIA 1a) (12.0.2.9) • LTP24: Water supplied is compliant with the DWQA Rules (Protozoal compliance) (DIA 1b) (12.0.2.10) 	66.8 - Partially Met	68.7 % - Partially Met	100 % - All Met
Pigeon Bay (PIG001)	27	<ul style="list-style-type: none"> • LTP24: Water supplied is compliant with the DWQA Rules (Bacteria compliance) (DIA 1a) (12.0.2.9) • LTP24: Water supplied is compliant with the DWQA Rules (Protozoal compliance) (DIA 1b) (12.0.2.10) 	99.0 % - Almost Met	100 % - All Met	100 % - All Met

Water Supply	Size of Supply	Performance Measure Rules that Compliance is Measured Against	Treatment Plant		Distribution Zone
			Bacterial	Protozoa	Microbiological
Wainui (WAI138WA)	138	<ul style="list-style-type: none"> • LTP24: Water supplied is compliant with the DWQA Rules (Bacteria compliance) (DIA 1a) (12.0.2.9) • LTP24: Water supplied is compliant with the DWQA Rules (Protozoal compliance) (DIA 1b) (12.0.2.10) 	90.7 % - Partially Met	48.3 % - Partially Met	100 % - All Met

What did it cost?

Water Supply				
Statement of cost of services				
for the year ending 30 June 2025				
2024			2025	2025
Actual			Actual	Long Term Plan
\$000			\$000	\$000
Cost of services				
122,840	Water supply		113,454	105,307
122,840			113,454	105,307
Operating revenue from services				
220	Water supply		84	319
220			84	319
7,964	Capital revenues		7,051	4,947
3,266	Vested assets		2,716	1,501
111,390	Net cost of services		103,603	98,540

Explanation of significant cost of service variances

The cost of service was \$8.1 million higher than planned mainly due to higher depreciation \$7.1 million (include asset write offs of \$7.5 million), personnel costs \$1.3 million, operating costs \$1.1 million and maintenance costs \$1.0 million partially offset by lower costs in insurance \$1.5 million and professional advice \$1.1 million.

When comparing the cost of service with 2024, the total of \$113.5 million was \$9.4 million lower than 2024 due to lower depreciation expenses of \$10.6 million and maintenance costs of \$2.9 million partially offset by higher costs in personnel \$1.6 million, internal reallocations \$1.6 million, and rates \$0.7 million.

Capital revenues

Capital revenues were \$2.1 million higher than plan mainly due to water connection fees being \$2.0 million more than plan. Capital revenues were \$0.9 million lower than 2024 due to lower development contributions.

Vested assets

The Council also received \$2.7 million of water supply network vested assets from new subdivisions this year, which was \$1.2 million higher than plan, but \$0.6 million less than 2024.

Water supply**Funding impact statement
for year ending 30 June 2025**

	2025 Actual \$000	2025 Long Term Plan \$000	2024 Long Term Plan \$000
Sources of operating funding			
Targeted rates	106,189	101,968	84,115
Fees and charges	8	319	699
Local authorities fuel tax, fines, infringement fees, and other receipts	73	-	-
Total operating funding (A)	106,271	102,286	84,814
Applications of operating funding			
Payments to staff and suppliers	45,405	44,717	34,882
Finance costs	6,783	6,783	4,238
Internal charges and overheads applied	3,692	3,692	2,514
Other operating funding applications	-	17	5
Total applications of operating funding (B)	55,880	55,208	41,639
Surplus (deficit) of operating funding (A-B)	50,391	47,078	43,175
Sources of capital funding			
Subsidies and grants for capital expenditure	-	1,007	-
Development and financial contributions	3,643	2,716	2,739
Increase (decrease) in debt (internal funding)	1,938	22,995	38,245
Other dedicated capital funding	3,413	1,225	1,176
Total sources of capital funding (C)	8,994	27,943	42,160
Applications of capital funding			
Capital expenditure			
- to replace existing assets	46,029	56,713	64,117
- to improve the level of service	6,531	12,477	10,944
- to meet additional demand	3,497	5,831	10,274
Increase (decrease) in reserves	3,328	-	-
Total applications of capital funding (D)	59,385	75,021	85,335
Surplus (deficit) of capital funding (C-D)	(50,391)	(47,078)	(43,175)
Funding balance ((A-B) + (C-D))	-	-	-

Explanation of significant cost of service variances**Operating funding**

The source of operating funding is \$4.0 million higher than plan due to higher targeted water rates.

Application of operating funding

Total applications of operating funding were \$0.7m higher than plan due to increase in payments to staff and suppliers.

Capital funding

Capital funding was \$18.9 million lower than plan, primarily as result of \$21.0 million less borrowing due to lower capex delivery, partially offset by an additional \$2.2 million from other dedicated capital funding and \$0.9 million from developer contributions.

Capital Expenditure

Capital expenditure at \$56.1 million was \$19.0 million less than plan. Some major projects experienced delays that shifted the associated expenditures to future periods.

Significant capital expenditure

Significant capital expenditure included water main and pump station renewals \$40.6 million, smart water meters \$2.9 million and new connections \$2.3 million.

The remainder was spent on smaller projects throughout the city.

Council activities and services

Wastewater

What is wastewater, and what does the Council do?

Wastewater is grey water and sewage collected from household drains, and commercial and industrial premises. It is conveyed through an underground network of pipes and pumped to treatment plants, where contaminants are removed before it is discharged safely back into the natural environment.

Why is the Council involved?

The Council has obligations under the Health Act 1956, the Local Government Act 2002 and the Water Services Act 2021 to assess and provide as directed, sanitary services to protect public health and to avoid nuisances.

Local government is responsible for promoting the cultural, economic, environmental and social wellbeing of communities.

Wastewater services contribute to this purpose statement through promoting the environmental and economic wellbeing of the community. We collect wastewater from Christchurch and some Banks Peninsula settlements in a reliable and safe way and treat and dispose of it efficiently and in an environmentally acceptable manner.

The wastewater service contributes to the achievement of Council's community outcomes, by protecting public health, limiting wastewater overflows to waterways as provided for in our discharge consent and promoting the sustainable use of resources. It contributes to a prosperous economy by providing modern and robust infrastructure. With our service providers, we plan, control, build, manage, operate and maintain a sanitary wastewater collection and treatment service for residential, commercial and industrial customers.

How does it affect me?

The collection and treatment of our wastewater keeps residents safe from waterborne illnesses and protects our environment.

What activities are involved?

Wastewater collection

We provide for the continuous collection and conveyance of wastewater from approximately 177,000 properties, and maintain a wastewater network of pipes and pumps, odour treatment facilities and treatment plants. We plan and deliver new and improved wastewater systems and manage our assets to comply with resource consent conditions, to protect the health of waterways and to provide capacity for future demand.

Wastewater treatment and disposal

Wastewater from Christchurch (and now including Lyttelton, Governors Bay, Diamond Harbour), Akaroa and Duvauchelle are processed through individual treatment plants before being disposed of through outfalls to the sea, and to land at Wainui and Tikao Bay. An accredited laboratory monitors results from the treatment plants to ensure that discharged treated effluent meets the required quality standards of our resource consents.

What did we achieve?

Despite the reduced treatment capacity following the loss of the trickling filters, we have continued to maintain treatment at the Christchurch wastewater treatment plant in compliance with our discharge consent conditions. The trickling filters have now been demolished, and we are fast-tracking the design of a new activated sludge reactor.

We have finalized the preliminary design for a new wastewater treatment plant at Akaroa and are actively involved in the environmental consent hearing to enable the irrigation of highly treated wastewater onto land. We have begun further environmental assessments in preparation for securing additional resource management consents.

We started the renewal and upgrade of several larger diameter wastewater pipes. We supported several new subdivisions and multi-unit developments to establish new wastewater collection systems that have added more than 5 kilometres of pipes to our wastewater network.

We have made significant progress in designing new wastewater infrastructure aimed at reducing wet weather overflows to reach our compliance targets. This work includes the Selwyn Pump

Station, Pressure Main, and Sewer Upgrades, the Grassmere Wet Weather Storage Facility and the Beckenham Pump Station and Pressure Main.

We have committed significant resources to improve the quality of our asset data and to restructure our service delivery framework, aimed at enhancing the consistency and quality of services across Three Waters.

How did we measure up?

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Wastewater Collection, Treatment and Disposal ¹				2025 Activity level of service result achievement summary				
				Achieved 6				Not Achieved 1
Council operates wastewater services in a reliable manner								
Council operates wastewater services in a reliable manner, minimising the number of complaints around wastewater issues	Proportion of residents satisfied with the reliability and responsiveness of wastewater services [11.0.1.16]	Resident satisfaction surveys	>=68%	67%	Variability in results can be attributed to a number of factors including but not limited to, limited sample size, weather conditions impacting on service and response times. Staff regularly discuss how improvements can be across both water and wastewater networks. A number of these improvements will be included in future maintenance contracts to further improve on our service delivery. The year end result, although not met, is a positive improvement which reflects some of the efforts made by the wider team over the last year	66% satisfaction	59% satisfaction	59% satisfaction
				Not Achieved		Achieved ௫	Not Achieved ௫	Not Achieved ௫
	Total number of complaints received per 1000 connections by Council per year about (DIA 4): a) Wastewater odour b) Wastewater	Total number of complaints received through Council's call centre about odour, system faults, blockages or responses to complaints multiplied by 1000/number of	<=10.7	0.21 per 1,000 connections	FY25 0.21 compared to FY24 0.17. The improved result is largely due significant efforts by staff on maintenance contract deliverables and to a lesser extent on some pre-emptive improvements in focus	0.17 complaints per 1,000 properties	9.96 complaints per 1,000 properties	10.12 complaints per 1,000 properties

¹ Level of service '11.0.1.1 Median time (in hours) from notification to arrival on-site for urgent faults on rural wastewater networks' was moved to a Management Level of Service.


Level of service '11.0.1.2 Median time (in hours) from notification to arrival on-site for urgent faults on urban wastewater networks' was moved to a Management Level of Service.


Level of service '11.0.6.2 Median time (in hours) from notification to arrival on-site for non-urgent faults on urban wastewater networks' was moved to a Management Level of Service.

Level of service '11.0.6.3 Median time (in hours) from notification to arrival on-site for non-urgent faults on rural wastewater networks' was moved to a Management Level of Service.

☞ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	system faults c) Wastewater system blockages d) Council's response to wastewater issues [11.0.1.10]	connections. Department of Internal Affairs, Wastewater Non-Financial Performance Measure 4		Achieved	around customer interactions with maintenance contractor.	Achieved	Achieved	Achieved
	Percentage of total wastewater gravity network pipework length at condition grade 5 (very poor) [11.0.1.18]	Lengths of pipe at condition grade 5 divided by total wastewater pipe length expressed as a percentage. Condition deterioration since inspection to be included when assigning a condition grade to a pipe. Reported from Council asset management systems	<=17%	5.25%	N/A	5.27% of total wastewater gravity network pipework length at condition grade 5 (very poor)	8.22% of total wastewater gravity network pipework length at condition grade 5 (very poor)	11.54% of total wastewater gravity network pipework length at condition grade 5 (very poor)
				Achieved		Achieved	Achieved	Achieved
Council has high wastewater discharge quality								
Council has high wastewater discharge quality complying with resource consents	Number of abatement notices, infringement notices, enforcement orders and convictions regarding Council resource consents related to discharges from wastewater systems per year (DIA 2) [11.1.2]	Resource consent compliance reports to ECan. Department of Internal Affairs, wastewater non-financial performance measure 2	0	None	N/A	None	None	None
				Achieved		Achieved	Achieved	Achieved
Council operates wastewater services in a responsive manner								

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Council operates wastewater services in a responsive manner following notification of an issue	Median time (in hours) from notification to attendance of overflows resulting from network faults (DIA 3a) [11.0.1.5]	The median response time measured from the time that the Council receives notification of the overflow to the time that service personnel reach the site. Reported in monthly contract reports from the Contractor. Department of Internal Affairs, wastewater non-financial performance measure 3a	<=1 hour	33 minutes	FY25 0.33 compared to FY24 52. Staff have worked with relevant contributing Council teams and the maintenance contractor to streamline our response to overflow events. This has resulted in a more effective response this year	52 minutes	36 minutes	34 minutes
				Achieved		Achieved	Achieved	
	Median time (in hours) from notification to resolution of overflows resulting from network faults (DIA 3b) [11.0.1.6]	The median resolution time measured from the time that the Council receives notification of the overflow to the time that service personnel confirm resolution of the overflow. Reported in monthly contract reports from the Contractor. Department of Internal Affairs, wastewater non-financial performance measure 3b	<=12 hours	2 hours 23 minutes	Staff have worked with the maintenance contractor to streamline our response to overflow events	2 hours 32 minutes	2 hours and 7 minutes	2hrs and 15mins
				Achieved		Achieved 	Achieved 	Achieved 
Public health is protected from Council wastewater services								
Public health is protected from Council wastewater services by minimising dry weather overflows	Number of dry weather overflows from wastewater systems per 1,000 connections per year (DIA 1) [11.0.5.2]	Number of dry weather overflows per 1,000 properties connected to the wastewater network. Reported in resource consent compliance reports to ECan. Department of Internal Affairs, wastewater non-financial performance measure 1	<=0.7	0.08 per 1,000 connections	Dry weather overflows were considerably less than previous year, hence we can report a better result.	0.16 per 1000 connections	0.16 per 1000 properties	0.43 per 1,000 properties
				Achieved		Achieved	Achieved	

 - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details.

What did it cost?

Wastewater					
Statement of cost of services					
for the year ending 30 June					
2024			2025	2025	
Actual			Actual	Long Term Plan	
\$000			\$000	\$000	
Cost of services					
178,497	Wastewater collection, treatment and disposal		175,031	166,929	
178,497			175,031	166,929	
Operating revenue from services					
6,322	Wastewater collection, treatment and disposal		8,780	6,953	
6,322			8,780	6,953	
35,188	Capital revenues		10,652	14,502	
3,351	Vested assets		2,926	2,701	
133,636	Net cost of services		152,673	142,773	

Explanation of significant variances

The cost of services was \$8.1 million higher than plan primarily due to increased depreciation expense of \$7.3 million (\$5.3 million of asset write offs) and higher personnel costs \$2.8 million, partially offset by savings in insurance \$2.6 million and electricity \$0.9 million.

The costs of services were \$3.5 million less than 2024 mainly due to lower costs in depreciation \$5.1 million, professional advice \$2.1 million, insurance \$0.9 million, electricity \$0.5 million partially offset by higher costs in debt servicing \$1.8 million, rates \$1.4 million, refuse disposal fees \$0.8m and service contracts \$2.0 million.

Operating revenues were higher than plan due to higher recoveries, \$1.8 million higher than plan and \$2.5 million higher than 2024.

Capital revenues and vested assets

Capital revenues were \$3.9 million lower than plan due to lower development contributions and \$24.5 million less than 2024 due to lower capital works contributions \$21.4 million and lower development contributions \$3.1 million.

The Council also received \$2.9 million of additional sewerage network vested assets from developers' new subdivisions this year, \$0.2 million higher than plan, but \$0.4 million less than 2024.

Wastewater**Funding impact statement
for year ending 30 June 2025**

	2025 Actual \$000	2025 Long Term Plan \$000	2024 Long Term Plan \$000
Sources of operating funding			
General rates, uniform annual general charge, rates penalties	1	-	-
Targeted rates	120,465	120,872	93,315
Fees and charges	6,888	6,710	6,145
Local authorities fuel tax, fines, infringement fees, and other receipts	1,892	243	720
Total operating funding (A)	129,246	127,825	100,180
Applications of operating funding			
Payments to staff and suppliers	57,572	57,297	43,009
Finance costs	12,500	12,500	6,935
Internal charges and overheads applied	5,220	5,220	3,668
Other operating funding applications	-	-	-
Total applications of operating funding (B)	75,292	75,017	53,612
Surplus (deficit) of operating funding (A-B)	53,954	52,808	46,568
Sources of capital funding			
Subsidies and grants for capital expenditure	2,637	3,150	-
Development and financial contributions	8,014	11,352	10,823
Increase (decrease) in debt (internal funding)	4,282	7,177	15,092
Total sources of capital funding (C)	14,934	21,679	25,915
Applications of capital funding			
Capital expenditure			
- to replace existing assets	40,933	54,622	49,890
- to improve the level of service	19,326	14,768	19,866
- to meet additional demand	5,308	5,097	2,727
Increase (decrease) in reserves	3,321	-	-
Total applications of capital funding (D)	68,888	74,487	72,483
Surplus (deficit) of capital funding (C-D)	(53,954)	(52,808)	(46,568)
Funding balance ((A-B) + (C-D))	-	-	-

Explanation of significant variancesOperating funding

Rates income was \$0.4 less than the Long-Term Plan whilst fees and charges \$0.2 million and other receipts \$1.7 million were higher than the Long-Term Plan.

Application of operating funding

Total applications of operating funding were \$0.3 million more than the Long-Term Plan.

Capital funding

Total sources of capital funding were \$6.8 million lower than Long-Term Plan reflecting the lower capital delivery than planned.

Capital expenditure

Capital expenditure at \$65.6 million was \$8.9 million less than plan. Several major projects have been rephased to ensure deliverability. The increase in reserves relates to Development Contributions received but not utilised.

Significant capital expenditure

Significant capital expenditure included reticulation renewals of \$27.4 million, treatment plant works of \$9.0 million, Riccarton Interceptor \$7.7 million, Akaroa treatment scheme \$6.7 million, Grassmere wet weather storage facility \$4.0 million.

The remainder was spent on smaller projects throughout the city.

Council activities and services

Stormwater drainage

What is stormwater drainage, and what does the Council do?

The stormwater drainage activity collects and conveys stormwater to manage stormwater flows and the effects of stormwater on the environment. Together with the flood protection and river control activity this activity works to protect the community from the harmful effects of flooding within levels defined in the long term plan (LTP).

Why is the Council involved?

Delivering this activity helps Council meet its legislative obligations under the Local Government Act 2002, the Building Act 2004, the Christchurch District Drainage Act 1951, the Stormwater and Land Drainage Bylaw 2022, the Resource Management Act 2017, the National Policy Statements on Urban Development Capacity and on Freshwater Management, and relevant consents from Environment Canterbury.

This activity also directly supports Council's strategic priorities and community outcomes by protecting public health and wellbeing, fostering healthy water bodies and adaptation (particularly in response to climate change), providing modern and resilient city infrastructure and facilities, and valuing unique landscapes and indigenous biodiversity.

An appropriately provided and well maintained stormwater drainage system helps to protect water quality, maintain the health of ecosystems, support climate resilience, decrease flood risk, safeguard public health, provide for growth of the city and allow transport and other infrastructure networks to function.

How does it affect me?

Effective and resilient stormwater infrastructure provides the basis for a fully-functioning and future-focused city. It reduces the effects of flooding, protects public health, preserves the district's ecological, landscape, recreational and cultural values and facilitates the city's ongoing regeneration and growth.

What activities are involved?

Council provides, operates and maintains the stormwater drainage system to agreed levels to enable the management of surface water through the provision and renewal of reticulation infrastructure. We maintain natural waterways and modified channels and drains to the standard set in the LTP.

Council responds to flood events, faults and blockages across the network to minimise damage and disruption.

What did we achieve?

Our focus remained on delivering growth infrastructure, asset repairs and planning for the rebuild or renewal of damaged or deteriorated assets. We have also stepped up our efforts in the planning and delivery of the Ōtākaro Avon River Corridor Works.

Network renewal and upgrade work in many areas has been completed, including improvements to inlet structures and waterway lining across the city and Banks Peninsula. These have included replacing timber and concrete linings with more ecologically sensitive designs.

Some major capital infrastructure renewals were completed including replacement and realignment of the Manchester St brick barrel between Purchase St and Bealey Ave, relining of Charlesworth Drain, and the next phase of retimbering of Canal Reserve Drain in Marshlands. The second phase of the high profile Addington Brook Enhancement project within Hagley Park has made significant progress with the realignment work completed and 760m of timber lining naturalised. We also had to undertake some emergency renewals work to Horners and Curletts Drains following theft of structural timber struts. A significant milestone was reached with opening of the Waitaki Street Tidal Wetland, providing more room for the Ōtākaro Avon River near to Pages Road, signalling future benefits in the Ōtākaro Avon River Corridor works.

We progressed the delivery and planning of other significant stormwater drainage projects this year, to improve the management of both the quantity and quality of stormwater. Significant progress has been made on the next phase of the Highest Treatment Facility. Works on Quarry Road Drain and

Sutherlands Road Culverts are nearly complete, as is a stormwater treatment wetland at Styx Centre being delivered as a cost share with Ryman Healthcare.

Work in the Heathcote catchment has continued alongside work in other areas. The large storm event in May allowed the successful wet commissioning of Cashmere Valley Dam. The limited extent of flooding of the Heathcote River downstream of the newly completed basins, including the award-winning Te Kuru facility, showed the effectiveness of Council's past efforts. The people of Christchurch can be proud of the clear flood risk reduction, ecological, cultural and recreational benefits gained from this work.

The design of the Addington Brook and Riccarton Stream stormwater treatment facilities continued to advance.

To improve water quality in Waikākāriki-Horseshoe Lake concept design has progressed to develop wetland treatment of the Dudley Creek Diversion catchment at Cranford Basin. When implemented, this will see the majority of stormwater discharging to the Waikākāriki-Horseshoe Lake treated.

Across the city this year, over 4,500m of waterway banks have been naturalised, supporting a Level of Service target of 500m per year. These works have also supported the strategic priority of improved waterways and the six-values approach to stormwater management. Approximately 324m of Waimairi Stream had existing timber lining renewed with the majority naturalised. Under the Natural Waterways Budget 1,505m of various waterways were enhanced mostly by way of riparian margin planting. The Port Hills Revegetation and Sediment Control widely planted over 700m within Worsleys West, Worsleys East and Jollies Bush gullies. Over 200m of Styx River and Smacks Creek riparian margin was planted at 232 Styx Mill Road and 74 Hussey Road.

Planning of other work within the Ōtākaro Avon River Corridor (OARC) such as new long-term stopbanks and treatment facilities are underway that will realise water quality improvement in the river. These are cornerstone projects in the OARC Regeneration Programme and are required to meet Council's obligations under the Comprehensive Stormwater Network Discharge Consent (CSNDC). They are crucial to reducing the discharge of stormwater contaminants to our waterways. More broadly, the design of work in the Bexley and Wainoni areas has progressed

with physical works planned in both areas in the coming years. We also progressed several studies to help inform a fast-track consent application for the wider corridor works.

Investigation and design work has started to support the new Surface Flood Reduction Programme. This ongoing programme is intended to reduce the impacts of flooding on residents and businesses across the city. The programme definition work is aimed at developing some early projects for Council approval and then delivery in the coming years to ensure balance reporting.

A variety of environmental projects were designed or had construction substantially progressed or completed, such as investigations work on 12 known fish barriers in the city and on Banks Peninsula.

The weed harvesting programme continues to be closely monitored to ensure optimised benefit in managing river water levels. We have progressed the planning of equipment renewal in stormwater pumping stations, and the replacement of aging assets and maintaining the current infrastructure.

Implementation of activities and projects to support the Comprehensive Stormwater Network Discharge Consent have built upon the work completed in previous years, including work on Stormwater Management Plans (SMPs), the Environmental Monitoring Programme, and several other investigations and studies related to stormwater quality and quantity, and floodwater management. This year the Ōpāwaho-Heathcote, Huritini-Halswell and Ōtūkaikino SMPs reached the milestone of acceptance by ECan. Work is ongoing with ECan on the acceptance of the Ōtākaro-Avon SMP and the Te Pātaka o Rākahautū – Banks Peninsula Settlements has been endorsed by Council. The Instream Contaminant Concentration Model was completed which provides a greater understanding of the hotspot contaminant areas affecting stormwater quality. A range of activities were undertaken with the Community Water Partnership, including website development, river clean ups and hui's.

The development of the climate change implementation planning for surface water infrastructure and waterways has continued. This is a key component in the infrastructure programme which is giving effect to the Council's Climate Resilience Strategy adopted under the current LTP (2024-2034). Ongoing support has been provided to the Coastal Hazard Adaptation Planning Programme, the Ōtākaro -Avon River

catchment Multi-hazard Study and supporting Council's input to the Canterbury Regional Climate Change Working Group.

Work to support drainage aspects of the proposed district plan change has been progressed and will enable future development in Christchurch. We have needed to focus attention on responding to updated national direction on intensification and resources use. Modifications to various National Policy Statements and development directions has required close consideration for their impacts on Council activities.

How did we measure up?

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Stormwater Drainage ¹				2025 Activity level of service result achievement summary				
				Achieved 7				
Council responds to flood events, faults and blockages promptly and effectively								
Council responds to flood events, faults and blockages promptly and effectively	Median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site (DIA 3) [14.0.10]	Reported in monthly contract reports from the Contractor. Both targets must be met for the level of service to be met. Department of Internal Affairs, Stormwater non-financial performance measure number 3	<=60 mins urban <=120 mins rural	Urban: Nil Rural: Nil	Investigation confirmed that there were no rain events that resulted in above floor flooding of habitable floors for this FY. As such, while there was rain and street/property flooding over the year, none of this resulted in a flood event	Urban: Nil / Rural: Nil	Urban: 43 minutes Rural: None	Urban: 33 minutes Rural: Nil
				Achieved		Achieved	Achieved	Achieved
		Number of complaints received by a territorial authority about the performance of its stormwater system (Expressed per 1000 properties connected to the territorial	Number of requests for service received through the Hybris Department of Internal Affairs, Stormwater non-financial performance measure number 4	< 9 complaints per 1000 properties	8.16 complaints per 1,000 properties (include complaints and service requests)	As a general rule, the number of complaints or service requests year on year is dependent on a number of factors out of our control such as number, size and type of rain events, number of people who move into properties with a waterway, amount of rubbish dumped in or around waterways, and	5.74 complaints per 1,000 properties (include complaints and service requests)	6.37 complaints per 1,000 properties

¹ Level of service '14.0.11.4 Percentage of total stormwater gravity network pipework length at condition grade 5' was moved to a Management Level of Service.

Level of service '14.0.2.1 Council manages the stormwater network in a responsible and sustainable manner: Number of abatement notices regarding Council resource consents related to discharges from the stormwater networks per year' was moved to a Management Level of Service.

Level of service '14.0.2.2 Council manages the stormwater network in a responsible and sustainable manner: Number of successful prosecutions regarding Council resource consents related to discharges from the stormwater networks per year' was moved to a Management Level of Service.

Level of service '14.0.2.3 Council manages the stormwater network in a responsible and sustainable manner: Number of enforcement orders regarding Council resource consents related to discharges from the stormwater networks per year' was moved to a Management Level of Service.

Level of service '14.0.2.4 Council manages the stormwater network in a responsible and sustainable manner: Number of infringement notices regarding Council resource consents related to discharges from the stormwater networks per year' was moved to a Management Level of Service.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	authority's stormwater system) (DIA 4) [14.0.11.3]			Achieved	what people perceive as issues. We manage the maintenance contractor to improve the way the waterways look and function and respond to customers as best we can but that typically has little impact on the number of complaints/service requests	Achieved	Achieved	Achieved
Council maintains waterway channels and margins to a high standard								
Council manages the stormwater network in a responsible and sustainable manner	Resident satisfaction with Council's management of the stormwater network [14.0.3]	Resident satisfaction surveys	45%	56% satisfaction	The results are driven by improved processes in place and customer focus. This reflects the community’s growing confidence in our efforts to manage infrastructure effectively and sustainably	51% satisfaction	43% satisfaction	44% satisfaction
				Achieved		Achieved ☞	Achieved ☞	Achieved ☞
	Number of abatement notices, infringement notices, enforcement orders and successful prosecutions regarding Council resource consents related to discharges from the stormwater networks per year (DIA 2) [14.0.2] ²	Reported in resource consent compliance reports to ECan. Department of Internal Affairs, Stormwater non-financial performance measure number 2	0	0 abatement notices, infringement notices, enforcement orders or successful prosecutions regarding Council resource consents relating to discharges from the stormwater networks	N/A	New measure in the Long Term plan 2024-2034		
				Achieved				
Stormwater network is managed to minimise risk of flooding, damage and disruption								
Stormwater network is managed to	The number of flooding events	Site inspection reports. "The number of flooding events that occur in a	<2 flooding events	0 flooding events occurred	N/A	0 flooding events occurred	One flooding event occurred that	2 flooding events in Dec 2021 and Feb 2022

² Level of service '14.0.2 Number of abatement notices, infringement notices, enforcement orders and successful prosecutions regarding Council resource consents related to discharges from the stormwater networks per year (DIA 2)' is a new measure adoption with the 2024/2034 Long Term plan.

☞ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
minimise risk of flooding, damage, and disruption	that occur (DIA 1a) [14.0.11.2]	territorial authority district" (DIA Sub-part 3, 1a)					affected 2 habitable floors	
				Achieved		Achieved	Achieved	Not Achieved
	For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority stormwater system) (DIA Sub-part 3, 1b) [14.0.11.1]	Site inspection reports. "For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system)" (DIA Sub-part 3, 1b)	<0.1 habitable floors per 1000 properties	0 habitable floors affected per 1,000 properties	N/A	0 habitable floors affected per 1,000 properties	0.013 habitable floors 1,000 properties	0.01 habitable floors 1,000 properties
				Achieved		Achieved	Achieved	Achieved
Implement Flood Pain Management Programme works to reduce risk of flooding to property and dwellings during extreme rain events								
Implement Flood Pain Management Programme works to reduce risk of flooding to property and dwellings during extreme rain events	Annual reduction in the modelled number of properties predicted to be at risk of habitable floor level flooding of the primary dwelling in a 2% AEP Design Rainfall Event of duration 2 hours or greater excluding flooding that arises solely from private drainage [14.1.6.1]	Flood Models	>= 0 properties per annum on a rolling three-year average	6 properties	The target of rolling average suitably allows for the practical reality that the completion of the necessary capital works to deliver the targeted outcome will vary year to year due to variability in resource availability and constraints within the construction sector	3 properties	17 properties	30 properties
				Achieved		Achieved	Achieved	Achieved

What did it cost?

Stormwater drainage					
Statement of cost of services					
for the year ending 30 June 2025					
2024			2025	2025	
Actual			Actual	Long Term Plan	
\$000			\$000	\$000	
Cost of services					
64,782	Stormwater drainage		66,066	66,377	
64,782			66,066	66,377	
Operating revenue from services					
51	Stormwater drainage		91	78	
51			91	78	
619	Capital revenues		-	-	
20,789	Vested assets		36,844	4,802	
43,323	Net cost of services		29,131	61,497	

Explanation of significant variances

The cost of service was \$0.4 million higher than planned due to increased depreciation and asset write offs of \$3.0 million offset by savings in insurance \$1.4 million, consultant costs \$0.6 million and personnel costs \$0.6m.

Compared to 2024, the cost of service increased by \$1.3 million, mainly driven by higher depreciation, rates and interest costs partially offset by savings in insurance.

Capital revenues and vested assets

Capital Revenues are the same as plan and \$0.6 million less than 2024.

The Council received \$36.8 million of stormwater network vested assets from developers' new subdivisions this year, \$32.0 million more than plan and \$16.1 million more than 20 24

Stormwater drainage**Funding impact statement
for year ending 30 June 2025**

	2025 Actual \$000	2025 Long Term Plan \$000	2024 Long Term Plan \$000
Sources of operating funding			
General rates, uniform annual general charge, rates penalties	(1)	-	-
Targeted rates	49,492	49,659	38,138
Subsidies and grants for operating purposes	-	-	-
Fees and charges	11	16	16
Local authorities fuel tax, fines, infringement fees, and other receipts	80	62	209
Total operating funding (A)	49,582	49,737	38,363
Applications of operating funding			
Payments to staff and suppliers	21,112	24,621	19,685
Finance costs	4,765	4,765	2,251
Internal charges and overheads applied	1,923	1,923	1,377
Total applications of operating funding (B)	27,850	31,309	23,313
Surplus (deficit) of operating funding (A-B)	21,732	18,428	15,050
Sources of capital funding			
Subsidies and grants for capital expenditure	-	-	-
Increase (decrease) in debt (internal funding)	910	15,334	12,168
Total sources of capital funding (C)	910	15,334	12,168
Applications of capital funding			
Capital expenditure			
- to replace existing assets	13,462	27,950	18,319
- to improve the level of service	5,468	5,189	8,256
- to meet additional demand	3,584	623	643
Increase (decrease) in reserves	128	-	-
Total applications of capital funding (D)	22,642	33,762	27,218
Surplus (deficit) of capital funding (C-D)	(21,732)	(18,428)	(15,050)
Funding balance ((A-B) + (C-D))	-	-	-

Explanation of significant variances

Operating funding

Higher surplus of operating funding of \$21.7 million due to reduced payments to staff and suppliers. The main contributors to the variance of \$3.3m were savings in insurance, consultants and personnel.

Capital Expenditure

Capital expenditure at \$24.4 million was \$9.4 million less due to consenting delays.

Significant capital expenditure

Significant capital expenditure included renewals programmes \$12.0 million, Quarry Road Drainage \$3.3m, and Linwood Canal Drainage \$1.4 million.

The remainder was spent on smaller projects throughout the city

Council activities and services

Flood Protection and Control Works

What is flood protection and control works, and what does the Council do?

The flood protection and river control activity, together with the stormwater drainage activity, works to protect the community from the harmful effects of flooding within levels defined in the Long Term Plan (LTP).

Flood protection and river control involves the development and management of waterways and associated structures and systems, along with the provision and management of flood protection infrastructure.

Why is the Council involved?

Delivery of this activity helps Council meet its legislative obligations under the Local Government Act 2002, the Building Act 2004, the Christchurch District Drainage Act 1951, the Stormwater and Land Drainage Bylaw 2022, the Resource Management Act 2017, the National Policy Statements on Urban Development Capacity and on Freshwater Management, and relevant consents from Environment Canterbury.

This activity also directly supports Council's strategic priorities and community outcomes by protecting public health and wellbeing, fostering adaptation (particularly in response to climate change), providing modern and resilient city infrastructure and facilities, and valuing unique landscapes.

Flooding is one of our most common natural hazards. It can have disastrous consequences for residents and communities and

significant impacts on the local economies. Alongside land use planning provisions, flood management systems help to decrease flood risk, safeguard public health, protect water quality, maintain the health of ecosystems, provide for growth of the city, support climate resilience and allow transport and other infrastructure networks to function.

How does it affect me?

Effective and resilient flood protection and river control infrastructure provides the basis for a fully-functioning and future-focused city, reduces the effects of flooding and helps protect residents against the likelihood of flood damage to their homes and property in extreme storms. This infrastructure also helps reduce the adverse public health and ecological effects associated with flooding.

What activities are involved?

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

What did we achieve?

This year has been a year of consolidation for projects within this activity with large projects coming to completion or progressing well through design stages.

Material progress has been made on flood management projects within the city that help address both existing flooding issues and promote growth.

Preliminary design of the earthquake legacy work in Southshore has been completed with a new flood bund now being consented.

We continued to monitor and maintain the Ōtākaro-Avon temporary stop banks, and initiate works to address issues identified. The stop banks protect against tidal events in the short term while planning for the Ōtākaro Avon River Corridor works progresses through a range of programme level projects. The first long-term stopbank project to replace the temporary stopbank in the Waitaki Street area is now operational with the tidal wetland and stormwater treatment wetland to follow. Design of new long-term stopbanks and flood walls either side of the Waitaki St project between the Anzac Drive and Bridge Street bridges is underway with consents being lodged in FY25.

To service the needs of the stormwater and waterways planning, delivery and operational teams, upgrades to the city hydraulic models has continued, with the focus turned to the Puharakekenui Styx River Model upgrade. Significant new funding also allowed improvements to other catchment models within the city to improve our understanding of flooding and benefits of potential mitigation measures.

How did we measure up?

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Flood Protection and Control Works ¹				2025 Activity level of service result achievement summary				
				Achieved 2				
Major tidal river flooding flood protection and control works are maintained, repaired, and renewed to key standards								
Major tidal river flooding flood protection and control works are maintained, repaired, and renewed to key standards	Stop banks identified as not meeting the original design requirements for condition and/or height are repaired within 9 months (DIA Flood Protection & Control non-financial performance measure number 1) [14.1.3.3]	Bi-annual survey of critical stop banks. Target is measured as a proportion of actual stop bank length remediated out of the total non-compliant length of stopbank requiring remediation within the required timescale. Department of Internal Affairs, Flood Protection & Control non- financial performance measure number 1	80%	100% of stopbanks identified as below their original design standard being repaired within 9 months (350m of repairs out of 350m identified)	The current level of the permanent stopbank is already at least at the same height as the temporary stopbank so there is no risk to people or property if the temporary stopbank were to fail. It is only being left in place until such time as the permanent stopbank is officially completed. We consider the damage to the temporary stopbank, while not being directly repaired, has been mitigated by the construction of the permanent stopbank. It would be a waste of ratepayer’s money to repair the temporary stopbank.	25% of stopbanks identified as below their original design standard repaired within 9 months (40m of repairs out of 160m identified)	97%	100% of stopbanks identified as below their original design standard will be repaired within 9 months
				Achieved		Not Achieved		

¹ Level of service '14.1.3.1 Major flood protection and control works are maintained, repaired and renewed to key standards: Cross sectional surveys of selective waterways are carried out at required intervals' was moved to a Management Level of Service.

Level of service '14.1.3.2 Major flood protection and control works are maintained, repaired and renewed to key standards: Stopbank crest surveys are carried out at required intervals' was moved to a Management Level of Service.

Level of service '14.1.6.3 Manage the risk of flooding to property and dwellings during extreme rain events: Number of surface water network monitoring sites (flow, level or rainfall)' was moved to a Management Level of Service.

Level of service '14.1.6.1 Manage the risk of flooding to property and dwellings during extreme rain events: Annual reduction in the modelled number of properties predicted to be at risk of habitable floor level flooding of the primary dwelling in a 2% AEP Design Rainfall Event of duration 2 hours or greater excluding flooding that arises solely from private drainage' was moved to a Management Level of Service.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	Stormwater attenuation facilities are assessed and compliant with New Zealand Dam Safety Guidelines 2015 (DIA 1) [14.1.8] ²	Ensure that all stormwater retention devices that can hold a volume greater than 20,000m ³ of water shall have a NZSOLD Consequence Assessment carried out, and if deemed appropriate a Potential Impact assessment with relevant assessment and safety reports completed with inspections and reviews being undertaken	25%	75% of CCC facilities as potential dams have been assessed and are compliant with NZ Dam Safety Guidelines.	We didn't have full compliance due to additional time needed for a more considered assessment due to the nature of the dam – which are the ponds at the Christchurch Wastewater Treatment Ponds	Updated measure in the Long Term plan 2024-2034		
				Achieved				

What did it cost?

Flood protection and control works

Statement of cost of services for the year ending 30 June 2025

2024		2025	2025
Actual		Actual	Long Term Plan
\$000		\$000	\$000
Cost of services			
6,408	Flood protection and control works	6,385	7,074
6,407		6,385	7,074
Operating revenue from services			
6	Flood protection and control works	3	37
6		3	37
5,006	Capital revenues	3,337	4,997
1,396	Net cost of services	3,045	2,040

Explanation of significant variances

Flood protection & control works

The cost of service for flood protection and control works was \$6.4 million, which is \$0.7 million below the Long Term Plan (LTP) of \$7.1 million. This favourable variance reflects lower-than-expected operational expenditure, due to lower reactive maintenance costs.

Capital revenues totalled \$3.3 million, which is \$1.7 million below the LTP and 2024 due to lower Development Contributions than planned.

Flood protection and control works**Funding impact statement
for year ending 30 June 2025**

	2025 Actual \$000	2025 Long Term Plan \$000	2024 Long Term Plan \$000
Sources of operating funding			
Targeted rates	9,157	9,188	5,318
Fees and charges	3	37	36
Total operating funding (A)	9,160	9,225	5,354
Applications of operating funding			
Payments to staff and suppliers	6,359	6,521	4,049
Finance costs	36	36	72
Internal charges and overheads applied	146	146	153
Total applications of operating funding (B)	6,541	6,703	4,274
Surplus (deficit) of operating funding (A-B)	2,619	2,522	1,080
Sources of capital funding			
Development and financial contributions	3,343	4,996	5,042
Increase (decrease) in debt (internal funding)	19,076	25,974	24,819
Total sources of capital funding (C)	22,419	30,970	29,861
Applications of capital funding			
Capital expenditure			
- to replace existing assets	1,481	1,262	1,483
- to improve the level of service	15,508	18,374	11,810
- to meet additional demand	8,006	13,856	17,648
Increase (decrease) in reserves	43	-	
Total applications of capital funding (D)	25,038	33,492	30,941
Surplus (deficit) of capital funding (C-D)	(2,619)	(2,522)	(1,080)
Funding balance ((A-B) + (C-D))	-	-	-

Explanation of significant variances

Operating funding

The surplus for operating funding is \$0.097 million lower than the plan due mainly to lower maintenance costs.

Capital expenditure

Capital expenditure at \$25.0 million was \$8.5 million less than plan due to timing delays on various projects mainly due to consenting issues.

Significant capital expenditure

Significant capital expenditure included: Ōtākaro Avon River Corridor \$5.5 million, Highsted Styx Mill Reserve Wetland \$3.1

million, Eastman Sutherland and Hoon Hay Wetlands \$2.6 million.

The remainder was spent on smaller projects throughout the city.

Council activities and services

Transport

What is transport, and what does the Council do?

Transport is the safe and efficient movement of people and goods from one place to another using the road network. The road network includes the road, footpaths, and cycle facilities.

We have a strong focus on maintenance of the existing roads and footpaths, and all associated assets, to maximise their lifespan and ensure value for money.

We protect and control use of the road corridor by other parties such as service authorities and developers.

We operate the road network including operating and maintaining the traffic signals, traffic cameras and traveller information portals.

We plan, build, operate and maintain Christchurch's major cycleway network and local connections to that network.

We plan, build and maintain infrastructure to support the operation of the public transport network.

We operate and maintain public parking facilities and carry out enforcement to ensure the facilities are available and shared amongst all users.

We plan and provide transport safety education and behaviour change initiatives to encourage people to use different modes of transport for some of their trips, and to use them safely.

Why is the Council involved?

We manage the road network and the facilities associated with the transport services provided so that people have safe, easy, and reliable access to homes, shops, businesses, education, and leisure activities using a variety of mode choices.

Local government is responsible for promoting the cultural, economic, environmental, and social wellbeing of communities for the present and future.

Transport activities contribute to social, environmental, and economic wellbeing by providing transport infrastructure, providing for passenger transport and active travel options, operating the road network safely and efficiently, and providing transport education.

These activities also help achieve the Council's community outcomes by:

- Providing for travel options that meet community need
- Providing people with access to economic, social and cultural activities
- Increasing the proportion of active travel journeys
- Improving safety for all road users
- Keeping people safe from crime
- Using energy more efficiently
- Supporting sustainable economic growth
- Supporting a vibrant and prosperous business centre.

How does it affect me?

A well-managed transport network makes it easier and safer to get around and promotes growth and economic sustainability.

Safety and behaviour change programmes assist people in using transport networks safely and promote a shift to the use of other modes of transport, with the aim of providing transport choice.

Good, safe cycling facilities encourage the "interested but concerned" group of residents to rediscover that cycling is a healthy, pleasant, and safe travel option that will support a modal shift to active travel.

What activities are involved?

Road network operations including road safety

We are responsible for planning and implementing the safe and efficient use of the transport networks by all modes. This is achieved through traffic control systems, traveller information and education initiatives.

We control the use of the road corridor by third parties through corridor-use procedures and temporary traffic management approvals.

We protect the roads and footpaths by coordinating when and where contractors can dig them up to install and repair utilities –

ultrafast broadband, water supply, wastewater pipes and electricity.

Parking

We provide on and off-street parking facilities that are safe, accessible, and attractive, and allow easy access to work and leisure activities.

Public transport infrastructure

We provide the public transport infrastructure, encompassing bus stops, suburban hubs, super stops, seating areas, shelters, and real-time passenger information systems. While we handle the infrastructure side of things, Environment Canterbury operates the bus network. As part of our continuous commitment, we are steadily upgrading our bus stops to enhance accessibility and elevate the waiting experience for commuters. Furthermore, in our ongoing efforts to optimise the transit experience, we're looking to implement more bus priority measures to ensure shorter and more reliable bus journey times.

Cycleways

In recent years newly completed cycleways have become an integral part of the city's transport network. Planning and construction is underway to establish a network of 13 dedicated major cycle routes totalling approximately 100 kilometres that will provide high-quality safe facilities to encourage a high level of modal shift to cycling. A series of local connections will help join these major routes with community facilities such as shopping centres and schools.

What did we achieve?

We reduced transport harm by improving safety on our roads. During the 5-year period from 2015 to 2019, on Council controlled roads there was an average of 125 fatal or serious crashes every year, yet the average from 2020 to 2024 was 22 lower per year. While some of this can be attributed to changes in travel patterns during COVID, every single one of those latter years is below the average of the previous 5 years, suggesting there has been a real underlying reduction. This was achieved by delivery of infrastructure improvements, particularly for vulnerable road users, and by focusing safety interventions around schools and intersections with proven safety issues.

To ensure we look after our roads and maximise value for money in our maintenance regime, last year we resurfaced 138.6km of roads. Due to weather and temperature constraints our road surfacing season runs from September to April depending on the products used. In the last year we have expanded the range of surfacing treatments which has allowed us to extend the surfacing season.

We have undertaken construction on 8 retaining walls with 9 still underway. Design work is underway on 16 retaining walls, 9 of these are with the support of the Government's Crown Resilience Fund.

Construction was completed for installation of new traffic signals at the Greers/Langdons intersections.

Minor safety improvements have been made across the transport network at intersections, for safer journeys to school and for safe journeys for residents around their community. We have delivered nine projects including improving safety at intersections, at schools including crossing improvements, traffic calming, and improved road markings.

Building of the Major Cycle Routes network has continued with construction continuing on the Northern Line, South Express, Stage 3 of Nor' West Arc, and the completion of Stage 2 of Heathcote Expressway. Detailed design continues for Section One of Wheels to Wings.

Significant construction works have been completed on Halswell Junction Road Extension and the Linwood Village Streetscape Enhancements.

We have supported a high number of consent processes for citywide subdivisions and individual large developments, ensuring in each case the transport and access implications of those consenting approvals achieve maximum alignment with the Christchurch District Plan and other strategic priorities.

This year, significant progress has been made in enhancing public transport infrastructure. Key achievements include upgrades to 76 bus stops across various locations, encompassing improvements such as standard line marking, kerbing, hardstand areas, tactile pavers, signage, shelters, seating, road surface treatment, lighting, and pedestrian crossings. This includes:

- the completion of the CERF shelter installations (construction on going)
- Installation of 42 shelters and 8 seats.
- Removal of 13 disused bus stops that were not serving any bus routes.

Additionally, we have replaced many old timber seats with new recycled plastic seats, contributing to the overall improvement of our public transport facilities.

We have also progressed designs for the Lincoln Road bus lanes between Wrights Road and Curletts Road, aimed at making journey times shorter and more reliable around the southwest of Christchurch.

To help promote safer and greener travel we have engaged 78 schools through our Good-to-Go school travel programme this year. Schools in our programme have the opportunity to receive additional support including scooter skills training, as well as various road safety and active travel workshops.

We ran a Walk or Wheel to School Week in March to embed more consistent active travel, 109 schools participated in 2025 (the largest number to date), with a combined roll of over 37,774 pupils. In 2024 we trialled an additional week-long event in October, 75 schools with a combined roll of 25,958 participated.

3634 students took part in the Cycle Safe course over the year and 236 participants in the Adult Bike Skills courses. Through our workplace and personalised travel planning programmes we delivered travel planning advice, support, and incentives to 6186 customers.

We delivered Crash Bash and Crash Bash & Beyond to 19 Secondary schools. The theme for Crash Bash 2025 was "Know your limits" focused on awareness of the rules around drink driving, licensing and distractions.

Other roads safety initiatives this year included the "Kickstart your motorcycle journey" event held at Airforce Museum attended by approximately 650 people; and continued support for the Salvation Army Community Driver Mentor Programme, The Right Track and the Police run IDEP that both focus on recidivous offenders of dangerous driving.

We have kept our streets looking tidy by pruning 6,340 street trees and removing 515 for various reasons. We have also serviced approximately 1,900 hectares of turf, serviced approximately 530 hectares of garden assets, laid 8,400 m3 of mulch and planted 426 trees.

We processed and approved 4,220 requests from various agencies and businesses to enable safe, coordinated work within road corridors. We also processed 1,982 work completion notices.

We maintained 48,744 streetlights which includes 151 new lights.

Transport - Where are we heading?

We will continue to operate and optimise the public road network to provide an efficient, safe, and sustainable network for all users to all parts of the city.

We will continue to encourage people to choose public and active travel options for some trips rather than vehicle travel.

Council's 10-year long term plan (LTP) capital programme for streets and transport has a high focus on looking after the assets we have and maximising value for money in maintenance, and we are working to finalise our resurfacing programme for the coming year.

The LTP also prioritises high-level outcomes on safety, environment, and access. It paves the way and sets meaningful measures to gauge Council's progress towards achieving the council's commitments toward crash and emission reductions. This will be achieved through road infrastructure improvements, and awareness programmes and in collaboration with the government and local and regional stakeholders.

We will continue delivery of our structural renewals programme, getting designs in the drawer to maximise the flow of delivery particularly if additional funding becomes available.

We will be improving safety at a large number of locations across the network. In the central city, we are looking to continue with our post-earthquake programme of improving the attractiveness of streets and public spaces, with a programme of streetscape enhancement measures especially aiming to support major

“anchor” project developments due to open in the new few years, including Parakiore (the new Metro Sports Facility), the Performing Arts Precinct, Cathedral Square restoration, and One New Zealand Stadium at Te Kaha.

Improvements to Pound Road are programmed over several years to reflect the volume of heavy vehicles using the route. In addition, a citywide programme of minor safety improvements will deliver a wide range of low-cost improvements to considerably reduce the transport risk for all road users.

We will continue to encourage people to choose public or active travel options more often over private cars as a route to tackling climate change, improving road safety, and positively affecting the quality of our daily lives. We are working collaboratively with our strategic partners to develop a comprehensive public transport improvement programme. We intend starting construction on the Lincoln Road bus priority measures between Whiteleigh Avenue and Curletts Road, aimed at making journey times shorter and more reliable around the southwest of Christchurch. This project connects the work already completed east of Wrights Road and the NZTA bus priority measure currently under construction west of Curletts Road.

A number of education initiatives and campaigns are planned for the year ahead that will support further safe and active travel. In particular, we will target intersection safety, shared pathways, and safe cycling.

Government’s ‘Shovel Ready’ support will help us continue to complete the Major Cycle Routes of Nor’West Arc, Northern Line, and South Express. The entire network programmed is planned to be completed by 2033.

We will continue to operate and optimise the public road network to provide safe and efficient access for all users to all parts of the city. The earthquake-damaged Pages Road Bridge is due to be replaced over the next few years. With an array of improvements to the adjacent road network, this project will not only deliver a higher level of safety and access for all users but also will improve the efficiency of movements during major events and emergency evacuation.

Delivery of the CRAF (Christchurch Regeneration Acceleration Facility) has ramped up with major progress on construction continuing.

Transport - Service delivery in 2025/26

Work will continue to progress on the Shovel Ready and Major Cycle Routes programmes with continued delivery of Northern Line, Nor’West Arc and South Express.

A number of education initiatives and campaigns are planned for the year ahead that will support further safe and active travel. In particular, we will target intersection safety, shared pathways, and safe cycling.

How did we measure up?

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Transport - Safety, Access and Environment				2025 Activity level of service result achievement summary				
				Achieved 11		Not Achieved 7		
Safety								
Our networks and services protect the safety of all road users	Reduce the number of death and serious injury crashes on the local road network (DIA 1) [10.0.6.1]	The number of all deaths or serious injury crashes on Council controlled roads per financial year (1 April to 31 March) as reported through the CAS data, in June. Reduce DS&I crashes by 40% in 2034. Mandatory measures as per the 2010 amendment to the Local Government Act and the Department of Internal Affairs Non-Financial Performance Measures Rules 2013. DIA measure 1	4 less than previous FY	DSIs crashes decreased by 25, relative to the previous financial year. 92 DSIs crashes occurred. 4 were fatal crashes and 88 were serious injury crashes. 4 people were killed and 95 people were seriously injured. All measures are on CCC controlled roads, based on Waka Kotahi Crash Analysis System (CAS) report (for period 1 April 2024 to 31 March 2025)	The long-term (2011-2025) trend for CCC roads is for DSIs to drop by around 3.5 per year. Against that backdrop, 2024 (which is the basis for the target) saw around 17 more DSIs than would be expected from the long term trend. Therefore, while 2025 was a good year – overperforming against the trend by around 5 DSIs – the target is based on an disproportionately bad year. However, there have still been a significant number of people seriously injured on the network, so staff will continue to work on measures that reduce harm on the network. Intervention programmes that are likely to positively impact safety outcomes on the network include: safety interventions at high-risk locations and around schools; ensuring that all projects follow safe system approaches; and ensuring that roads and footpaths are maintained. Council also has a road safety education programme, with a particular focus on the safety of school children and other vulnerable groups.	DS&I crashes increased by 9, relative to the previous financial year. 116 crashes occurred. 9 were fatal crashes and 107 were serious injury crashes. 10 people were killed and 120 people were seriously injured. All measures are on CCC controlled roads, based on Waka Kotahi Crash Analysis System (CAS) report (for period 1 April 2023 to 31 March 2024)	Crashes increased by 14, relative to previous financial year 107 crashes 7 deaths 99 serious injuries All measures are on CCC controlled roads, based on Waka Kotahi Crash Analysis System (CAS) report (for period 1 April 2022 to 31 March 2023)	Crashes decreased by 12, relative to previous financial year 93 crashes 6 deaths 93 serious injuries All measures are on CCC controlled roads, based on Waka Kotahi Crash Analysis System (CAS) report (for period 1 April 2021 to 31 March 2022)
				Achieved		Not Achieved ☹️	Not Achieved ☹️	Achieved ☹️

☹️ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result	
	Limit deaths and serious injury crashes per capita for cyclists and pedestrians [10.5.1]	The number of deaths or serious injury crashes involving cyclists or pedestrians on all Council controlled roads per 100,000 residents per financial year (1 April to 31 March) as through the CAS data, reported in June.	<=12 crashes per 100,000 residents	7 crashes per 100,000 residents. All measures are on CCC controlled roads, based on Waka Kotahi Crash Analysis System (CAS) report (for period 1 April 2024 to 31 March 2025)	From the opening of the Major Cycleway network to last year (FY16-FY24), the number of pedestrian and cycle DSIs was fairly static (around mid-40s/yr). Against a growing population and around 40% growth in cycle numbers, this was encouraging, and translated to slow, gradual improvement. The results for FY25 were disproportionately low (27 DSIs for pedestrians and cyclists): while pleasing, this is likely to be a statistical anomaly. Staff would expect the DSIs to return to something closer to the long term average in future years, which when divided by the increasing population, would cause the Level of Service to slowly improve. This is driven by design measures that support safe cycling and walking, in line with the safe system approach.	12 crashes per 100,000 residents. All measures are on CCC controlled roads, based on Waka Kotahi Crash Analysis System (CAS) report (for period 1 April 2023 to 31 March 2024)	11 crashes per 100,000 residents. All measures are on CCC controlled roads, based on Waka Kotahi Crash Analysis System (CAS) report (for period 1 April 2022 to 31 March 2023)	10 crashes per 100,000 residents. All measures are on CCC controlled roads, based on Waka Kotahi Crash Analysis System (CAS) report (for period 1 April 2021 to 31 March 2022)	
				Achieved		Achieved	Achieved	Achieved	
	Delivery of school cycle skills and training [10.7.6]	Delivery of course to students through year 6 Cycle Safe and other community training (number of students)	3,000 to 3,500 students per annum	3,634 students completed this programme	Student delivery numbers fluctuate year on year determined by the number of year 6 students enrolled each year in Christchurch Schools. Additionally in 24/25 The Cycle Safe team delivered additional training to year 5 “learn to ride” students.	3,242 students completed this programme	3,612 students participated in school cycle skills training	3,110 students	
				Achieved		Achieved ☹	Achieved ☹	Achieved ☹	
	Access								

☞ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Our networks and services support access for all, provide travel choices and contribute to a prosperous, liveable, and healthy city	Increase access within 15 minutes to key destination types by walking (to at least four of the five basic services: food shopping, education, employment, health, and open spaces) [10.5.41]	Percentage of residential addresses with a 15-minute walking access time (walking speed 4km/h) to at least four of the five basic services (food shopping, education, employment, health and open spaces). Walking access is reported as a proxy of the other non-car modes. Materialisation of this goal is, however, beyond the means available to the transport unit alone and requires an orchestrated cooperation from all the Council units, the public, decision makers, and the central government	>=49% of residential units with a 15-minute walking access	49.5% within 15-minute walking access of 5 or more key destinations	N/A	45% within 15-minute walking access of 5 or more key destinations	45% within 15-minute walking access of key destinations	43%
				Achieved		Not Achieved	Not Achieved	Not Achieved
	Improve roadway condition, to an appropriate national standard, measured by smooth travel exposure (STE)(DIA 2) [16.0.2]	Calculate the average quality of the sealed local road network, measured by smooth travel exposure (STE). Mandatory measures as per the 2010 amendment to the Local Government Act and the Department of Internal Affairs Non-Financial Performance	>=75% of the sealed local road network meets the appropriate national standard	73% of the sealed local road network meets the appropriate national standard. 73% of the sealed local road network meets the appropriate national standard, against a target of >=75% (as assessed by RAMM 23 July 2025)	We have adopted the Apopo Traffic Monitoring Estimation Guideline for calculating STE. Each month, we reconcile data with TEAMS to ensure all traffic counts from our contractor are accurately recorded. Additionally, we've enhanced the administrative process for capturing statements of work from TEAMS, and incorporated improvements identified by TAM to boost data quality. Concerted effort will be placed into increased future maintenance and renewal	77% of the sealed local road network meets the appropriate national standard	78% of the sealed local road network meets the appropriate national standard	79% of vehicle kilometres travelled in Christchurch are on smooth roads
				Not Achieved		Achieved	Achieved	Achieved

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
		Measures Rules 2013. DIA measure 2			programs to improve the smooth travel exposure % across our sealed road network In 2024, results were based on an older transport model that relied on outdated census and third-party data, with limited ability to update traffic estimates between census cycles. This may have led to material differences between reported and actual ride quality.			
	Maintain roadway condition to an appropriate national standard, measured by the percentage of the sealed road network that is resurfaced each year (DIA 3) [16.0.1]	The percentage of the sealed local road network that is resurfaced per year Mandatory measures as per the 2010 amendment to the Local Government Act and the Department of Internal Affairs Non-Financial Performance Measures Rules 2013. DIA measure 3	>=4%	6.5% (138.6KM) of the sealed local road network has been resurfaced	N/A	5.48% (114.48KM) of the sealed local road network has been resurfaced	2.5% (61KM) of the entire network has been resurfaced	2.8% of the entire network has been resurfaced by 22/06/2022
				Achieved		Achieved ☹	Not Achieved ☹	Not Achieved ☹
	Improve resident satisfaction with road condition [16.0.3]	Annual resident satisfaction survey, percentage of respondents stating satisfied	>=30%	33% satisfaction	N/A	27% satisfaction	28% satisfaction	27% satisfaction
				Achieved		Not Achieved	Achieved ☹	Achieved

☹ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	Maintain the condition of footpaths (on a scale of 1-5, 1 is excellent condition and 5 is very poor condition) (DIA 4) [16.0.8]	Percentage of footpaths rated 1,2 or 3 (on a 1-5 scale where 1 is excellent, and 5 is very poor condition) Mandatory measures as per the 2010 amendment to the Local Government Act and the Department of Internal Affairs Non-Financial Performance Measures Rules 2013. DIA measure 4	>=82% footpaths rated 1,2 or 3	51% of assessed footpath network was rated 1, 2 or 3, across 73% of the network assessed to date.	The AI assessment methodology used this year to assess footpath network condition is aligned with the Apopo (Infrastructure Asset Management Professionals) Footpath Condition Rating Guide. It identifies individual faults and assigns a severity score to each, which it deducts from a base score of 100 to determine the overall condition. The key difference of this change of methodology for CCC is the increase in granularity of the adopted AI approach, which enables progressive prioritisation by pinpointing the worst-performing segments. This allows for more targeted maintenance planning and the ability to generate dispatches for high-priority sections based on real-time condition data. The footpath is now assessed every 5m (not the traditional 100m based on carriageway sections) and more fault types identified (machine learning) for the provision of focussed remedial strategies moving forward, i.e. cracking, or trip hazards, or edge fretting, etc.	92.72% of assessed footpath network was rated 1-3, based on a WSP Opus assessment of 40% of our total footpath network	Collection of condition data for 40% of Christchurch's footpath network was collected earlier this year (2023). Based on these results a total of 92.72% was rated 1-3 (from a scale of 1-5 where 1=very good and 5=very poor)	Not completed
				Not Achieved		Achieved	Achieved	Not Achieved
	Improve resident satisfaction with footpath condition [16.0.9]	Annual Resident satisfaction survey	>=42%	39% satisfaction	Ongoing work will be undertaken to prioritise customer requests relating to footpath condition. Staff are analysing the feedback from the resident satisfaction survey to assess what improvements can be made to improve resident satisfaction. Our contractors	36% satisfaction	32% satisfaction	35% satisfaction

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
				Not Achieved	are finalising city-wide footpath condition assessments across urban network area. This will assist our pro-active approach to managing the network more efficiently.	Not Achieved	Not Achieved	Not Achieved
	Maintain the perception (resident satisfaction) that Christchurch is a walking friendly city [16.0.10]	Annual Resident satisfaction survey	>=85% resident satisfaction	74% satisfaction	The satisfaction levels recorded from 2021 onwards tend to return a max score of 74%. This may represent a more achievable target going forward based on the methodology change that occurred in 2021.	74% satisfaction	71% satisfaction	70% satisfaction
				Not Achieved		Not Achieved	Not Achieved	Not Achieved
	Respond to customer service requests within appropriate timeframes (The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the timeframe specified in the Maintenance contracts) (DIA 5) [16.0.13]	The percentage of customer service requests relating to roads and footpaths repairs that are completed or inspected and programmed within timeframes specified in maintenance contracts. Mandatory measures as per the 2010 amendment to the Local Government Act and the Department of Internal Affairs Non-Financial Performance Measures Rules 2013. DIA Measure 5	>=80% customer service requests are completed, or inspected and programmed within timeframes	66% of customer service requests responded to within appropriate timeframes	Given the high volume of tickets that are processed through the Transport Unit (>50,000) there is a need to review and streamline the response process to ensure that clear and consistent information is communicated and that SLA's are appropriate. Currently there is a disconnect between different information sets and this needs to be addressed in a process improvement.	84% of customer service requests responded to within appropriate timeframes	75% of customer service requests responded to within appropriate timeframes	79% of customer service requests responded to within appropriate timeframes
				Not Achieved		Achieved	Achieved ☞	Achieved ☞
	Maintain customer satisfaction with the ease of use of Council on-street parking facilities [10.3.3]	Annual Resident satisfaction survey	>=50%	55% satisfaction	N/A	56% satisfaction	55% satisfaction	49% satisfaction
				Achieved		Achieved	Achieved	Not Achieved

☞ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	Maintain customer satisfaction with vehicle and personal security at Council off-street parking facilities [10.3.7]	Annual Resident satisfaction survey	>=50%	72% satisfaction	In the last year, we have installed a “Security” sign above the Guards Office which is located on the ground level of the car park. Guards are also required to regularly check each level of the building, and both of these have likely increased their visibility to users	78% satisfaction	77% satisfaction	52% satisfaction
				Achieved		Achieved	Achieved	Achieved
Environment								
Our networks and services are environmentally sustainable and increasingly resilient	Increase the share of non-car modes in daily trips [10.0.2]	Proportion of trips undertaken by non-car modes based on Life in Christchurch survey.	>=37% of trips undertaken by non-car modes	31.4% of trips undertaken by non car mode	The current year result was down from the previous years survey by 1.1%. This was primarily due to a drop in the share of cycle users. The measure is based on self-reported data, from a non-representative survey, meaning it is difficult to understand if any changes in the Level of Service are really due to underlying changes in mode, or due to fluctuations in the respondents or responses. Certainly, a drop in cycle users does not accord with empirical data from Council’s cycle counters, which continue to show growth	32.5% of trips undertaken by noncar mode	30.2% of trips undertaken by noncar mode	Unknown
				Not Achieved		Not Achieved	Not Achieved	Not Achieved
	Increase the infrastructure provision for active and public modes [10.5.42]	Total combined length of bus priority lanes, shared-paths, cycle paths, cycle lanes and marked quiet streets in kilometres (inclusive of the assets along state highways)	>= 625 kilometres (total combined length)	643 kilometres	N/A	626 kilometres	614 kilometres	581 kilometres
				Achieved		Achieved 📈	Achieved 📈	Achieved 📈
	Improve the perception (resident	Annual Resident satisfaction survey	>=67%	67% satisfaction	N/A	65% satisfaction	66% satisfaction	65% satisfaction

 - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	satisfaction) that Christchurch is a cycling friendly city [10.5.2]			Achieved		Not Achieved	Achieved	Achieved
	More people are choosing to travel by cycling [10.5.3]	Number of average daily cyclist detections from citywide counters at 25 cycle counters on weekdays	>=12,500 average daily cyclist detections	12,233 daily cycle detections	98% of the 12,500 average daily cycle detections target was achieved. The variance of 2% is due to a range of reasons beyond the control of the unit such as count equipment failures, disruption to cycle route due to road works or poorer than average weather patterns. The upward trend towards increasing cycle use is still occurring although the rate of increase is slowing	12,179 daily cycle detections	11,472 daily cycle detections	11,400 average daily cyclists' detections
				Not Achieved		Not Achieved ☹️	Not Achieved ☹️	Not Achieved ☹️
	Improve customer satisfaction with public transport facilities (quality of bus stops and bus priority measures) [10.4.4]	Annual Resident satisfaction survey	>=73%	79% satisfaction	Work to improve bus stop infrastructure will continue in line with LTP programmes. Maintenance of bus stops will be continued in line with contractual obligations	69% satisfaction	76% satisfaction	72% satisfaction
				Achieved		Not Achieved	Achieved	Achieved ☹️

☹️ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details.

What did it cost?

Transportation

Statement of cost of services for the year ending 30 June 2025

2024		2025	2025
Actual		Actual	Long Term Plan
\$000		\$000	\$000
Cost of services			
158,894	Transport access	177,503	169,217
14,747	Transport environment	15,837	13,881
8,581	Transport safety	9,001	7,739
182,272		202,341	190,837
Operating revenue from services			
37,159	Transport access	37,415	41,260
3,685	Transport environment	3,550	1,577
3,397	Transport safety	2,982	2,427
44,241		43,947	45,264
53,483	Capital revenues	43,965	73,815
18,003	Vested assets	11,131	7,803
66,545	Net cost of services	103,298	63,955

Explanation of significant variances

Transport access

Cost of services was \$8.3 million more than plan, due to \$9.7 million higher maintenance costs, \$2.0 million higher depreciation and \$0.7 million infrastructure write-offs. This is partially offset by lower \$2.6 million electricity costs, \$0.9 million less planning and asset management costs, \$0.9 million higher staff costs recoveries, \$0.2 million gain on assets disposal and \$0.1 million less infringements costs.

Cost of services was \$18.6 million more than 2024, mainly because of \$15.0 million maintenance costs due to and higher planned and reactive maintenance and weather related costs, \$2.5 million higher depreciation, increased debt servicing costs of \$1.0 million due to more borrowings related to major capital programmes, \$1.5 million more internal charges and overheads, \$1.0 million more personnel costs due to more staff, and \$0.4 million more asset planning and delivery costs. This is partially offset by \$1.9 million less electricity costs and \$1.0 million capital project write offs.

Operating revenue from services was \$3.8 million less than plan, mainly due to \$5.5 million less NZTA subsidy driven by lower maintenance related subsidies, less electricity and less NZTA administration fees subsidy. This is partially offset by \$0.6 million more parking infringement fines, \$0.5 million more commercial revenues, \$0.3 million shared services fees, \$0.1 million more than planned temporary traffic management revenue; and \$0.1 million grant for feasibility.

Transport environment

Cost of services was \$2.0 million more than plan, mainly due to more costs on Street tree compliance project, better off funding active travel project and infrastructure write-offs higher than planned.

Cost of services was \$1.1 million more than 2024, mainly due to more costs on Street tree compliance project and better off funding active travel project, and higher depreciation, partially offset by less infrastructure write-offs.

Operating revenue from services was \$2.0 million more than plan, mostly due to higher NZTA subsidies due to higher costs and more costs qualifying for the subsidy than planned.

Transport safety

Cost of services was \$1.3 million more than plan, mainly because of more safety related road maintenance work and higher depreciation than planned.

Operating revenue from services was \$0.6 million more than plan, mainly because there was an increase in NZTA subsidy due to increased maintenance work.

Capital revenues

Capital revenues were \$30 million less than plan, mainly due to \$24.9 million less Crown funded revenues. NZTA capital subsidies were also \$4.0 million less than plan due to delays in delivery of NZTA subsidised projects which will be completed later than expected.

These were offset by Development Contributions which were \$4.8 million more than plan because of more subdivision assets handed over to Council, and unplanned \$5.6 million NZTA funding for revoked roads.

Capital revenues were \$1.8 million more than 2024, mainly due to \$5.6 million NZTA funding for revoked roads and \$3.6 million more NZTA subsidies, partially offset by \$6.8 million decreased spend on Crown funded projects and \$0.4 million from decreased Development Contributions from subdivisions.

Vested assets

Vested assets were \$3.3 million higher than plan, due to more subdivision assets vested to Council than planned

2025 was \$6.9 million lower than 2024, due to less subdivision assets vested to Council.

Transportation**Funding impact statement
for year ending 30 June 2025**

	2025 Actual \$000	2025 Long Term Plan \$000	2024 Long Term Plan \$000
Sources of operating funding			
General rates, uniform annual general charge, rates penalties	96,324	96,650	72,878
Targeted rates	3,358	3,369	3,262
Subsidies and grants for operating purposes	26,097	29,285	22,412
Fees and charges	10,837	10,151	10,026
Local authorities fuel tax, fines, infringement fees, and other receipts	7,014	5,828	7,102
Total operating funding (A)	143,630	145,283	115,680
Applications of operating funding			
Payments to staff and suppliers	97,580	89,890	69,578
Finance costs	11,199	11,199	7,740
Internal charges and overheads applied	6,175	6,175	4,706
Other operating funding applications	714	811	683
Total applications of operating funding (B)	115,668	108,075	82,707
Surplus (deficit) of operating funding (A-B)	27,962	37,208	32,973
Sources of capital funding			
Subsidies and grants for capital expenditure	35,624	70,267	50,164
Development and financial contributions	8,341	3,548	3,658
Increase (decrease) in debt (internal funding)	57,552	40,107	51,437
Total sources of capital funding (C)	101,517	113,922	105,259
Applications of capital funding			
Capital expenditure			
- to replace existing assets	66,085	67,417	63,073
- to improve the level of service	58,980	79,334	53,825
- to meet additional demand	1,909	4,379	21,334
Increase (decrease) in reserves	2,505	-	-
Total applications of capital funding (D)	129,479	151,130	138,232
Surplus (deficit) of capital funding (C-D)	(27,962)	(37,208)	(32,973)
Funding balance ((A-B) + (C-D))	-	-	-

‘Explanation of significant variancesOperating funding

The operating funding was \$1.7 million lower than planned in the Long-Term Plan, mainly due to less NZTA funding, partially offset by more fees and charges, more fines, infringement fees and other receipts as mentioned above.

Application of operating funding

The application of operating funding was \$7.6 million more than planned, mainly due to maintenance costs transferred from capital project driven by a project review.

Capital funding

Total capital funding was \$12.4 million less than plan, mainly due to \$24.9 million less Crown funded revenues and \$4 million less NZTA fund. This is partially offset by \$6.1 million more debt funding. Also, development contributions were \$4.8 million more. In addition, \$5.6 million NZTA funding were received for revoked roads.

Applications of capital funding

Applications of capital funding were \$21.7 million less than plan. This variance is primarily due to project timing changes, with several projects originally planned for FY25 delayed because of adjustments in delivery timelines. Key contributors include

cycleway projects in the northern area, public transport infrastructure improvements, safety projects, and developer-led growth projects. This is partially offset by \$2.5 million increase in reserves.

Significant capital expenditure

Significant capital expenditure included Cycleway projects \$19.5 million, Accessible Cities \$18.4 million, Carriageway Sealing / Surfacing \$16.7 million, Road Pavement Replacement \$9.7 million, Carriageway Smoothing \$9.3 million, Traffic Signals \$8.1 million, Safety improvement \$7.7 million, CPG City Streets Quotes \$6.4 million and Street Renewals \$6.4 million.

Council activities and services

Solid Waste & Resource Recovery

What is Solid Waste & Resource Recovery, and what does the Council do?

We collect, process, and dispose of the city's residential solid waste and work with the community and our contractors to reduce the waste we send to landfill. We work with residents, businesses and organisations to encourage them to divert waste from landfill and minimise the waste they produce.

We maintain closed landfills around the city and on Banks Peninsula and are responsible for the ongoing monitoring and maintenance, including closure and aftercare of the old Burwood landfill utilised for earthquake recovery.

Why is the Council involved?

We provide solid waste collection, processing, and disposal to protect the health of the community. Our involvement in waste reduction, reuse, recycling and processing of organics is to ensure we use resources sustainably.

Waste minimisation and availability of appropriate disposal services contribute to the environmental and economic community wellbeing. A suitable resource recovery system ensures the reliable collection and processing of recycling and organics, alongside the disposal of any residual waste in a cost-effective and environmentally acceptable way.

Resource recovery contributes towards achieving two of the five goals in our community outcomes, by helping to make a healthy environment and a prosperous economy with a modern and robust infrastructure and facilities network.

How does it affect me?

We collect and manage residual waste appropriately to ensure a healthy, safe environment for all to live in. We collect and manage recycling and organics to maximise any recovery potential which in turn can support business opportunities and the creation of employment.

What activities are involved?

Recyclable materials collection and processing

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

Organic material collection and composting

We collect and process kitchen and garden waste from households. We also accept garden waste for composting at our transfer stations (EcoDrops) and encourage home composting and worm farms.

A new organics processing solution is proposed to be developed by 2027. The new solution will be a facility capable of processing kerbside organics and greenwaste into a range of products including biofuels (solid and gas) and a liquid fertiliser. The new solution is proposed to be based at Aruhe Road in Hornby in a heavy industrial zone. The new facility development is contingent on achieving resource consent.

Residual waste collection and disposal

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

Landfill aftercare

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

Education

Education is an important aspect enabling residents to make informed decisions on the best waste practices focusing on the best environmental and social outcomes.

We work closely with other councils across the region on aligned campaigns and hold regular workshops and information sessions for our residents.

Working with others

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

What did we achieve?

The kerbside collection system continues to perform well, diverting approximately 65% of waste from landfill and continues to rate highly in our annual residents' survey.

The kerbside audit programme and supporting education and awareness programmes continue to be delivered resulting in up to 99% of all kerbside recycling loads being accepted at the Material Recovery Facility for processing. The other 1% are rejected due to contamination and sent to landfill for disposal.

Council continues to deliver the objectives identified in the Waste Management and Minimisation Plan in 2020, a six-year plan addressing how Council will deliver its waste and resource recovery services. This plan, supported by a detailed action plan outlines the short, medium, and long-term strategies to minimise waste.

In 2024/25 Council continued planning for a number of closed landfill projects including monitoring works at Horseshoe Lake and Bexley, and seawall works at Okains Bay.

Burwood Landfill Site C continues to operate and receive low level contaminated soils from construction projects around the city and surrounding district.

Procurement planning continues for the future waste management and minimisation services contract which will include glass management, repurposing services, kerbside collection services, transfer station operations and material recovery operations. The tender process will take place over 2026 with Contract award(s) completed by March 2027. This will provide a 2-year lead in time to the new Contract(s) start date of April 2029.

Gas extracted from the Burwood closed landfill continues to be used at the Civic Offices building for heating, cooling, and lighting, the Christchurch Art Gallery for heating and the

Christchurch Wastewater Treatment Plant for drying biosolids. The availability of the landfill gas is projected to reduce going forward due to the age of the waste within the landfill. Alternative fuel sources are being investigated in anticipation of reducing landfill gas over time.

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

We are currently working through the planning stage of the transfer station redevelopment project. This project is placing a particular emphasis on asset renewal and replacement, operational efficiency improvements, and upgrading the resource recovery facilities at the three city transfer stations. The project is split over a number of years: 2024/25 Planning, 2025/26 Procurement, 2026/27 onwards construction will commence. The construction works will be staged to ensure continuity of service to the community.

How did we measure up?

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Solid Waste and Resource Recovery				2025 Activity level of service result achievement summary				
				Achieved 11				
Waste information and education								
Engaging with community and industry to encourage positive waste disposal behaviour	Maintain awareness of putting the right items in the right bin [8.0.8]	Public events can form part of a campaign	Minimum of 4 campaigns per year	45 campaigns delivered	As awareness of the Resource Recovery Team’s programme to deliver education to community groups, organisations and at community events has grown, we have experienced an increase in requests over the last 12 months	30 campaigns delivered	9 campaigns delivered	11 Campaigns
				Achieved		Achieved	Achieved	Achieved
Waste Collection								
Collection and processing of waste, recycling, and organics either at the kerbside or through the provision of public transfer stations	Kerbside wheelie bins emptied by Council services [8.0.2]	Recorded and reported monthly by collections contractor	At least 99.5% collection achieved when items correctly presented for collection	99.84% of rubbish bins 99.89% of organics bins 99.91% of recycling bins	N/A	99.84% of rubbish bins 99.90% of organics bins 99.90 % of recycling bins	When correctly presented at kerbside: 99.78% of rubbish bins 99.73% of organics bins 99.88% of recycling bins	99.86% of rubbish bins emptied when correctly presented at kerbside 99.88% of organics bins emptied when correctly presented at kerbside 99.94% of recycling bins emptied when correctly presented at kerbside
				Achieved		Achieved	Achieved	Achieved
	Resident satisfaction with kerbside collection service [8.0.3]	Annual Residents satisfaction survey Measuring and managing customer satisfaction with	At least 82%	84% satisfaction	N/A	84% satisfaction	82% satisfaction	78% satisfaction

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
		Council kerbside collection services		Achieved		Not Achieved ㉔	Achieved ㉔	Not Achieved ㉔
	Recyclable materials collected by Council services and received for processing at the Materials Recovery Facility (MRF) [8.0.1]	Weight of material as reported by contractor received at Material Recovery Facility from Council services divided by population	70kg (+40%/-10%) recyclable materials / person / year	72.00 kg per person per year.	We divide the amount of recycling received via the yellow bins, the ecodrops public recycling drop offs and commercial tonnages received, by the Stats NZ Christchurch district population numbers. Despite having less rejected loads this FY (24-25) in comparison to 23-24). overall tonnages coming through had decreased, and the overall amount per person was decreased. This was because commercial tonnages were down, while the population numbers available (Stats NZ), had increased. In FY 2023 to 2024 the population number used was 389,300, and the total tonnages that FY year was 31,823.47 tonnes In FY 2024 to 2025 the population was 415,100 however the total tonnages that FY year was 29,885.74 tonnes	82.7 kg per person	74.6 kg per person	76.80 kg per person
				Achieved		Achieved	Not Achieved	Achieved
	Total organic material collected at Council facilities and diverted for composting [8.2.1]	Weight of material as reported by contractor received at Council facilities, divided by population	> 200kg + 30% / - 10% / person / year	198 kg per person	N/A	193.86kg per person	202.52 kg per person	220.27 kg per person
				Achieved		Achieved	Achieved	Achieved

㉔ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	Total residual waste collected by Council services [8.1.2]	Key business driver Measuring and managing kerbside waste sent to landfill by Council services. Is also an indicator of community behaviour towards reducing waste to landfill. Weight of Kerbside material received at Nominated Council Facilities as reported by contractor divided by population	<=110kg/ person/ year	107.35kg/person/year	N/A	103.18kg/person/year	106.12 kg per person	110.92 kg per person
				Achieved		Achieved	Achieved ☞	Achieved ☞
	Provide accessible drop off facilities for materials not accepted in the kerbside collection or in excess of the kerbside allocation [8.1.5.3]	Maintain publicly accessible facilities. Record all incoming tonnages	4 public transfer stations (3 city and 1 rural); with operating hours of: City sites - 7 days a week (07:00-16:30) Rural Site - min of 3 days a week (12:00-16:00)	3 city transfer stations available 7 days a week (07:00- 16:30) and 1 rural transfer station available 5 days a week (12.00 - 16.00) during summer and 3 days a week (12:00-16:00) during winter. Stations are closed 5 days a year (Christmas day, Boxing Day, New Years Day, Easter Good Friday and ANZAC day)	N/A	3 city transfer stations available 7 days a week (07:00-16:30) and 1 rural transfer station available 5 days a week (12.00 - 16.00) during summer and 3 days a week (12:00-16:00) during winter Stations are closed 5 days a year (Christmas day, Boxing Day, New Years Day, Easter Good Friday and ANZAC day)	Four public transfer stations were provided (3 city and 1 rural)	3 city transfer stations available 7 days a week (07:00-16:30) and 1 rural transfer station available 5 days a week (12.00 -16.00) during summer and 3 days a week (12:00-16:00) during winter
				Achieved		Achieved	Achieved	Achieved
	Deliver a Household Hazardous Waste Collection Day for Banks Peninsula [8.1.5.4] ¹	Contract reporting	1 per annum	1 per annum. Took place 12 October 2024.	N/A	Target publicly reported for the first time in the Long Term plan 2024-2034		
				Achieved				

¹ Level of service '8.1.5.4 Deliver a Household Hazardous Waste Collection Day for Banks Peninsula' was moved to a Community Level of Service.

☞ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	Organic materials collected by Kerbside Collection and received for processing at the Organics Processing Plant (OPP) [8.2.7] ²	Weight of material as reported by contractor received at Organics Processing Plant from Kerbside collection divided by population	140kg +40%/-10% organic materials / person / year	126.82 kg organic materials / person / year	N/A	Target publicly reported for the first time in the Long Term plan 2024-2034		
				Achieved				
Landfill and waste processing management								
Effective and compliant management of current and closed landfill (including transportation) and landfill gas capture and reticulation	Maximise beneficial use of landfill gas collected from Burwood landfill: Landfill gas to be available to facilities that utilise the gas [8.1.7]	Landfill gas measured and recorded as distributed on demand to users' facilities	At least 95% of the time	96.31% of the time	N/A	96.52% availability	97.98% availability	97.59% availability
				Achieved		Achieved	Achieved	Achieved
	Consent compliance for: Council transfer stations and recycling centres, Material Recovery Facility, operation of Council's Organics Processing Plan, closed Council landfills, operations at Burwood Resource Recovery Park (BRRP) [8.1.9] ³	No major or persistent breaches of consents set for MRF each year, as reported by Environment Canterbury or Christchurch City Council City Plan	No major or persistent breaches of consents	No major or persistent breaches of consents	N/A	New measure in the Long Term plan 2024-2034		
				Achieved				

² Level of service '8.2.7 Organic materials collected by Kerbside Collection and received for processing at the Organics Processing Plant (OPP)' was moved to a Community Level of Service.

³ Level of service '8.1.9 Consent compliance for: Council transfer stations and recycling centres, Material Recovery Facility, operation of Council's Organics Processing Plan, closed Council landfills, operations at Burwood Resource Recovery Park (BRRP)' is a new measure adoption with the 2024/2034 Long Term plan.

☞ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details.

What did it cost?

Solid waste and resource recovery					
Statement of cost of services					
for the year ending 30 June					
2024			2025	2025	
Actual			Actual	Long Term Plan	
\$000			\$000	\$000	
Cost of services					
68,571	Solid waste & resource recovery		62,466	75,208	
68,571			62,466	75,208	
Operating revenue from services					
22,911	Solid waste & resource recovery		25,815	22,710	
22,911			25,815	22,710	
45,660	Net cost of services		36,651	52,498	

Explanation of significant variances

The net cost of service was \$15.8 million less than plan for 2025 due to additional revenues from landfills, reduced landfill aftercare provision and reduced processing and collection costs.

The cost of service was \$6 million less than 2024 due to \$5.6 million less for the landfill aftercare provision, \$2.2 million internal Burwood landfill revenue, \$1.6 million higher residual waste costs, \$1 million lower recycling processing costs, and \$0.8 million higher collection costs.

Operating revenue was \$3.1 million higher than plan due to higher revenue from Burwood landfill, residual waste disposal fees, and term rentals. This is partially offset by reduced levies.

Operating revenue is \$2.9 million higher than 2024 due to higher revenue from Burwood landfill.

Solid waste and resource recovery**Funding impact statement
for year ending 30 June 2025**

	2025 Actual \$000	2025 Long Term Plan \$000	2024 Long Term Plan \$000
Sources of operating funding			
General rates, uniform annual general charge, rates penalties	24,006	24,087	21,238
Targeted rates	28,917	29,015	29,123
Subsidies and grants for operating purposes	6,986	9,000	4,390
Fees and charges	9,385	7,210	7,029
Local authorities fuel tax, fines, infringement fees, and other receipts	9,444	6,500	-
Total operating funding (A)	78,738	75,812	61,780
Applications of operating funding			
Payments to staff and suppliers	56,015	69,863	57,196
Finance costs	260	260	315
Internal charges and overheads applied	2,445	2,445	1,923
Other operating funding applications	1,409	612	-
Total applications of operating funding (B)	60,129	73,180	59,434
Surplus (deficit) of operating funding (A-B)	18,609	2,632	2,346
Sources of capital funding			
Increase (decrease) in debt (internal funding)	(11,367)	6,993	1,437
Total sources of capital funding (C)	(11,367)	6,993	1,437
Applications of capital funding			
Capital expenditure			
- to replace existing assets	1,599	3,321	2,597
- to improve the level of service	5,611	6,304	1,186
Increase (decrease) in reserves	32	-	-
Total applications of capital funding (D)	7,242	9,625	3,783
Surplus (deficit) of capital funding (C-D)	(18,609)	(2,632)	(2,346)
Funding balance ((A-B) + (C-D))	-	-	-

Explanation of significant variancesOperating funding

Operating funding was higher than plan by \$2.9 million due to additional Burwood landfill revenue, residual waste disposal fees, and term rentals. This is partially offset by reduced grants and subsidies.

Application of operating funding

The application of operating funding was \$16 million lower than plan due to reduced landfill aftercare provision, internal landfill revenues and lower collection and processing costs.

Capital funding

Debt requirements were \$18.3 million lower than plan largely due to the reduced applications of operating funding.

Capital Expenditure

Capital expenditure was \$2.4 million lower than planned. Transfer stations building and plant renewals, and closed landfill remediation are all now planned for delivery in future years.

Significant capital expenditure

Significant capital expenditure included solid waste renewals and transfer station development and improvements.

Council activities and services

Housing

What is housing, and what does the Council do?

Community housing is a form of assisted or non-market housing working alongside private housing in the open market, meeting housing need through a range of social and affordable rental and home ownership options. Community housing complements and includes the public (or social) housing traditionally provided by central or local government, and other community providers.

The Council's housing activity currently provides community housing through ownership of social housing complexes. The housing units are owned by Council and leased to a Community Housing Provider (CHP) and other organisations who then sub-let the units to those in need. These organisations have their own tenant eligibility criteria, however most are based on affordability and assessed housing need.

Our housing assets mainly comprise studio and one-bedroom units with a small percentage of two-, three- and four-bedroom units.

Housing is a key area through which the Council's social and economic wellbeing objectives are achieved.

Why is the Council involved?

Dating back to 1938, Council's long-standing commitment to community housing continues to support the wellbeing of Christchurch residents. By providing safe, accessible, and affordable homes, we help ensure that people on low incomes, including older adults and those living with disabilities, have secure housing options that meet their needs.

Liveable city

- Christchurch has a sufficient supply of, and access to, a range of housing - by providing social housing, Council contributes to the supply of housing for those in need who would otherwise find it hard to access warm, dry and secure homes.

Strong communities

- Strong sense of community – having access to housing is key to a sense of community as it enables people to take part in the community and access services and facilities.
- Active participation in civic life – not having a home inhibits participation in civic life. A home address makes it easier to take part in or use basic services in the community such as enrolling to vote, getting a bank account or even a library card.
- Safe and healthy communities - having a home is the first step to keeping a person safe and healthy. Providing homes to those in need helps keep both the occupant and the public feeling safe.

Healthy environment

- Sustainable use of resources - our housing is built, maintained and renewed in a way which promotes sustainability and energy efficiency.

Prosperous economy

- An inclusive, equitable economy with broad-based prosperity for all - housing is a key area through which social and economic wellbeing is influenced. Adequate housing is strongly linked to economic performance.

How does it affect me?

If you or someone you know is elderly or living with a disability, is on a low income or has particular needs, you (or they) may be eligible to apply for social housing.

What activities are involved?

Our housing activity provides asset management, maintenance, and a partnership programme that supports the provision of affordable accommodation to people on low incomes.

The tenancy management and maintenance functions are managed by the Ōtautahi Community Housing Trust (ŌCHT). They administer the day-to-day management of tenancy matters. These include - tenancy application and allocation services, inspections, risk management, maintenance and health and safety, partnerships with welfare and support agencies and a social activity and engagement programme. We continue to undertake consultation and engagement with ŌCHT in respect of the ongoing major repair and renewal programme.

What did we achieve?

The last year has been a busy one for Council and its partner, Ōtautahi Community Housing Trust (ŌCHT), delivering new builds and maintenance works that have increased the supply and the quality of community housing in the city.

On the supply side, ŌCHT has 65 new homes in construction and a further 100 homes in planning. The 65 new homes replace 33 bedsits and two two-bedroom homes with 118 bedrooms in one-, two-, three-, and four-bedroom homes. This is ŌCHT's first building project installing solar panels with the aim of feeding the grid rather than households under the roof.

This year marked the fourth year that ŌCHT delivered major maintenance and unit renewals. Through integrated planning between reactive repairs and scheduled programmes of work, they continue to deliver benefits that enhance the tenant experience. Three years after completing the Warm and Dry Programme, tenant satisfaction with the warmth and dryness of their homes remains high. The programme ensured our properties met the standards set by the Healthy Homes Guarantee Act 2017 and the Residential Tenancies (Healthy Homes Standards) Regulations 2019. Currently, 86% of tenants are satisfied with their heat pumps, and 81% agree their homes are warm, dry, and weathertight.

In the first year of major maintenance, ŌCHT completed two full complex upgrades, and focused on carrying out minor or major refurbishments during vacancy periods to manage the complexity and imposition of moving tenants to temporarily partially closed complexes for upgrade work. Compared to the previous year when 76 major interior upgrades occurred, this year there were 106 major upgrades completed. Of the upgrades completed, 77 homes received a new kitchen, and 86 homes had their bathrooms upgraded. A further 44 homes had hazard remediation works. In preparation for the next tenants, 45 homes were given a minor upgrade, compared to 146 homes in FY24. A further 142 homes went through the vacant process without requiring any upgrades, which demonstrates the overall condition of the portfolio is improving compared to three years ago.

ŌCHT has a three-year rolling asset management plan with Council. Planned upgrades continued with exterior paints at four complexes, tree maintenance carried out at five complexes, fence replacements at eight complexes, roof replacements at five

complexes, exterior lighting upgrades at one complex, and three waters infrastructure upgrades at two complexes. Two complexes had line markings repainted and two had pathway upgrades.

Unfortunately, over the year two units were significantly damaged by fire. ŌCHT continued its partnership with FENZ to install additional smoke alarms, exceeding regulatory requirements.

Overall satisfaction with housing services remains high and stable. In the recent tenant survey 76% of tenants were satisfied with the condition of their home (77% in 2023/24), 75% were satisfied with the tenancy services (76% in 2023/24), and 79% were satisfied with the call centre, the same as in 2023/24.

This year, Council agreed to ŌCHT operating outside of the Christchurch City Council district to support requests from Councils involved in the Greater Christchurch Partnership with increased affordable housing in their districts. This activity will not alter ŌCHT's focus on its beneficiaries, the people of Christchurch City Council's district. ŌCHT will always be focused on the Christchurch City Council district because of the size of its community housing portfolio.

The future direction for Council's role in both public and affordable housing is focused on facilitating achieving agreed Council objectives working in partnership with other providers. Key strategic priorities are to investigate options for the provision of community housing at scale, and to ensure the use of Council land and resources supports and retains a range of community housing.

How did we measure up?

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Community Housing ¹				2025 Activity level of service result achievement summary				
				Achieved 4				
Community Housing Asset Management								
Council contributes to the community housing supply in Christchurch with tenants of Council owned housing complexes well	Council facilitates and/or funds community housing supply [18.0.1]	Annual contribution total includes units owned by Council or its subsidiaries, Units transferred to OCHT, new units facilitated by Council	At least 2,080 units	2,482 units (1,908 Council owned units and 574 OCHT owned unit)	A change in national focus from central government negatively impacts on the future pipeline of additional public housing in the South Island and this has led to the cancellation of planned housing developments/asset sales. This has had an impact on the timing between the demolition of end-of-life units and the completion of new units	2,489 units (1,912 Council owned units and 577 OCHT owned unit)	2,543 units (1,938 Council owned units, and 605 OCHT owned units)	2,554 units (1,944 Council owned units, and 610 OCHT owned units)
				Achieved		Not Achieved ☹	Achieved ☺	Achieved ☺
	Council maintains Community Housing as a rates-neutral service [18.0.7]	The Social Housing fund is solvent (i.e., >\$0 and able to meet all budgeted costs on an annual basis) A principle of its Community Housing Strategy 2007 is that Council's community housing provision is self-funding. This is further reinforced in the goals, where provision is to be "rates neutral"	The Social Housing fund is solvent (i.e., >\$0 and able to meet all budgeted costs on an annual basis)	The Social Housing fund remains solvent with \$2.677 million available	For the Council-owned, OCHT-managed portfolio, rents and subsidies do not generate sufficient revenue to cover essential maintenance and operating costs over the life of the Long-Term Plan. Assets sales are necessary to ensure a balanced budget. Asset sales allow for a reduction in costs and the generation of revenue to use in essential renewals. A change in national focus from central government	The Social Housing fund remains solvent with \$3.088 million available	The Social Housing fund remains solvent with \$991,000 available	\$422,000 available in Social Housing fund

¹ Level of service '18.0.4 Council makes a contribution to the social housing supply in Christchurch - Council owned units are available for use' was discontinued during the adoption of the 2024/2034 Long Term plan.

☹ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
				Achieved	negatively impacts on the future pipeline of additional public housing in the South Island and this has led to the cancellation of planned housing developments/asset sales, which has ultimately impacted the housing fund.	Achieved	Achieved	Achieved
	Tenant satisfaction with condition of unit [18.0.5.1]	Proportion of tenants satisfied or very satisfied with condition of unit, based on OCHT tenant satisfaction survey	>=70%	76%	N/A	77% satisfaction	81% satisfaction	82% satisfaction
				Achieved		Achieved	Achieved	Achieved
	Tenants of Council owned housing complexes are well housed according to the Healthy Homes Guarantee Act 2017, and the Residential Tenancies (Healthy Homes Standards) Regulations 2019 [18.0.4.5]	Maintain compliance with the Healthy Homes Guarantee Act 2017, and the Residential Tenancies (Healthy Homes Standards) Regulations 2019	100% Council owned units comply with regulations	100% Council owned units comply with regulations.	N/A	100% Council owned units comply with regulations	100% of Council owned units comply with the Healthy Homes Guarantee Act 2017, and the Residential Tenancies (Healthy Homes Standards) Regulations 2019	100% of Council owned units comply with the Healthy Homes Guarantee Act 2017, and the Residential Tenancies (Healthy Homes Standards) Regulations 2019
				Achieved		Achieved	Achieved	Achieved

What did it cost?

Housing			
Statement of cost of services			
for the year ending 30 June			
2024		2025	2025
Actual		Actual	Long Term Plan
\$000		\$000	\$000
Cost of services			
18,385	Housing	20,523	18,438
18,385		20,523	18,438
Operating revenue from services			
16,164	Housing	16,695	16,319
16,164		16,695	16,319
(86)	Capital revenues	116	-
2,307	Net cost of services	3,712	2,119

Explanation of significant variances

The cost of service was \$2.1 million higher than plan due to additional depreciation and recognition of an expected loss on disposal of property, this is partially offset by reduced maintenance and insurance.

The cost of service was \$2.1 million higher than 2024 due to additional depreciation and recognition of an expected loss on disposal of property, this is partially offset by reduced maintenance.

Operating revenue was \$0.4 million higher than planned due to additional rental. Operating revenue was \$0.5 million higher than 2024 as a result of CPI indexed rent increases.

Housing**Funding impact statement
for year ending 30 June 2025**

	2025	2025	2024
	Actual	Long Term Plan	Long Term Plan
	\$000	\$000	\$000
Sources of operating funding			
Fees and charges	16,696	16,319	17,079
Local authorities fuel tax, fines, infringement fees, and other receipts	115	-	44
Total operating funding (A)	16,811	16,319	17,123
Applications of operating funding			
Payments to staff and suppliers	10,776	11,624	9,662
Internal charges and overheads applied	645	645	509
Total applications of operating funding (B)	11,421	12,269	10,171
Surplus (deficit) of operating funding (A-B)	5,390	4,050	6,952
Sources of capital funding			
Increase (decrease) in debt (internal funding)	574	5,500	-
Total sources of capital funding (C)	574	5,500	-
Applications of capital funding			
Capital expenditure			
- to replace existing assets	5,424	5,182	4,995
Increase (decrease) in reserves	540	4,368	1,957
Increase (decrease) of investments	-	-	-
Total applications of capital funding (D)	5,964	9,550	6,952
Surplus (deficit) of capital funding (C-D)	(5,390)	(4,050)	(6,952)
Funding balance ((A-B) + (C-D))	-	-	-

Explanation of significant variancesOperating funding

Operating funding received was \$0.5 million higher than plan due to rental increases.

Application of operating funding

The application of operating funding was \$0.8 million lower due to lower maintenance and insurance costs.

Capital funding

Borrowing of \$0.5 million was incurred to on-lend to Ōtautahi Community Housing Trust (ŌCHT) to fund the ongoing development of community housing units.

Capital expenditure

Capital expenditure was \$0.2 million more due to prior year renewals carried forward.

Significant capital expenditure

Significant capital expenditure included reactive renewals of \$5.4 million.

Council activities and services

Regulation and Compliance

What is regulation and compliance, and what does the Council do?

The Council prepares plans, policies and regulations in accordance with its legal obligation to guide the city's future development and help make the city a safe and healthy place for people to live, work and visit. Our regulation and compliance teams make sure we follow all laws and rules that apply to the city.

Why is the Council involved?

Local government is responsible for, among other things, promoting sustainable management of the natural and physical resources under the Resource Management Act 1991 (RMA). Under the Act, councils are required to prepare a district plan with objectives, policies and rules to manage the effects of land use on the community and wider environment. The RMA sets out the matters which the Council must consider in preparing its district plan, and the processes it must follow.

Regulation and compliance services are needed to administer the laws that govern where activities occur and their effects, building and development work, the health and safety of licensed activities, and the keeping of dogs. The Council enforces compliance with regulations, monitors individual licences and approvals, investigates complaints and non-compliance, and assesses the potential effects of various activities while still enabling builders, developers and property owner's reasonable use of their property and opportunities to carry on their business.

Regulation and compliance activities contribute to the environmental, social, cultural and economic wellbeing of the community through the provision of resource consents, building consents, licensing approvals, inspections of construction work, and enforcement of health, noise, and other bylaws.

They contribute toward the achievement of the city's community outcomes by helping to make Christchurch a safe city, a city of people who value and protect the natural environment, a healthy city and an attractive and well-designed city – four of the nine goals for our city that are included in our community outcomes.

This contribution is made by ensuring legislative requirements are complied with and nuisances are minimised while the consenting process minimises adverse effects and ensures a safe and attractive built and natural environment.

How does it affect me?

Residents use the Council's regulation and compliance services if they build a new home or commercial building, open a business, request a property report before buying a home, or express concern about noise. These services affect how residents handle dogs and stock, and where they can buy and consume alcohol. They also ensure that the places residents go to eat and drink are healthy and safe.

What activities are involved?

Regulatory compliance and licensing

Our regulatory compliance team protects the health and safety of the city by minimising potential hazards – this includes controlling dogs and wandering stock, controlling where alcohol can be sold and consumed, and carrying out health inspections at food outlets. The team ensures that residents and businesses comply with rules for building, and with the district plan and bylaws. It also responds to complaints about noise. Educating the public about the rules is a key part of the regulatory compliance team's work.

Building regulation

The processing and issuing of building consents, subsequent inspections and the issuing of code compliance certificates and compliance schedules are fundamental to ensuring the district has a safe and healthy environment. Collectively these functions are designed to ensure that new and existing buildings fully meet the requirements of the Building Act 2004, building regulations, building code and various building standards as required.

Earthquake prone buildings are managed in accordance with the provisions of the Building Act 2004. The team have identified priority and non-priority earthquake prone buildings in Christchurch and have developed a strategic approach to determining the required action (strengthening or demolition) in accordance with the relevant legislation.

Public advice is increasingly provided through online services such as web pages and email services, while duty phones and pre-application meetings are also being delivered to assist property owners, builders and developers. Front counter services are available but there is a decrease in the number of people using this service.

Regular and targeted stakeholder engagement is undertaken, including Engineering NZ, Master Builders, Certified Builders, Architectural Designers NZ, Housing NZ and a number of group home builders being the most predominant. Collaboration with other councils both locally and nationally is undertaken through the Mainland Building Consent Authority Cluster, and the Metro Strategic Building Managers Group.

The Quality Assurance Team support the Council's continued registration as a Building Consent Authority (BCA).

In March 2025, IANZ completed a routine accreditation assessment of the Council's BCA, with IANZ confirming that the assessment process determined that the BCA posed as a Low Risk. Continued accreditation was confirmed with the next assessment of the BCA planned as a Routine Assessment for March 2027.

Strategic Planning and resource consents

Resource consents are required when activities, development or building does not meet the requirements set out in the district plan. The plan has been developed in consultation with the community and sets a benchmark for environmental and amenity outcomes. Resource consents are processed to ensure outcomes are achieved and are required to be processed within statutory time frames to ensure development is not held up by lengthy regulatory processes. Information about the process and requirements is available by viewing Council's website or contacting the duty planner.

Land and property information services

This service provides Council's customers with property specific information to ensure building or property development decisions are based on good information. This assists customers in making informed decisions on regulatory related projects. We

provide this through general public advice services, project specific advice via pre-application meetings, and Land Information Memorandum (LIMs) and property file information upon request.

What did we achieve?

Our priority is always to maintain or enhance the quality of service. This was accomplished by the regular review and enhancement of our business processes, work practices and communications. There was a strong emphasis in the past year on delivering effective client relationship management services and improving the tone of our communications.

Regulatory compliance and licencing

Council monitors the district's environment to ensure the community and environment is safe and healthy. Compliance activities have increased in complexity on previous years, specifically in the areas of illegal building works and district plan non-compliance.

Our risk-based compliance strategy is used when prioritising investigations to ensure that resources are focused on attending to complaints in accordance with the risk profile and Council's strategic priorities.

There have been 84 complaints regarding dangerous buildings reported and investigated this year. Of these, 16 buildings were confirmed as dangerous under Section 121 of the Building Act 2004.

Proactive monitoring of freedom camping is carried out from Labour Weekend (October) through to 31 April each year. Outside of this period complaints are responded to on a reactive basis.

Alcohol licenses have continued to remain steady with application numbers being consistent with previous years. Food premises registrations have seen an increase over the last two years, indicating hospitality growth in the city there has also been an increase in change of ownerships reflecting the volatility of the current economic climate.

Food safety

There were 1875 food verification visits required to be carried out during the year. 1700 verifications were completed (91%). The

target of 98% was not met due to staff resourcing pressures and associated recruitment challenges, as well as having to revisit premises to ensure controls were in place to meet compliance.

Land Information Memorandum

There were 12,491 LIMs produced (100% within statutory timeframes) over the last financial year. This is an increase on the previous financial year and is representative of the property prices and lower interest rates making properties more affordable which is having an impact on LIM demand. The target for financial year 2024/25 has been met.

Building Regulations

Building Consenting

The demand for both commercial and residential building consents remained high for the year with 6.8% more consents processed in 2024/25 (5,496 consents) compared to 2023/24 (5,146 consents).

Strategic investments in recruitment and internal upskilling enabled the BCA to increase its compliance with statutory timeframes throughout the year. Additionally, these measures resulted in a significant reduction in the reliance on contractors throughout the second half of the year.

For the financial year in all, 95% of building consents were granted within the statutory timeframe compared to 73% in the previous year.

With considerable effort and focus throughout the year, processing timeframes have improved steadily since the first quarter and at the end of the year were at 97.5% for the month of June.

The overall customer satisfaction survey results for this activity remained high with an 81% satisfaction rating for the year.

Inspections

Given the steady volume and complexity of active building consents there remains significant demand for inspection services with 38,270 inspections undertaken (37,834 completed in the previous year)

Code compliance

Code Compliance Certificate processing activity remained high during the period with 4,619 certificates issued (93.7 % issued within the statutory timeframe) compared to 4,188 certificates issued in the previous year.

Building exemptions

Discretionary exemptions continue to remain popular with 1,845 granted (small increase from the previous year), with 99.8% being processed within the 10-day KPI.

Earthquake prone buildings

There are currently 469 buildings (159 priority buildings and 310 non-priority) on the MBIE National Earthquake Prone Building Register. This is a reduction of 78 buildings from the prior year's closing register.

Building warrant of fitness

There were 1,407 building audits completed during the period – an increase of 598 (74%) from the previous year.

Swimming Pool Audits

1,447 swimming pool audits were completed during the period, exceeding the annual target of 1,410.

Eco-Design advice

The Eco-Design Service reached a total of 326 consultations for the year, which is consistent with numbers over previous years.

Public advice

There were 2,906 walk-in customers during the year and 12,291 calls and emails were received by the duty building consent officers.

Strategic Planning and resource consents

The number of resource consent applications processed increased by approximately 5% in 2024/25 (2,988 vs 2,847 in 2023/24). 93% of applications were processed within statutory timeframes, down slightly from 94% in the previous year. Key factors for the decrease were the increase in application numbers, and additional complexity relating to Plan Change 14. Approximately 85% of consents processed were for residential activity, including 351 multi-unit residential developments, with the remainder being non-residential or mixed use.

Subdivision consenting, certification and engineering activity remained high due to the large volume of multi-unit residential consents, together with ongoing greenfield development. 714 section 224 completion certificates were issued (603 were issued in 2023/24).

Customer satisfaction with the resource consenting process was 79%, well exceeding the target of 70%.

The team experienced an increased number of public enquiries through its duty planner phone and email service due to Plan Change 14. Our project-specific pre-application planning advice service was suspended due to a shortage of senior staff necessary to provide the required level of advice, and the need to prioritise consent processing. We hope to be in a position to resume this service soon.

How did we measure up?

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result	
2025 Activity level of service result achievement summary									
Regulatory Compliance and Licensing				Achieved 7					Not Achieved 2
Animal Management Services prioritise activities that promote and protect community safety									
Animal Management Services prioritise activities that promote and protect community safety	Incidences where there is an immediate public safety risk (aggressive dog behaviour and wandering stock) are responded to within 15 minutes of being reported to Council [9.0.1]	Monthly report received and reviewed that details time compliant received and time officer initiated the complaint	98%	98% of incidences reported (559/571) that meet the risk to public category were responded to within 15 minutes of being reported to Council.	559 of 571 that meet the risk to public category were responded to within 15 minutes of being reported to Council	100% of incidents were responded to within 10 minutes	98% of reported incidents were responded to within 10 minutes	100% of investigations initiated within 10 minutes	
				Achieved		Achieved			Achieved
	Nuisance complaints are responded to within 24 hours of being reported to Council [9.0.31]	Monthly report received and reviewed that details time compliant received and time officer initiated the complaint	98%	100% of nuisance complaints were responded to within 24 hours of being reported to Council	N/A	100% of nuisance complaints were responded to within 24 hours of being reported to Council	100% of nuisance complaints were responded to within 24 hours of being reported to Council	100% of nuisance complaints were responded to within 24 hours of being reported to Council	
				Achieved		Achieved	Achieved		
Compliance and Investigations – Building Act, Resource Management Act, Council Bylaws									
Protect community safety through the timely and effective response to complaints	All investigations of dangerous building reports are initiated, and identified hazards secured,	Dangerous building incidences are recorded via Councils complaints system Records are updated detailing the time and date	100%	97.61% investigations initiated and identified hazards secured, delivered within timeframes (82 out of 84). Of the 84, 16 met the	2 jobs reported during the weekend failed to be handed over to on-call staff, resulting in the 100% target not being achieved	95.06% investigations initiated and identified hazards secured, delivered within timeframes (77 out of 81)	100% investigations initiated and identified hazards secured, delivered within timeframes	100% investigations delivered within timeframes	

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
about public safety	within 24 hours, 7 days a week [9.0.3.1]	of actions taken to "make safe" the site		threshold of Dangerous.				
				Not Achieved		Not Achieved	Achieved	Achieved
	All investigations into reports of incidents covered by the Resource Management Act that meet serious risk to public safety criteria are initiated within 24 hours, 7 days a week [9.0.3.2]	Public safety incidences are recorded via Councils complaints system The date and time of investigation actions are recorded as an event	100%	100%. One incident was reported in 2024/2025 and investigated within the required timeframe.	N/A	100%. No incidents reported in 2023/24	100%. No incidents reported in 2022/23	100% No incidents reported in 2021/22
				Achieved		Achieved	Achieved	Achieved
Alcohol Licensing Services								
Protect the health and safety of the community by Licensing and monitoring high risk alcohol premises	Very High/High risk alcohol premises are visited at least once a year [9.0.4]	A register of premises and risk ratings (determined by the Regulations) is kept. Inspection numbers of very high / high risk premises is recorded and reported monthly	100%	100% of premises inspected	N/A	100% of premises inspected	100% of premises inspected	100% inspected
				Achieved		Achieved	Achieved	Achieved
Food Safety and Health Licensing								

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Food premises are safe and healthy for the public	Scheduled Food Control Plan verification visits are conducted [9.0.5]	A record of scheduled Food Control Plan verification visits is kept. The date and time of verification visits is recorded	98%	91% of scheduled verifications visits conducted (1,699 verifications have been carried out - 176 are remaining.)	Recruitment challenges and training impacted the ability to achieve this LOS. This year we employed a Contractor who supported conducting verifications which resulted in 10% increase in performance, but not quite enough to achieve the 98% target	68% of scheduled verifications visits conducted (1145 verifications have been carried out - 616 are remaining.)	87.3% of scheduled verification visits conducted (1,296 conducted from 1,483 scheduled)	94% of visits conducted. Total 1,477 verifications
				Not Achieved		Not Achieved	Not Achieved	
	Food premises issued with corrective actions are visited within 5 working days of the time specified for compliance [9.0.19]	A record of all corrective actions issued is maintained including the time and date of compliance visits	98%	100% visited within timeframe	N/A	100% visited within timeframe	100% visited with timeframes	100% visited with timeframe
				Achieved		Achieved 🟢	Achieved 🟢	Achieved 🟢
Environmental Health including noise and environmental nuisance								
The community is not subjected to inappropriate noise levels	Complaints in relation to excessive noise are responded to within one hour [9.0.8]	Weekly reports are received from contractor, detailing site, time of call out, time of visit and running total of % of responses that meet the 1-hour timeframe. Complaints about excessive noise are recorded in the Council's customer service request system Date and time of -response is recorded as an event	90%	97.2% of calls responded to within an hour	New contractor performance resulted in improvement of Level of Service this year	85% of calls responded to within an hour	89.1% of calls responded to within one hour (10,386 responses to a total of 11,654 calls received)	87.8% of calls responded to within one hour
				Achieved		Not Achieved	Not Achieved	Not Achieved

☺ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Protect community safety through the timely and effective response to notifications of public health incidences	Investigations into matters that pose a serious risk to public health are received, assessed and if appropriate started within 24 hours (i.e., asbestos, P-labs, contaminated land, hazardous substances) [9.0.21]	Public health incidences are recorded via the Councils customer service request system Date and time of initiation is recorded as an event in the CSR system	100%	100% of investigations assessed and started within 24 hrs, if appropriate	N/A	100% of investigations assessed and started within 24 hrs, if appropriate	100% of investigations assessed and started within 24 hrs, if appropriate	100% of investigations assessed and started, if appropriate
				Achieved		Achieved	Achieved	Achieved
2025 Activity level of service result achievement summary								
Building Regulation					Achieved 7			
					Not Achieved 2			
Building Consenting								
Receive and vet consent applications for acceptance and process applications for compliance with the building code in a timely manner	Grant building consents within 20 working days [9.1.1]	Reporting: Consent approval timeframes are monitored monthly and reported annually	The minimum is to issue 95% of building consents within 19 working days from the date of acceptance	91.5% of building consents were issued within 19 working days	This target was not achieved. 91.5% of building consents were issued within 19 working days from the date of acceptance for the 2024/2025 financial year. Despite significant month on month improvement during the financial year, the target of 95% of consents being issued within 19 days was narrowly missed, with a final result of 91.5% for the 2024/25 year. (95% of consents were issued within the statutory timeframe of 20 working days). 98% was achieved for the month of June. It is worth noting that the target has not been met since	69.3% building consents have been granted within 19 working days	61% of building consents issued within 19 working days	40.1% of building consents issued within 19 working days

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
				Not Achieved	June 2020 as well as the improvements on the previous three financial year's annual results of 69.3% (2023/24), 61%(2022/23) and 40.1%(2021/22). This highlights the significant improvements that have been achieved I the past 12 months	Not Achieved	Not Achieved	Not Achieved
	Customer satisfaction with building consents process [9.1.4]	Customer satisfaction survey results are reviewed monthly; reported on annually. Requests for contact are responded to as a priority. Results themed for common issues and reviewed regularly for resolution. Survey provides measure of customer satisfaction with each of the following services surveyed: completion of building inspections, issue of building consent, and issue of code compliance certificate	79%	81% satisfaction	N/A	78% satisfaction	78.7% satisfaction	81.5% satisfaction
				Achieved		Not Achieved	Achieved ☺	Achieved ☺
Building Inspections and Code Compliance Certificates								

☺ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Undertake inspections of building work to assess compliance with the consent, and process applications for code of compliance certification	Grant Code Compliance Certificates within 20 working days [9.1.7]	Reporting: Legislative Requirement	Issue minimum 95% of Code Compliance Certificates within 19 working days from the date of acceptance	91.5 % of Code Compliance Certificates were issued within 19 days	The target of 95% was not achieved for the 2024/2025 financial year, with a result of 91.5% of CCC's being issued within the 19-day timeframe (93.4% issued within the 20-working day statutory timeframe). However, this is a significant increase on the 2023/2024 financial year end result of 71%. For 7 months of the year the monthly result exceeded the target. Contributing to the result were a number of historic code compliance certificates that had not been processed (dating back to a period 10y+ ago). These were identified during the IANZ assessment and IANZ required that these were resolved	71% of Code Compliance Certificates issued within 19 days	81% of Code of Compliance Certificates issued within 19 working days	94.7% of Code of Compliance Certificates issued within 19 working days
				Not Achieved		Not Achieved	Not Achieved	Not Achieved
Building Consenting public advice								
Provide a public advice service to support building consenting customers	Provide a quality eco design service [17.0.37]	Provide free Eco Design advice services to the public Eco design service is available via appointment, phone, or walk-in. Attendance at Home shows, sustainability seminars etc	Provide free eco design advice to the public	A quality Eco Design Service was provided with 326 Eco Design consultations were undertaken for the financial year	N/A	A quality eco design service was provided. 320 Eco Design consultations were undertaken for the financial year	320 Eco Design consultations provided	323 consultations provided for residential buildings Presentations
				Achieved		Achieved	Achieved	Achieved
Annual Building Warrants of Fitness								

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Undertake an audit regime of each building warrant of fitness, issue new and amend existing compliance schedules	Audit Building Warrant of Fitness to ensure public safety and confidence [9.1.9]	The Building Stock covered by a BWOFF, and compliance currently stands at 5,201 (December 2020) and has been increasing by 200 per annum. The Building Act 2004 Section 12 requires Territorial Authorities to administer and enforce the provisions relating to annual building warrants of fitness	Audit 20% of building stock annually	25% of the building stock was audited	This success was made possible through a series of strategic initiatives implemented throughout the year, including Process improvements Introduction of automation Enhanced tools and resources for the auditing team The progress made this year marks a significant improvement year's result.	15% of building stock audited	3.70% of building stock was audited 198 building warrant of fitness audits completed	3.5% of the building stock was audited. 187 building warrant of fitness audits completed. All scheduled Building Warrant of Fitness documentation received, have been audited/reviewed.
				Achieved		Not Achieved	Not Achieved	Not Achieved
Building Accreditation Review								
Maintain and operate a quality assurance system to ensure continued accreditation as a building consent authority	Building Consent Authority status is maintained [9.3.1]	Statutory requirement to comply with Council BCA Accreditation Regulations 2007	Building Consent Authority status is maintained	BCA accreditation was maintained	N/A	BCA accreditation maintained	BCA accreditation maintained	BCA accreditation maintained
				Achieved		Achieved	Achieved	Achieved
Building policy								
Ensure public safety and confidence through requesting and reviewing seismic assessments, issuing EPB notices and	Maintain a public register of earthquake prone buildings in Christchurch [9.3.5]	Earthquake prone buildings will be appropriately identified and registered in accordance with MBIE legislation	Update the Earthquake Prone Building Register whenever the Council becomes aware of a change of a building's earthquake-prone status	The Earthquake Prone Building Register has been maintained as per the statutory requirement to comply with the BCA accreditation regulations 2007	N/A	The Earthquake Prone Building Register has been maintained as per the statutory requirement to comply with the BCA accreditation regulations 2007	The Earthquake Prone Building Register has been regularly updated as required	The Earthquake Prone Building Register has been regularly updated as required There are 614 earthquake prone buildings on the Earthquake Prone Building Register, of which 201 are priority

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
updating the national register				Achieved		Achieved	Achieved	Achieved
Building Regulation								
Prevent drowning of, and injury to, young children by restricting unsupervised access to residential pools	Pools are inspected in accordance with the legislative requirements in section 162D of the Building Act 2004 [9.0.7] ¹	Report Annually: Inspections are recorded throughout the year	All pools are inspected in accordance with legislative requirements	All pools are inspected in accordance with legislative requirements	N/A	New measure in the Long Term plan 2024-2034		
				Achieved				
Project Information Memoranda								
Receive and process project information memoranda applications in a timely manner	Process project information memoranda applications within statutory timeframes [9.4.10]	Timeframes are monitored and measured using computerised reports. Section 34 of the Building Act 2004 all PIMs issued within 20 working days	Process 99% of project information memorandum applications within 20 working days	100% of project information memorandum applications were processed within 20 days	N/A	99.8% of project information memorandum applications were processed within 20 days	99% of applications processed with 20 working days	95.8% of applications processed within 20 workings days
				Achieved		Achieved	Achieved	Not Achieved
2025 Activity level of service result achievement summary								
Land and Property Information Services				Achieved 3				
Land Information Memoranda and property file requests								
Provide timely land and property information services that enable building or property	Process land information memoranda applications within 10 working days [9.4.1]	Timeframes are monitored and measured using computerised reports. Statutory obligations under Section 44A of	99%	100% of applications processed within 10 working days.	N/A	99% of applications processed within 10 working days	98% of applications were processed within 10 working days (8,987 out of 8,993)	100% of applications were processed within 10 working days

¹ Level of service '9.0.7 Pools are inspected in accordance with the legislative requirements in section 162D of the Building Act 2004' is a new measure adoption with the 2024/2034 Long Term plan.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result	
investment decisions, large and small, to be based on good information		LGOIMA are met by Council		Achieved		Achieved	Not Achieved	Achieved	
Property File Requests									
Provide a community space, revealing histories, sharing stories, and caring for community heritage	Provide customers with access to property files [9.4.2]	Timeframes are monitored and measured using computerised reports	90% within 5 working days of request (subject to payment of fees)	100% of property files requested were provided within 5 working days	This year there was a focus on monitoring requests and timeframes as well as increased communication with the scanning provider	97% of property files requested were provided within 5 working days	97% of property files requested were provided within 5 working days	98% of the 691 property files requested were provided within 5 working days	
				Achieved		Achieved	Achieved	Achieved	
	Provide customers with access to property files that are already stored electronically [9.4.3]	Timeframes are monitored and measured using computerised reports	90% within 2 working days of request (subject to payment of fees)	99% of property files requested were presented in 2 working days	N/A	99.7% of property files requested were presented in 2 working days	99% of property files requested were provided to customers within 2 working days	99% of property files requested were provided to customers within 2 working days	
				Achieved		Achieved	Achieved	Achieved	
2025 Activity level of service result achievement summary									
Strategic Planning and Resource Consents ²				Achieved 7					Not Achieved 2
Resource Management Applications									
Resource management applications are processed in a timely and legally	Resource management applications processed within statutory	% of applications processed within the statutory timeframes under the Resource Management Act.	95% within statutory timeframes	93% of applications were processed within the statutory timeframes	This is due to the high volume and complexity of resource consent applications, which has been in part due to to implementation of rules introduced by Plan Change 14.	94% of non-notified applications were processed within the statutory timeframes	79% of applications were processed within the statutory timeframes	76% of applications were processed within the statutory timeframes	

² Level of service '9.2.13 Ensure assessments are accurately calculated' was discontinued during the adoption of the 2024/2034 Long Term plan.

Level of service '9.2.14 Provide resource management public advice within legislative timeframes, or timeframes as agreed' was moved to a Management Level of Service.

Level of service '9.2.18 % of notified resource management applications processed within statutory timeframe's' was discontinued during the adoption of the 2024/2034 Long Term plan.

Level of service '9.5.7.4 Develop a coastal hazard assessment and strategic adaptation framework to guide the development of adaptation pathways with communities who will be exposed to coastal hazards caused by climate change' was discontinued and replaced by 17.0.23.4 during the adoption of the 2024/2034 Long Term plan.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
defensible manner	timeframes [9.2.1]	Applications lodged and tracked in Council's Connect system		Not Achieved		Not Achieved	Not Achieved	Not Achieved
	Ensure resource consent decision-making is robust and legally defensible [9.2.6]	No decisions are overturned by the High Court upon judicial review	No decisions are overturned by the High Court upon judicial review	There have been no judicial reviews of decisions	N/A	There have been no judicial reviews of decisions	No application decisions were overturned in a judicial review	No applications were overturned in a judicial review in 2021/22
				Achieved		Achieved	Achieved	
	Customer satisfaction with the resource consenting process [9.2.7]	The set target is achieved in the annual point of contact annual survey	70%	79% satisfaction	N/A	86% satisfaction	71% satisfaction	77% satisfaction
				Achieved		Achieved	Achieved	
	Urban Design							
Urban design advice is provided to improve and promote urban design outcomes to support city making partnerships and initiatives, and Resource Management Act processes	Provide urban design advice to support Resource Management Act statutory processes [1.4.3.3]	Monitoring of allocation and response	95% of advice provided within statutory timeframes	100% of urban design advice was provided to enable statutory processing timeframes to be met.	N/A	Target publicly reported for the first time in 2025		
				Achieved				

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
District Plan								
Guidance on where and how the city grows through the District Plan and the Natural and Built Environment Plan	Prepare plan changes to the District Plan to address issues and to implement national and regional direction, identified as a high priority by Council [9.5.1.1] ³	District plan remains current, and Council is actively involved in implementation of the new Resource management system	In accordance with statutory processes and timeframes	The District Plan is being maintained with various plan changes at different stages and in accordance with statutory processes and timeframes.	N/A	The District Plan is being maintained with various plan changes at different stages	District Plan remains operative. Various plan changes are in progress implementing national direction	Various plan changes are underway including key changes around housing intensification
				Achieved		Achieved	Achieved	Achieved
	Process private plan change requests [9.5.4]	Each plan change is assessed, and actual and reasonable costs are recovered	The processing of private plan changes complies with statutory processes and timeframes	100% of proposed private plan changes complied with statutory processes and timeframes	N/A	100% of proposed private plan changes complied with statutory processes and timeframes	100% compliance of private plan changes processing	100% of any proposed private plan changes comply with statutory processes and timeframes
				Achieved		Achieved	Achieved	Achieved
Climate Hazard Adaptation Planning								
Work with communities and Rūnanga in low-lying coastal and inland communities to develop adaptation pathways that respond to the current and future impacts of	Work with communities and rūnanga in low-lying coastal and inland communities to develop adaptation plans that respond to the current and future impacts of	Undertake adaptation planning in accordance with Council expectations and in alignment with central government guidance	Adaptation planning processes are actively engaging communities and rūnanga	Adaptation planning processes actively engaged with communities and rūnanga, in accordance with Council expectations and in alignment with central government guidance	N/A	New measure in the Long Term plan 2024-2034		

³ District Plan levels of service 9.5.1.1; 9.5.4; have been moved with adoption of the LTP24 from Strategic Planning Group of Activity, activity Strategic Policy and Resilience.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
coastal hazards caused by climate change	coastal hazards caused by climate change [17.0.23.4] ⁴			Achieved				
Resource Management Monitoring Compliance								
Protect the health and safety of the community by ensuring Resource Management Act	High-risk Resource Management Act consents are monitored at least once every 3 months [9.0.17]	Pathways report generated monthly to monitor high-risk Resource Management Act Consents	100%	100% of high risk Resource Management Act consents were monitored at least once every 3 months (Currently 2)	N/A	100% of high risk Resource Management Act consents were monitored at least once every 3 months	100% of high risk Resource Management Act consents were monitored at least once every 3 months	100% of high risk Resource Management Act consents were monitored at least once every 3 months
				Achieved		Achieved	Achieved	Achieved
	Protect the environment and public's health by effectively monitoring the deposition of clean fill sites at least once every three months [9.0.17.1]	Register detailing monitoring cycle for each consent is updated with the date the site is monitored	100%	95% of clean fill sites were monitored at least once every 3 months (Teddington omitted)	Teddington Quarry were issued an abatement notice by Environment Canterbury (ECAN) to cease clean filling operations in late 2022. In July 2024 Teddington Quarry were issued two resource consents from ECAN allowing clean filling operations to recommence, Christchurch City Council (CCC) were unaware of the resumption. This resulted in scheduled inspections in September and December 2024 and March 2025 not being completed. Council became aware of the error in June 2025, and the site was reissued with a clean fill licence to enable required inspections to resume	97.5% of clean fill sites were monitored at least once every 3 months	100% of clean fill sites monitored at least once every 3 months	100% of clean fill sites monitored at least once every 3 months
				Not Achieved		Achieved ☹️	Achieved ☹️	Achieved ☹️

☹️ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details.

⁴ Level of service '17.0.23.4 Work with communities and rūnanga in low-lying coastal and inland communities to develop adaptation plans that respond to the current and future impacts of coastal hazards caused by climate change' is a new measure adoption with the 2024/2034 Long Term plan.

What did it cost?

Regulatory and compliance		
Statement of cost of services for the year ending 30 June		
2024		2025
Actual		Actual
\$000		Long Term Plan
		\$000
Cost of services		
11,257	Regulatory compliance & licencing	11,940
28,777	Building regulation	30,651
11,494	Strategic planning & resource consents	13,303
2,574	Land & property information services	2,592
54,102		58,486
Operating revenue from services		
5,924	Regulatory compliance & licencing	6,494
25,871	Building regulation	26,092
8,537	Strategic planning & resource consents	10,382
4,452	Land & property information services	4,999
44,784		47,967
9,318	Net cost of services	10,519
		11,950

Explanation of significant variances

Regulatory Compliance and Licencing

There were no significant variances in the cost of services or operating revenue to plan.

The cost of service was \$0.7 million higher than in 2024, primarily due to increased staff and supplier costs associated with service delivery, mainly due to staff salaries, costs related to a service contract for addressing the backlog of verifications, and increased security expenses for noise control services.

Operating revenue was \$0.6 million higher than in 2024, primarily due to an increase in Food Safety verifications conducted, higher fees, and slightly higher volumes in Alcohol Licensing Services compared to the previous year.

Building Regulation

The cost of service was \$0.9 million greater than plan. This is mainly driven by an increase in consent processing costs due to higher than planned consenting volumes.

Operating revenue was \$1.2 million more than plan due to higher-than-expected volume of consents.

Operating costs were \$1.9 million higher than the previous year primarily due to higher internal overheads.

Strategic Planning and Resource Consents

The cost of service was \$2.5 million greater than plan due to higher resources used to manage consent volumes within the required statutory timeframes.

Operating revenue was \$2.4 million higher than plan due to larger than anticipated volume of consents received. In comparison to previous year, revenue was higher by \$1.9 million because of improved processing timelines resulting in lower statutory discounting, higher volumes and a fee increase.

Land and Property Information Services

The cost of service was \$0.5 million less than the plan, primarily due to lower use of internal planned resources, and reduced Microfilming and Archiving costs, as fewer records were sent for processing than expected. There were no significant cost variances compared to the previous year.

Operating revenue was \$0.5 million above plan and \$0.5 million higher than the previous year. Demand for Property and Information Memoranda services continues to fluctuate in line with market movements.

Regulatory and compliance

Funding impact statement for year
ending 30 June 2025

	2025 Actual \$000	2025 Long Term Plan \$000	2024 Long Term Plan \$000
Sources of operating funding			
General rates, uniform annual general charge, rates penalties	11,847	11,887	7,803
Fees and charges	47,596	43,641	39,839
Local authorities fuel tax, fines, infringement fees, and other receipts	372	227	209
Total operating funding (A)	59,815	55,755	47,851
Applications of operating funding			
Payments to staff and suppliers	56,187	53,679	46,183
Internal charges and overheads applied	1,868	1,868	1,466
Other operating funding applications	170	151	148
Total applications of operating funding (B)	58,225	55,698	47,797
Surplus (deficit) of operating funding (A-B)	1,590	57	54
Sources of capital funding			
Increase (decrease) in debt (internal funding)	(1,486)	85	(9)
Total sources of capital funding (C)	(1,486)	85	(9)
Applications of capital funding			
Capital expenditure			
- to replace existing assets		92	22
- to improve the level of service	2	15	-
Increase (decrease) in reserves	102	35	23
Total applications of capital funding (D)	104	142	45
Surplus (deficit) of capital funding (C-D)	(1,590)	(57)	(54)
Funding balance ((A-B) + (C-D))	-	-	-

Explanation of significant variances

Operating funding:

Operating funding was \$4.0 million above plan, driven by higher-than-expected application volumes in Building Services (\$2.4 million) and Resource Consents (\$1.1 million), including clearance of prior years' backlog. The Long-Term Plan had assumed more

conservative activity levels. Land and Property Information Services also exceeded plan by \$0.5 million due to strong property market demand.

Applications of operating funding:

Applications of operating funding were \$2.5 million above plan, reflecting increased supplier and staff costs in Building Services and Resource Consents. This was partially offset by \$0.5 million underspend in Land and Property Information Services due to reduced internal resource use and lower microfilming and archiving costs.

Council activities and services

Strategic Planning and Policy

What is strategic planning and policy, and what does the Council do?

The strategic planning and policy activity helps Council to plan for the future. We lead the development of key direction-setting work, such as the 30-year Infrastructure Strategy, strategic transport planning, strategic asset management, local area planning and regeneration, and coastal adaptation planning with our communities. We support the organisation with up-to-date policy frameworks that guide consistent, appropriate decision-making and delivery of services to our community. We manage a regulatory work programme that ensures up-to-date bylaws (local laws that apply within the Christchurch district) and compliance with government legislation. We help ensure that elected members have well-informed, clear advice to support their decision-making.

This activity includes citywide planning through the district plan, which involves the preparation and review of provisions to manage the effects of land use, development and subdivision; including to protect and maintain cultural, heritage and environmental values, and avoid or mitigate natural hazards. It also includes urban design, urban regeneration and heritage, through which we support integrated planning and delivery of the Council's capital programme, address challenges of urban change and work to conserve and retain the district's heritage. Making our city a smarter, more resilient place to live, work and play is core to our future prosperity and development as a city.

Why is the Council involved?

In making a decision, it is important for the elected Council to understand the nature, scale and significance of the issues involved. Advice to the Council needs to consider historical, contemporary and potential long-term dimensions, and be backed up by supporting evidence. The strategic planning and policy activity assists in the provision of well-rounded advice that meets the above criteria and supports robust decision-making.

This activity also ensures that council exercises prudent stewardship of our resources including planning effectively for the future management of assets, taking into account the existing and future needs of our community.

This activity also ensures that the Council is in a position to respond to policy direction from central government, including on natural environment matters, the current resource management reforms, the Emissions Reduction Plan, urban development and intensification, and central government initiatives relating to the roles and functions of local government.

How does it affect me?

We all want to live in a city that is well designed and offers exciting opportunities for work and recreation. By protecting and enabling a healthy environment, managing growth and guiding the use and development of our resources and infrastructure, we help make Christchurch a great place to live, work and do business.

We provide the strategic direction for the Council's operational activities and support Christchurch to become a greener and more liveable city through ensuring that our neighbourhoods and communities are well planned for and supported in adapting to change and responding to challenges. This includes providing the direction for an inclusive and equitable transport network that provides transport choice and allows people to move around our city safely.

In seeking to collaborate openly and comprehensively with communities and rūnanga on issues such as adapting to impacts of climate change, this activity supports the active participation of our residents in community life, and the development of a collaborative, confident and thriving city.

What activities are involved?

Strategic planning and policy

Strategic planning and policy encompasses the activities below:

- Strategic, policy, and regulatory advice
- Strategic Asset Management
- District Planning and Strategic Transport
- Coastal Hazard Adaptation Planning
- Urban Regeneration, Urban Design and Heritage

We provide specialist advice and expertise across these functions, to meet our statutory obligations, contribute to realising the

Council's vision, and support initiatives to create a resilient 21st century city. The Council develops strategies, policies, frameworks and plans that set out how we intend to work in the future, guiding and shaping development across Christchurch City and Banks Peninsula. We monitor their effectiveness as well as the city's progress towards achieving our community outcomes.

We provide advice, oversight, support to our internal infrastructure activities, and delivering programmes to improve the Council's organisational asset management maturity.

We maintain our commitment to protect and conserve all aspects of the district's heritage. This includes finding new uses for historical buildings as unique and integral elements of a revitalised city.

Communications and Engagement

We help build strong and effective relationships with the community by:

- Informing residents about what the Council does every day, including services, facilities, activities and decisions made - and how they can get involved
- Communicating with residents and media in 'real time' - through our social media and digital channels, including the digital news channel, Newsline.
- Developing and delivering marketing, communications and engagement strategies and campaigns in a customer-focussed, user-friendly way to support the organisation's strategic priorities.
- Listening to our residents by coordinating public consultation and engagement on Council activities.
- Providing internal communications support for news, projects, and programmes that impact on all staff.

What did we achieve?

Land Use and Strategic Planning

A core activity is the maintenance and review of the Christchurch District Plan, including minor amendments and improvements to the electronic version, and more major changes through either Council or privately led plan changes.

Developed to give effect to national direction to enable greater intensification of urban areas (see National Policy Statement-

Urban Development (NPS-UD) and Resource Management (Enabling Housing Supply and Other Matters) Amendment Act), Plan Change 14 (Housing and Business Choice) has been progressed to an in-part decision in December 2024. Following extensive evidence and a hearings of submissions, an Independent Hearings Panel (IHP) provided recommendations to Council in July 2024 on this plan change, which also informed the Heritage Plan Change 13. The Council's decisions in December 2024 resulted in the up-zoning of land in the Central City and in and around suburban centres to provide for medium and higher density housing. The Council will make a decision on the second part of PC14, namely whether to provide for additional medium density development within other residential areas.

Following the hearings of PC14, work on other plan changes has been progressed to address a range of other district-wide and local issues. This includes Plan Changes (PC) to manage Heritage (PC13), Earthworks, Flood Management Areas, and the area near the Waimakariri Stopbanks (PC17); Coastal hazards (PC12); Central City Noise (PC21); Industrial-Residential Interface (PC20), and general rezoning changes.

Partner councils endorsed the Greater Christchurch Spatial Plan (GCSP) in March 2024 and to guide its implementation, the Ōtautahi Christchurch Planning Programme was endorsed by Council in November 2024. This provides a framework for the development of local area plans, particularly for priority development and regeneration areas identified in the GCSP.

Finally, we continue to review, develop submissions relating to Resource Management reform, and implement national direction.

Adaptation Planning

Coastal hazards adaptation planning was initiated in the Whakaraupō Lyttelton Harbour and Koukourāta Port Levy Adaptation Area in late 2022. A Coastal Panel of community and rūnanga representatives developed adaptation pathways to respond to coastal flooding, erosion, and rising groundwater impacts, with support from a Specialist and Technical Advisory Group.

Following the final of three wider community engagements in late 2024, the Coastal Panel's preferred pathways were provided to Council for consideration. On 4 March 2025 Council adopted the

Coastal Hazards Adaptation Plan for Whakaraupō Lyttelton Harbour and Koukourāta Port Levy.

Work is now underway to identify and implement lessons learned from this process, and to assess options for the location of the next cycle of adaptation planning.

As part of its Long-Term Plan for 2024-34 Council adopted the Climate Resilience Fund which acknowledges the inter-generational equity challenges of climate change, by establishing a dedicated financial reserve to help address the Council's future climate adaptation needs.

Funds were also allocated to build a clearer picture of climate risks with a pipeline of climate risk profiles expected to be delivered by late 2025 onwards. These profiles will ensure that Council and communities have good information about the likelihood, timing and anticipated impacts of climate risks like flooding, erosion, wildfire, and drought on people, places and infrastructure.

In order to support this work, the Council's Risk Explorer has been further developed and refined to help refine Council's understanding of the extent, timing and vulnerability of assets to climate risks.

Council has developed and will soon release a Climate Adaptation Toolkit which will provide advice on increasing the resilience of residential property to climate hazards. Other initiatives are also underway to build greater climate risk awareness and hazards literacy across communities, with planned educational initiatives being delivered from mid-2025 onwards.

Strategic Transport

We led the development of the Ōtautahi Christchurch Future Transport Strategy which was adopted by the Council in March 2025. The strategy sets the high-level direction for land transport across Christchurch and Banks Peninsula for the next 30 years.

It outlines a series of strategic goals to guide the Council's transport investment, policy and planning work programmes. This includes goals to continuously improve the way we manage our transport assets; enable a more resilient and productive transport network; ensure everyone can travel safely; enable genuine transport choice; and support city shaping and future growth. Work on a detailed implementation plan has commenced

for presentation to the Council in 2026 ahead of decisions on the 27-30 Long Term Plan.

We assumed leadership and commenced work on the next route protection phase of the Mass Rapid Transit (MRT) project on behalf the Greater Christchurch Partnership. A successful application was lodged to include the MRT project as a nationally important project in the draft National Infrastructure Plan.

We continued to lead the Council's transport policy programme. This included preparing the Council's submission on the Setting of Speed Limits Rule change and amending the Council's Electric Vehicle Infrastructure Policy to enable the ability for financial return to the Council.

We have worked closely with our Greater Christchurch and regional partners to support the completion of the Greater Christchurch Transport Plan and an update to the Regional Public Transport Plan. The team have also Chaired the Greater Christchurch transport Model Management Group and jointly facilitated the creation of a Public Transport Delivery Steering Group and supporting work programme with Environment Canterbury to create a more joined up shared work programme.

Heritage

The Heritage Team provided pre-application heritage advice on over 80 sites and gave heritage advice on over 60 resource consent applications.

We worked on preparation of evidence for Plan Change 13, Heritage, in addition to completing work for PC14 (Housing and Business Choice). PC13 includes new heritage listings as well as updates and amendments to the District Plan.

We provided advice to other Council units as owners of heritage assets to assist with best practice conservation and maintenance of these assets and we have also provided advice on Council cemeteries, including unmarked graves.

Though there are no new grants, heritage staff worked with building owners on the remaining Heritage Incentive Grants approved by Council in previous years.

We successfully planned and delivered the annual Heritage Festival in October 2024.

We continue to promote and implement the Councils “Our Heritage, Our Taonga Heritage Strategy 2019-2029” and work alongside ‘Heritage New Zealand Pouhere Taonga’ to promote the conservation and retention of heritage items within the Christchurch City boundaries.

Finally, we reviewed relevant national legislation and regional policies related to heritage and contributed to submissions and participated in consultation processes with government departments as required.

Urban Design

Urban design staff provided advice at pre-application and consent stage for over 330 developments to improve the quality of urban development, with independent design reviews continuing through the Christchurch Urban Design Panel.

Design guidance is currently being developed for medium and high-density residential developments, and large buildings within the central city to support design quality and implementation of changes introduced through Plan Change 14.

Urban design expertise was key to development of the Ōtautahi Christchurch Planning Programme, endorsed in November 2024, and advice has been provided to support local area planning within priority areas including the South-East Central Neighbourhood, wider central city, and Linwood. Our involvement in Council’s transport and public realm projects has helped achieve good design outcomes and supported stakeholder engagement.

The Place Partnership Fund (\$342,000) was effectively managed to support a range of community led initiatives city-wide. The process over the past year was revised and aligned with the Te Haumako Te Whitingia Strengthening Communities Together Strategy 2022 with timing complementing other grant funding.

We have worked proactively with external agencies to support their projects, including the Ministry for Culture and Heritage. Education and advocacy has continued through support of professional institute discussions, Christchurch Conversations, and the civic education programme. The PacificTA programme has also been supported through provision of technical advice and a number of visiting delegations have been hosted.

Communications and Engagement

Throughout the year, we have remained committed to delivering accurate, clear, and timely information to our residents and stakeholders. Our communications and engagement services have supported a wide range of Council initiatives, facilities, projects, events, and activities – from community engagement and emergency response to infrastructure updates and strategic planning – ensuring our audiences are well-informed, empowered to participate, confident in the direction of our work and the decisions being made. Some key examples include:

- Annual Plan 2025/26 – turning complex financial information and organisational priorities into a suite of easy-to-understand communications to help the community give informed and meaningful feedback. This year, the feedback process saw submissions from 1048 people and individuals and resulted in five sessions of hearings over two weeks.
- Local Water Done Well – creating accessible communications that empowered the community and stakeholders to provide thoughtful feedback on the future of three waters services. We received 681 submissions and heard from around 31 groups and individuals.
- Transport – providing up-to-date information about our roading network in a timely and meaningful way. Our Newsline story on ‘Increase to speed limits on Christchurch Roads had 17,440 views.
- Plan Change 14 – keeping submitters, stakeholders and residents informed with the latest updates, across a variety of channels, as this complex and long-running plan change continues to move through its milestones. The Newsline story ‘Major new planning rules approved for Christchurch had 16,589 views, and we received more than 900 submissions during consultation.
- One New Zealand Stadium at Te Kaha – taking the people of Christchurch and Banks Peninsula on the journey of building the city’s new covered stadium. We provide monthly updates/videos on Newsline and

social media. We always get great reach on social media with around 100,000 views.

- The launch of a new Rec and Sport website, which makes it easier for residents to find out about our facilities, and book services and classes online. A marketing-led approach to the website design, content development and customer experience journey has helped deliver a 49% increase in visits to the site.
- Our new online engagement platform, which is enabling us to make very significant improvements to the way we engage with residents online thanks to new functionality such as quick polls, interactive maps, embedded video, and interactive Q&As.
- An update of the look and feel for the Council’s website, which included some new ways to navigate and search – the first significant change to the website since 2018. The new look is more modern, less cluttered and provides a better experience for our website users, particularly for those who use mobile.

The websites we manage have had an average 9% increase in views. There are three standout websites that have influenced this result:

- Council website had a 6% increase year-on-year.
- The Rec and Sport website had a 16% increase year-on-year.
- What’s On website had a 68 % increase year-on-year.

Our online news channel, Newsline, had a 3% increase in page views. Our social media channels also increased across the board. Council Facebook had a 12% increase, Council Instagram achieved an 11% increase, and Council TikTok a 16% increase. We have a following of 113,147 on our Council social media channels.

We responded to 2,074 media enquiries (4% increase from last year), with 90% of media calls (and 80% of social media queries) responded to within 24 hours.

95 consultations closed during the year in review. We received approximately 20,819 submissions, the vast majority of which were online. While people are increasingly choosing to engage with us online, we recognise the importance of using multiple channels to reach people. Where relevant, consultation material is made available in hard copy at Council libraries and service

centres, and as well as Council communication channels, we also promote consultations through advertising – both online and print.

80.8% consultations had a letterbox drop as one of the tactics used to raise awareness and encourage participation, compared with 49% last year.

Strategic Asset Management

Strategic Asset Management (SAM) champions asset management by providing oversight, support to our internal infrastructure activities, and delivering programmes to improve the Council's organisational asset management maturity to meet Council's strategic priorities, community outcomes, and legislative requirements.

Based on the Asset Management Maturity Assessment (AMMA) in October 2023 that identified several improvement opportunities, we carried out the following in 2024-25:

- Established Asset Management Governance Group and Community of Practice for improving AM leadership, oversight, collaboration, and synergy
- Commenced review of Asset Management Policy and Objectives as a foundation for consistent and effective Asset Management activities within the organisation
- Developed and obtained endorsement for organisation wide Asset Management Data Standards and Condition Assessment Framework contributing towards improved centralised Asset Management Information System (AMIS) and its associated processes as part of the Asset Management Project

This body of work feeds into the Asset Management Improvement Programme that aligns with the 2024-2034 Long Term Plan including the Infrastructure Strategy 2024-2054.

Strategic Policy

The Strategic Policy Team plays a key role in shaping the Council's strategic frameworks, and develops and reviews strategies, policies and bylaws that guide the organisation, including preparing foundational documents for the Long-Term Plan. This year we commenced a review of implementation of the Council's Biodiversity Strategy.

We manage the Council's bylaw portfolio. This includes reviewing bylaws as required by legislation, together with responding to emerging issues, law changes and requests for new bylaws or advice on existing bylaws. Over the past year, we have:

- Completed a review of the Trade Waste Bylaw 2015, with a replacement bylaw adopted on 7 May 2025 (which came into force on 1 July 2025)
- Completed a review of the Parks and Reserves Bylaw 2016, with a replacement bylaw adopted on 4 June 2025 (to take effect on 4 September 2025).
- Completed a review of the Dog Control Policy and Bylaw 2016. The Council is scheduled to make its final decision on the Policy and Bylaw in September 2025, with the Policy and Bylaw likely to come in to effect in November 2025.
- Supported the processing of 11 temporary alcohol bans for large-scale events in specified public places over the 2024/25 summer.
- Responded to Community Board requests for alcohol bans and aggressive begging in Edgeware and North Richmond
- Responded to Community Board requests for freedom camping restrictions.
- Provided input and contributed to bylaws communities of practice to support the local government sector.

We manage development or review of Council policies. This year we finalised work on a new Local Alcohol Policy, managed the ongoing review of the Development Contributions Policy, and finalised the review of the Gambling and TAB Venues Policy. These policies help guide Council operations and planning for future infrastructure needs, and support community wellbeing. We also continued to maintain and ensure the Council's Policy Register is up to date.

We prepared and submitted 32 comprehensive submissions to external agencies (10 from Council, 22 from staff), including central government departments and Parliament's select committees. These submissions covered a wide range of topics, such as:

- Land Transport Rule: Setting of Speed Limits Rule 2024
- New Zealand's second emissions reduction plan

- Resource Management (Consenting and Other System Changes) Amendment Bill
- Local Government (Water Services) Bill
- Building and Construction (Small Stand-alone Dwellings) Amendment Bill

We provided advice for the Council's participation in the Canterbury Mayoral Forum. This engagement supported valuable knowledge sharing, strengthened relationships, and ensured the Council's interests were represented in broader discussions.

Climate Resilience

We continue to support the implementation of the Kia Tūroa te Ao Ōtautahi Christchurch Climate Resilience Strategy and embed climate resilience throughout the Council by providing advice to elected members, senior managers and other units on climate-related matters.

The Climate Resilience team delivered key climate related work including:

- Provided six-monthly reporting of climate related actions completed, underway and planned by the Council to implement the Climate Resilience Strategy.
- Published an independently verified Council Greenhouse Gas Emissions Inventory for FY2023/2024, with a report showing progress towards the Council's target.
- Developed a Carbon Removal Policy and Implementation Plan for the Council to enable the inclusion of sequestration from trees in future inventories.
- Began implementation of the Canterbury Climate Partnership Plan, working alongside all the councils of the region.
- Provided advice on climate mitigation and adaptation for a variety of Council projects and activities, and submitted on the government's second Emissions Reduction Plan.
- Provided leadership and advice to the Aotearoa Council Climate Network.

As a member of the Resilient Cities Network, we joined the newly created Climate and Health Community of Practice.

Council emissions target and annual reporting

The Council has set an ambitious target of being ‘net carbon neutral by 2030’ for Council operations. The Council aims to reduce its greenhouse gas emissions (as detailed in its annual Inventory) as a priority and then remove the emissions that it has not been able to eliminate via the carbon removals from Council owned and controlled trees.

To track progress towards this target, the Council compiles a Greenhouse Gas Emissions Inventory each year. The Inventory is independently verified by a third party (Toitū Envirocare) for accuracy and to ensure it complies with reporting standards. Once verification is achieved, the report is published on the Council’s website to provide public transparency.

The Council reports in accordance with the ISO 14064-1:2018 greenhouse gas emissions reporting standard. Although we do not report in accordance with the GHG Protocol, the measure in the Statement of Service Performance is described in terms of GHG Protocol classifications, so the table below includes categories (ISO) and their equivalent in scopes (GHG Protocol).

Results

The information shown here is based on activity data from the Council’s Greenhouse Gas Emissions Inventory for financial year (FY) 2023/2024 for Categories 1 and 2. As some data is only available after the reporting period, this is the most recent period we have full data for. Data for (FY) 2024/2025 will be available for the next Annual Report. Categories 3-6 are not included in the reported result and may be significant. Limited data on Categories 3-6 can be found in the annual Inventory. In FY 2023/2024, Council operations were estimated to produce 31,500.17 tonnes of carbon dioxide equivalent (tCO2-e) emissions in Categories 1 and 2, when applying the latest emission factors.

The majority of the Council’s operational emissions come from wastewater treatment. These emissions primarily consist of methane and nitrous oxide resulting from biological processes. Emissions associated with powering the plants and pumping wastewater etc. are categorised under electricity and fuel.

Electricity emissions are produced via fossil fuel energy generation in the national grid. Key sources of the Council’s electricity use include wastewater collection, water supply, sports and recreation facilities, and streetlights.

Key sources of fuel emissions include stationary combustion of fuels such as diesel used in back-up generators, and mobile combustion of diesel and petrol used to power vehicles.

Greenhouse Gas Emissions Inventory FY 2023/2024 Category 1 and 2 summary table

Category (ISO 14064-1:2018)	Scope	Emissions Source	Emissions (tonnes CO2-e)
Category 1: Direct Emissions	1	Diesel (stationary)	1,245.21
		LPG (stationary)	54.68
		Lubricants	32.02
		Fleet Fuel – Diesel	656.32
		Fleet Fuel – Petrol	203.67
		Wastewater Treatment (and network overflows)	21,311.21
		Refrigerants	152.89
		Total Emissions Category 1	23,656.01
Category 2: Indirect emissions (imported energy)	2	Electricity	7,700.14
		Energy generated by woodchips	135.68
		Energy generated by wood pellets	8.35
		Total Emissions Category 2	7,844.17
		TOTAL EMISSIONS Category 1 and 2	31,500.17

Organisational reporting boundary

The Greenhouse Gas Emissions Inventory accounts for the Council's own operations and includes emissions from all business units within the Council, and all Council owned and operated facilities.

The Christchurch City Council uses the operational control consolidation approach to defining its boundaries. The Council reports its own emissions for the purpose of the performance measure in the Statement of Service Performance, emissions from Council's subsidiaries and other controlled organisations are not included within the scope of the measure.

Inclusions

The Council's Greenhouse Gas Emissions Inventory 23/24 includes estimates of all emissions in ISO Category 1 (direct emissions) and Category 2 (indirect emissions from imported energy) (which align to the Greenhouse Gas Protocol Scope 1 and 2) in its reporting boundary unless noted under exclusions below. These received a 'reasonable' level of assurance during independent verification from Toitū. Reporting on these emissions meets the required Level of Service (LOS 17.0.23.2).

Exclusions

Electricity used by third parties who lease space in Council facilities (for example, a cafe) is excluded from the Inventory where we have been able to identify and separate their usage. Stationary lubricant data was only collected for two of our largest facilities, the Christchurch Wastewater Treatment Plant and the Civic building. The Inventory does not include any chemicals or fertilisers used in Council parks, and ways to collect this information are being considered for the future.

The FY2023/2024 Inventory only includes the Council's gross emissions, meaning sequestration from trees or other sources of removals are not currently included. A policy to account for direct removals from Council owned and controlled trees has been developed and is currently being implemented. This will enable the Council in future to measure progress against the organisational goal of being net carbon neutral by 2030.

Emissions factors

The Council primarily uses the published emission factors from the Ministry for the Environment (Measuring Emissions Guide 2025 for the figures in this Annual Report) and these are based on the Intergovernmental Panel on Climate Change guidance, unless otherwise stated.

One exception is the calculation of emissions from the wastewater treatment plants (Christchurch Wastewater Treatment Plant (CWTP) and the Banks Peninsula wastewater treatment plants). The Council based its calculations on the Water New Zealand Carbon accounting guidelines for wastewater treatment: CH4 and N2O (August 2021) guidance.

Changes from the published inventory

The emissions factors used in the Greenhouse Gas Emissions Inventory 23/24 were correct at the time of verification and publication. The GHG Protocol requires that emissions factors are updated when improvements in the accuracy of the emissions factors will result in a significant impact on the emissions data, therefore the Category 1 and 2 emissions have been recalculated for the purpose of this Annual Report, by applying the updated emissions factors published in the Ministry for the Environment's Measuring Emissions Guide 2025 to the original usage data.

The revised emissions factors for 2023 were applied to the previously published activity usage data covering 1 July - 31

December 2023, and the new 2024 emissions factors were applied to the activity usage data covering 1 January - 30 June 2024.

This recalculation has resulted in an increase of approximately 4.6% from the totals previously reported to the Council and published on the Council's website s for Categories 1 and 2, largely due to the increase in the electricity emission factor for 2024 published by the Ministry for the Environment in May 2025.

Uncertainty and assumptions

Quantifying GHG emissions is subject to inherent uncertainty because the scientific knowledge and methodologies to determine the emission factors and processes to calculate or estimate quantities of GHG sources is still evolving, as are GHG reporting and assurance standards. Emissions are not directly measured – instead they are estimated by multiplying activity data with published emissions factors for each activity type, to provide a total volume of emissions presented as an amount of carbon dioxide equivalent (CO2-e), with the results dependent on that data quality. The Council's previously verified Greenhouse Gas Emissions Inventory for Financial Year 2023/2024 lists the uncertainties and assumptions made when compiling it.

In general, the Council assumes all supplier data provided is complete and accurate (for example, volumes of fuel or electricity purchased), and that the published emissions factors are correct. The emission source with the greatest uncertainty is likely to be the calculation of emissions from wastewater treatment, due to the range in the default factors used in combination with the calculation inputs, and the number of assumptions required. The Council uses plant specific data where available for estimating emissions from the large Christchurch Wastewater Treatment Plant, but for the smaller plants on Banks Peninsula at Wainui, Duvauchelle, Akaroa, and Tikao Bay, emissions are calculated individually for each plant on a more simplified approach using population estimates.

How did we measure up?

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Strategic Policy and Resilience ¹				2025 Activity level of service result achievement summary				
				Achieved 8				
Strategic Policy								
Advice to Council on high priority policy and strategic issues that affect the city	Bylaws and regulatory policies meet emerging needs and satisfy statutory requirements [17.0.19.4]	Bylaws are reviewed in accordance with statutory requirements. New bylaws are introduced in response to emerging issues	Carry out bylaw reviews in accordance with ten-year bylaw review schedule and statutory requirements	Regulatory work was carried out in 2024/2025 in accordance with the ten-year bylaw review and statutory and organisational requirements	N/A	Regulatory work was carried out in 2023/24 in accordance with the ten-year bylaw review and statutory and organisational requirements	Regulatory work was carried out in 2022/23 in accordance with the ten-year bylaw review and statutory and organisational requirements	Regulatory work was carried out in 21/22 in accordance with the ten year bylaw review and statutory and organisational requirements
				Achieved		Achieved	Achieved	Achieved
Climate Resilience								
Provision of advice, strategies and policies that relate to climate resilience	Identify delivery pathways for implementation of the Council's Climate Resilience Strategy [17.0.23.1]	Delivery pathways identified, delivery programme in place	Annual reporting to Council on progress of organisation to deliver the Climate Resilience Strategy	A report on Kia Tūroa te Ao: Ōtautahi Christchurch Climate Resilience Strategy implementation progress was delivered in December 2024 and June 2025, with delivery pathways identified and added to the report.	N/A	A report on Kia Tūroa te Ao: Ōtautahi Christchurch Climate Resilience Strategy implementation progress was delivered in June 2024	Climate changed embedded into organisational reporting and work has been done to implement climate change action plans	The Climate Resilience Strategy was adopted by Council and work continues to deliver actions
				Achieved		Achieved 80	Achieved 80	Achieved 80

¹ Level of service '17.0.1.2 Advice to Council on high priority policy and planning issues that affect the City. Advice is aligned with and delivers on the governance expectations as evidenced through the Council Strategic Framework' was moved to a Management Level of Service.

Level of service '17.0.23.3 Support and advice for organizations on resource efficiency and greenhouse gas emission measurement or reduction' was moved to a Management Level of Service.

Level of service '17.0.1.1 Advice to Council on high priority policy and planning issues that affect the City. Advice is aligned with and delivers on the governance expectations as evidenced through the Council Strategic Framework' was moved to a Community Level of Service (The target for this Level of Service is triennial so was not reportable during 2024/2025).

Level of service '1.4.2 Effectively administer grants within this Activity (including Heritage Incentive Grants, Enliven Places, Innovation and Sustainability)' was discontinued during the adoption of the 2024/2034 Long Term plan.

Level of service '1.4.3.1 Provide heritage and urban design advice to support resource consent process' was moved to a Management Level of Service.

Level of service '17.0.1.8 Deliver integrated spatial planning that supports growth and development and meets the needs of the community' was moved to a Management Level of Service.

For District Plan levels of service 9.5.1.1; 9.5.4; 9.5.7.4 – these have been moved with adoption of the LTP24 to Regulatory and Compliance Group of Activity, activity Strategic Planning and Resource Consents.

80 - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	Provide support and advice on measuring and reducing greenhouse gas emissions [17.0.23.2]	Reporting is to national standards and/or externally verified and includes at least scope 1 and 2 emissions. Advice shows progress toward Council's operational emissions reduction targets	Report annually on Council's emissions	An independently verified greenhouse gas emissions inventory for the Council's 2023/24 activities was published in June 2025. It was presented to the Council with a report showing progress towards the Council's target and advice on related resolutions. The Greenhouse gas disclosure has been included under the Group of Activities of Strategic Planning and Policy text section of the Annual Report.	N/A	A greenhouse gas emissions report for Council's 2022/23 activities was published in May 2024. The link to the published Greenhouse Gas Inventory report can be accessed at Our climate emissions targets : Christchurch City Council	Unable to deliver a greenhouse gas report this financial year	We were unable to deliver a greenhouse gas report for FY2022.A BraveGen tool is being assessed to replace the Resource Efficiency and Greenhouse Gas Emission (REGGE) dashboard so Council's greenhouse gas emission inventory can be externally verified for FY2022/2023
				Achieved		Achieved ☞	Not Achieved ☞	Not Achieved ☞
Urban Regeneration								
Generate positive community outcomes through the acquisition or disposal of property	Provide regeneration programme report/s to Council, that report on regeneration projects in the Central City and priority Suburban Centres [17.0.20.2]	Research, analysis, and reporting on priority regeneration areas. Dashboard and/or 'Outcomes Framework' progress reporting on Central City and suburban regeneration projects	Annually	All required reports for Central City and Suburban Regeneration projects were completed.	N/A	All required reports for Central City and Suburban Regeneration projects were completed	All required reports for Central City and Suburban Regeneration projects were completed	All required biannual reports for Central City and Suburban Regeneration projects were completed
				Achieved		Achieved	Achieved	Achieved
	Effectively support and administer financial incentives to support regeneration	Reports to Council include year to date summary. Reports demonstrate 100% compliance	100% compliance with agreed management and administration procedures	100% compliance with agreed management and administration procedures	N/A	New measure in the Long Term plan 2024-2034		
				Achieved				

☞ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	outcomes [17.0.20.5] ²							
Property Management								
Generate positive community outcomes through the acquisition or disposal of property	Deliver projects that will lead to positive community outcomes: - Increasing the supply of community housing; or - Increase employment opportunities; or - Improves Mana Whenua relationships; or - Allows for community "ownership" of service delivery; or - Reduces the impacts of natural or human induced (including climate change) hazards [13.4.10.1] ³	List of projects	At least one new project commenced annually	3 new projects commenced in the 2024/2025 reporting period, while several other projects are underway or have been completed	Overall, we have achieved the LTP24 goal of delivering projects that lead to positive community outcomes. Several projects have been successfully completed, and those still underway are moving forward, albeit with some delays. The transfer of the former Hornby Library to the Hornby Community Trust is a good example of allowing for community "ownership" of service delivery. This enables local groups to take direct responsibility for providing services to their community, often resulting in more effective outcomes. The sale of the Purau Māori Reserve to the local Rūnanga, Te Hapū o Ngāti Wheke, for a nominal sum is a significant achievement in improving Mana Whenua relationships. This action acknowledges the cultural importance of the land as an urupā. The sale of part of the Sandilands Housing complex is a step toward increasing the supply of community housing. The proceeds will be reinvested	New measure in the Long Term plan 2024-2034		
				Achieved				

² Level of service '17.0.20.5 Effectively support and administer financial incentives to support regeneration outcomes' was updated during the adoption of the 2024/2034 Long Term plan, this used to be 1.4.2.

³ Level of service '13.4.10.1 Deliver projects that will lead to positive community outcomes: -Increasing the supply of community housing; or -Increase employment opportunities; or -Improves Mana Whenua relationships; or -Allows for community "ownership" of service delivery; or -Reduces the impacts of natural or human induced (including climate change) hazards' is a new measure adoption with the 2024/2034 Long Term plan.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
					in the housing portfolio and remaining land will be sold to another partner to develop new housing units, directly addressing the need for more affordable and accessible homes within the community. The advice on the future of BP Meats in Akaroa has been prepared, with the next step being a decision by the local Community Board. This project has the potential to contribute to multiple aspects of the goal, such as increasing employment opportunities, growing affordable housing or providing new community services, depending on the final decision. The Yaldhurst Hall transfer, while delayed, is still moving forward. Completing this transfer will be another win for community "ownership" of service delivery			
Housing Advocacy, Support and Regional Advice								
Advocate to central government for partnership and urban regeneration investment opportunities to achieved housing outcomes	Facilitate housing outcomes through financing mechanisms [17.0.43] ⁴	Qualitative assessment	Approved financing arrangements result in completion of 40 new community housing units	Approved financing arrangements result in construction of 65 new community housing units	N/A	New measure in the Long Term plan 2024-2034		
	Work with our neighbours and other partners to provide regional	Qualitative assessment	Report annually to Council on progress towards the	Reported to Council on progress towards the implementation of the Greater				
					N/A	New measure in the Long Term plan 2024-2034		

⁴ Level of service '17.0.43 Facilitate housing outcomes through financing mechanisms' is a new measure adoption with the 2024/2034 Long Term plan.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	housing advice [17.0.44] ⁵		implementation of the Greater Christchurch Partnership Housing Plan and Canterbury Mayoral Forum Housing Plan	Christchurch Partnership Housing Plan and Canterbury Mayoral Forum Housing Plan in March 2025				
				Achieved				
Communications and Engagement ⁶				2025 Activity level of service result achievement summary				
				Achieved 4				
External Communications, Marketing & Design								
Provide timely accurate, relevant, and clear external communications, marketing and engagement activities to ensure residents have information about Council services, events, activities, decisions and opportunities to participate	Resident satisfaction that our external communications, marketing, and engagement activities are timely, accurate, relevant and clear [4.1.10.1]	Annual Residents Survey	73%	78% satisfaction	N/A	73% satisfaction	72% satisfaction	65% satisfaction
				Achieved		Achieved ☺	Achieved ☺	Achieved ☺
News, Media Liaison & Information								
Provide timely, accurate, relevant and clear responses to external queries by media or on social media	Media enquiries have an initial response within 24 hours during office hours, and as required after-hours for	Wrike media tracking system	90% of media enquiries have an initial response within 24 hours during office hours, and as required after-hours for emergencies.	90% of media enquiries have an initial response within 24 hours during office hours, and as required after-hours for emergencies.	N/A	90% of media calls were responded to within 24 hours, 7 days a week	90% of media enquiries were answered within 24 hours	90% of media enquiries were answered within 24 hours

⁵ Level of service '17.0.44 Work with our neighbours and other partners to provide regional housing advice' is a new measure adoption with the 2024/2034 Long Term plan.

⁶ Level of service '4.1.5.1 We provide advice and support in community engagement, and consultation planning and delivery, to teams across the organisation and to elected members' was discontinued during the adoption of the 2024/2034 Long Term plan.

໕ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	emergencies [4.1.12.2]			Achieved		Achieved	Achieved	Achieved
	Social media enquiries are responded to during office hours (Citizens & Customer Services provide after-hours support) [4.1.12.5]	Sprout Social analytics	80% of direct message social media enquiries are responded to within two hours	80% of direct message social media enquiries are responded to within two hours	N/A	80% of social media enquiries are responded to within two hours during office hours. Our median social media response time for 2023-24 was 25 minutes	80% of social media enquiries are answered within 2 hours Our median social media response time for 2022-23 was 15 minutes	80% of social media enquiries are answered within 2 hours Our median social media response time for 2021-22 was 22 minutes
				Achieved		Achieved	Achieved	Achieved
Consultation & Engagement								
Provide opportunities for residents to give feedback and engage with Council decision making processes (participation in and contribution to decision making)	Provide opportunities for residents to give feedback and engage with Council decision-making processes (participation in and contribution to decision making) [4.1.9]	Annual Residents' Survey	At least 28%	37%	N/A	28% of residents felt they could participate in and contribute to Council's decision making	29% of residents felt they could participate in and contribute to Council's decision making	26% of residents felt they could participate in and contribute to Council's decision making
				Achieved		Not Achieved ☹️	Achieved ☺️	Not Achieved ☹️

☹️ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details.

What did it cost?

Strategic planning and policy

Statement of cost of services for the year ending 30 June 2025

2024		2025	2025
Actual		Actual	Long Term Plan
\$000		\$000	\$000
Cost of services			
26,416	Strategic planning, future development and regeneration	16,557	29,331
5,804	Public information and participation	6,542	6,813
32,220		23,099	36,144
Operating revenue from services			
1,646	Strategic planning & policy	1,321	1,365
-	Public information and participation	-	-
1,646		1,321	1,365
21	Capital revenues	-	-
30,553	Net cost of services	21,778	34,779

Explanation of significant variances

The cost of services was \$13.0 million less than plan mainly due to Council's decision to defer the \$7.0 million payment relating to restoration of the Christ Church Cathedral. Alongside this was a \$1.8 million dollar allocation of Smart Christchurch costs across other areas of Council. Finally, there was \$3.7 million less than plan spent on personnel and professional advice.

In comparison to prior year, the cost of service was \$9.1 million lower primarily due to \$3.0 million lower grant funding for the restoration of the Christ Church Cathedral and additional \$3.0 million costs in 2024 for implementing the plan change for housing intensification in line with central government's new National Policy Statement on Urban Development (NPSUD). Alongside this, Smart Christchurch's costs were not allocated across the business in 2024 and a \$0.8 million grant was paid to the Art Centre in 2024.

There was no significant variances in operating revenue to plan.

Strategic planning and policy

Funding impact statement for year ending 30 June 2025

	2025 Actual \$000	2025 Long Term Plan \$000	2024 Long Term Plan \$000
Sources of operating funding			
General rates, uniform annual general charge, rates penalties	26,666	26,756	23,752
Targeted rates	1,326	1,330	1,366
Subsidies and grants for operating purposes	427	372	-
Fees and charges	468	324	282
Local authorities fuel tax, fines, infringement fees, and other receipts	426	669	456
Total operating funding (A)	29,313	29,451	25,856
Applications of operating funding			
Payments to staff and suppliers	22,083	25,800	22,071
Finance costs	106	106	61
Internal charges and overheads applied	1,273	1,273	785
Other operating funding applications	811	8,184	2,683
Total applications of operating funding (B)	24,273	35,363	25,600
Surplus (deficit) of operating funding (A-B)	5,040	(5,912)	256
Sources of capital funding			
Increase (decrease) in debt (internal funding)	(2,112)	545	1,743
Total sources of capital funding (C)	(2,112)	545	1,743
Applications of capital funding			
Capital expenditure			
- to improve the level of service	1,505	545	629
- to meet additional demand		-	314
Increase (decrease) in reserves	1,423	(5,912)	1,056
Increase (decrease) of investments	-	-	-
Total applications of capital funding (D)	2,928	(5,367)	1,999
Surplus (deficit) of capital funding (C-D)	(5,040)	5,912	(256)
Funding balance ((A-B) + (C-D))	-	-	-

Explanation of significant variances

Operating funding

No significant variance of operating funding compared to the Long Term Plan. There is a change in operational funding from 2024 due to new activities introduced following organisational restructure being: Urban Regeneration from Strategic Planning, Future Development and Regeneration, Property Management from Facilities and Asset Planning (internal activity).

Applications of operating funding

Applications of funding was \$11.1 million lower than the 2025 Long Term Plan mainly due to the Council decision to defer the \$7.0 million restoration of the Christ Church Cathedral. Alongside this, payments to staff and suppliers \$3.7 million lower than the 2025 Long Term Plan due to vacancies and lower than anticipated consulting spend.

Applications of Capital funding

The \$11.0 million decrease in the applications of capital funding (budgeted \$5.9M in LTP compared with an actual -\$5M) relates to Council's decision to defer the \$7.0 million payment relating to restoration of the Christ Church Cathedral and operational savings relating to payments to staff and suppliers. This has resulted in Council's borrowing requirements dropping by \$11.0m.

Council activities and services

Sustainable Economic Development

What is sustainable economic development, and what does the Council do? Why is the Council involved?

The city needs a strong economy if it is to improve community outcomes. Economic development activities help improve and expand the economy so that residents have better employment and business opportunities and good quality facilities and services.

How does it affect me?

We all want to live in a place that is vibrant, prosperous and offers exciting opportunities for work and recreation. By supporting sustainable economic development, guiding the use and development of our resources and infrastructure, we help make Christchurch a great place to live, work and do business.

A strong and sustainable economy benefits everyone because there are more and better jobs and business opportunities. A robust economy and good quality of life also make it easier to attract high-value migrants, returning residents, investment and drive innovation.

What activities are involved?

Sustainable Economic development

ChristchurchNZ is our Sustainable Economic Development Agency and our funding of it is one of the main ways we support economic development in the city. Together, we worked in four broad areas:

- supporting innovation and business growth
- destination development and visitor attraction
- city positioning
- urban development

These activities help build a competitive, resilient and sustainable economy to benefit residents through increased productivity that supports the creation of good employment opportunities and a more prosperous community.

We also continue to focus on raising the profile of the city to improve perceptions, attract more visitors, business, investment and skilled migrants to the city.

Civic and international relations

This activity coordinates and leads city-wide international relations activity, in alignment with the 2020 International Relations Policy Framework (IRPF), and delivers scheduled and unscheduled civic ceremonies, national ceremonies and official visits.

What did we achieve?

Sustainable Economic Development

We provide ChristchurchNZ with operational funding to lead the sustainable economic development of Christchurch. Some highlights of the activity delivered includes:

- Christchurch Engine Centre confirmed a \$250 million investment in future-proofing its services, retaining existing jobs and bringing 200 new jobs to the city.
- Bio Ora has also chosen to base its \$10 million new manufacturing facility in Christchurch with 30 new jobs and significant potential for further development of cutting-edge cancer treatment facilities in the city.
- Supported two local cleantech companies (Fabrum & Zincovery) to receive a total of \$17.5 million in Arohia Trailblazer innovation funding.
- A Waitaha Canterbury Aerospace Strategy was prepared and is moving into implementation in partnership with others.
- Piloting an Energy Advisor role to help businesses lower their carbon emissions from process heat.
- The On Show events throughout Spring featuring international test cricket, a Trans-Tasman Rugby League double-header, Tall Blacks international basketball, Fast Five netball, Hozier concert, and annual city events like the Addington Cup and the New Zealand Agricultural Show.
- Seven major events over summer were attended by an estimated 96,000 people, including the expanded 2-day Electric Avenue music festival, which generated \$10.5 million in visitor spend, the highest total for a Christchurch Major Event in at least the past decade.

- City-led bids for Business Events with potential to attract well over 30,000 delegates and bring over \$55m of visitor spend in future years have been prepared.
- CNZ secured \$600k from Government to create a winter marketing campaign, Winter Different, driving off-peak visitation from east coast Australians.
- Media activity generated 1,455 pieces of content showcasing Christchurch with an Advertising Value Equivalency of \$14.4m and potential reach of over 1.5 billion people.
- Brand monitoring showed that Christchurch ranks higher than comparison cities for resident pride and domestic traveller consideration.
- City branding has been used to transform the international arrivals area at Christchurch Airport, ensuring visitors and returning residents connect instantly with our city brand.
- Local Champion volunteers continued to play a vital role, welcoming visitors to Christchurch and providing visitor information. The program was expanded beyond cruise ship days to other periods of high visitor activity in the city.
- Continued delivery of urban development projects in New Brighton and Sydenham delivering a mix of commercial property alongside a variety of housing property types.
- City decision-makers, industry leaders, Council representatives, visionaries and innovators gathered at a CNZ-hosted workshop to accelerate the city's journey to a regenerative economy through mission-based innovation.

Note: the above results are partial due to timing of data availability and were unaudited when provided to Council by ChristchurchNZ.

Civic and International Relations

The Civic and International Relations (CIR) team coordinated and led city-wide international relations activity, in alignment with the 2020 International Relations Policy Framework (IRPF) and delivered scheduled and unscheduled civic ceremonies, national ceremonies and official visits, including the following:

- The Mayor led a delegation to China. Strategic planning for future engagement in Asia was undertaken. There was also support for the Pacific Technical Assistance Programme and maintained strong ties with the Christchurch Consular Corps and Christchurch Airport.
- All Sister City Committees delivered activities aligned with the IRPF, with CIR supporting 42 events across six Sister Cities. Highlights included the 30th anniversary visit from

Songpa-gu and the hosting of 11 international delegations. CIR also facilitated regional collaboration through a Global Cities NZ seminar.

- CIR coordinated 51 visit programmes for international dignitaries, including 11 linked to Sister Cities. Delegations came from across Asia, Europe, the Americas, and the Pacific, strengthening diplomatic ties and cultural exchange in line with IRPF priorities.
- CIR provided strategic and logistical support to the Christchurch Antarctic Office, contributing to the successful delivery of the Antarctic Season Opening Programme and other key events. The team also supported high-level diplomatic engagement and participated in the Antarctic Gateway Leadership Group.
- Eleven citizenship ceremonies were delivered for 3,454 new citizens—an increase of 4% from the previous year. All ceremonies were delivered within budget, maintaining a high standard of civic welcome for new New Zealanders.
- CIR partnered with the RSA and community groups to deliver high-quality commemorative events, including ANZAC Day, Armistice Day, and the 75th anniversary of the Korean War, ensuring respectful and inclusive civic remembrance.
- Nine civic ceremonies were delivered, including Charter Parades, the February 22 Earthquake Remembrance, and Civic Awards. The programme reflected Christchurch's civic identity and supported community engagement through ceremonial recognition.
- While no unscheduled national or civic events occurred this year, the CIR team remained prepared to lead or support such events within time and budget constraints.

How did we measure up?

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Sustainable Economic Development ¹				2025 Activity level of service result achievement summary				
				Achieved 4				
Targeted Innovation Investment and Business Support								
Ensure Christchurch businesses have access to advice and support to innovate, grow competitiveness, resilience, and sustainability	Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience, and sustainability [5.1.6.1]	Number of businesses/ enterprises supported by ChristchurchNZ to improve productivity, environmental or social performance.	800 engagements with businesses to provide support or advice	830 businesses access business support or advice.	ChristchurchNZ has contracts with MBIE, Callaghan Innovation, and Business Mentors NZ to deliver programmes such as the Regional Business Partners Programme and Business Mentors NZ. Beyond these contracted programmes, we also provide support and concierge services to a wide range of other businesses, including those in the screen and tourism sectors. Businesses register or contact ChristchurchNZ for these services independently, and participation is often influenced by general external economic factors and sector/business	745 businesses. (ChristchurchNZ fourth-quarter report to 30 June 2024, unaudited results)	856 businesses. (ChristchurchNZ fourth-quarter report to 30 June 2023, unaudited results)	575 businesses (Christchurch NZ fourthquarter report to 30 June 2022, unaudited results)
				Achieved		Achieved ☞	Achieved ☞	Achieved ☞

¹ Level of service '2.8.1.3 Develop Christchurch as an attractive destination' begins being measurable from 2027/2037 as adopted in the 2024/2034 Long Term plan.

Level of service '5.0.16.6 Realise greater value from Christchurch's Antarctic Gateway' was discontinued during the adoption of the 2024/2034 Long Term plan.

Level of service '5.1.2.4 Provide leadership in inclusive and sustainable economic development for Christchurch' was discontinued during the adoption of the 2024/2034 Long Term plan.

Level of service '5.1.5.1 Build innovation and entrepreneurial strength' was discontinued and combined with '5.1.6.1 Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience, and sustainability' during the adoption of the 2024/2034 Long Term plan.

Level of service '5.1.9.1 Facilitate urban development activities that contribute to a prosperous local economy' was discontinued during the adoption of the 2024/2034 Long Term plan.




Level of service '5.1.5.2 Build innovation and entrepreneurial strength' was discontinued and combined with '5.1.6.1 Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience, and sustainability' during the adoption of the 2024/2034 Long Term plan.

Level of service '5.1.5.3 Build innovation and entrepreneurial strength' was discontinued and combined with '5.1.6.1 Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience, and sustainability' during the adoption of the 2024/2034 Long Term plan.


Level of service '5.3.5.3 Build innovation and entrepreneurial strength' was discontinued and combined with '5.1.6.1 Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience, and sustainability' during the adoption of the 2024/2034 Long Term plan.


Level of service '5.3.5.5 Develop Christchurch as an attractive destination' was discontinued during the adoption of the 2024/2034 Long Term plan.


 - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
					specific operating challenges or growth opportunities			
Activating Assets, the Central City and Strategic Locations								
Activating Christchurch as an attractive destination	Prepare City bids to attract business events to Christchurch [5.1.8.1]	City bids prepared to attract business events to Christchurch, aligned with the business event strategy and Christchurch Economic Ambition of a regenerative economy	30 City bids prepared to attract business events to Christchurch	66 city bids.	Christchurch is increasingly being recognised as a leading destination for business events and conferences, supported by targeted subvention funding, the presence of Te Pae, and ongoing delays to the New Zealand International Convention Centre (NZICC). Strategic efforts have also been directed towards the Australian market, with a CNZ representative based there to strengthen engagement and drive demand.	64 bids. (ChristchurchNZ fourth-quarter report to 30 June 2024, unaudited results)	84 city bids. (ChristchurchNZ fourth-quarter report to 30 June 2023, unaudited results)	47 city bids (Christchurch NZ fourthquarter report to 30 June 2022, unaudited results)
				Achieved		Achieved 	Achieved 	Achieved 
	Area of improvement to public and private space [5.1.9.2] ²	Area of improvement to public and private space (commercial and residential properties or public space)	4,000 square metres	4476 square metres	Additional opportunities were identified in the New Brighton area, leading to collaborative work with developers and the local community for example, activations in Oram Avenue.	Target publicly reported for the first time in the Long Term plan 2024-2034		
				Achieved				

² Level of service '5.1.9.2 Overall Regional Sports Organisation satisfaction with the standard of the city's Council provided sports surfaces' was moved to a Community Level of Service.

 - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
City Positioning								
Ensure Christchurch is well positioned as a Confident City that is attractive to businesses, residents, visitors, students, and potential migrants	Number of familiarisation, trade or policy engagements with trade agents, investors, government or media Supporting: Business, investment, visitor, talent, convention, major events, screen, Antarctic programmes or international education attraction and retention [5.1.7.3]	Number of familiarisation, trade or policy engagements with trade agents, investors, government or media Supporting: Business, investment, visitor, talent, convention, major events, screen, Antarctic programmes or international education attraction and retention	60 engagements with trade agents, investors, government or media	75 engagements completed with trade agents, investors government or media.	There is currently strong interest in Christchurch, providing valuable opportunities to enhance attraction efforts and promote the city's brand and story, while showcasing its unique assets across a variety of platforms and audiences.	94 engagements. (ChristchurchNZ fourth-quarter report to 30 June 2024, unaudited results)	108 engagements with trade agents or investors completed. (ChristchurchNZ fourth-quarter report to 30 June 2023, unaudited results)	58 engagements with trade agents or investors completed (Christchurch NZ fourthquarter report to 30 June 2022, unaudited results)
				Achieved		Achieved	Achieved	Achieved 

 - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Civic and International Relations				2025 Activity level of service result achievement summary				
				Achieved 3				
Coordinate and lead city-wide international relations activity, in alignment with the 2020 International Relations Policy Framework (IRPF)								
Coordinate, support and lead city-wide international relations activity, in alignment with the 2020 International Relations Policy Framework (IRPF)	Lead city-wide coordination and collaboration in support of the agreed vision and priorities set out in the 2020 International Relations Policy Framework (IRPF) action plans [5.0.9.1]	Including convening regular city-wide coordination meetings. Monitoring progress against the work programme, (set / reviewed at least annually), based on the Implementation Plan actions and due dates.	Support delivery of implementation Plan to agreed timelines	The CIR convened two IRPF stakeholder meetings during the period.	N/A	The CIR convened two IRPF stakeholder meetings during the period. The Mayor lead a business delegation to Seattle and LA in July as well as meetings in support of the plan in Korea in September. Work has been undertaken in planning a business delegation visit to China in August 24 that includes significant liaison with IRPF stakeholders	Work has been undertaken to grow the IRPF stakeholders' group with two meetings having been held during the period. In addition, work has been completed or is underway in delivery of four partnership locations (Australia, the West Coast of the United States, the Guangdong Province of China, and the Republic of Korea)	The Civic & International Relations team, in consultation with City IRPF members, led a process resulting in the Council agreeing on 10 March 2022 to four Partnership locations (Australia, the West Coast of the United States, the Guangdong Province of China and the Republic of Korea) under the IRPF
				Achieved		Achieved	Achieved	Achieved
Delivery of Scheduled Civic Ceremonies								
Coordinate and lead city-wide international relations activity, in alignment with the 2020 International Relations Policy Framework (IRPF)	High quality citizenship Ceremonies to confer citizenship for Christchurch based new, New Zealand citizens delivered [5.0.6]	High quality citizenship ceremonies are delivered in keeping with citizenship flow, and within budget.	Deliver a regular schedule within budget	Council conducted 11 citizenship ceremonies over the past financial year for 3,454 new citizens within budget	N/A	Council conducted 12 citizenship ceremonies over the past financial year for 3314 new citizens within budget	9 ceremonies held. Successfully delivered a regular schedule of high quality Citizenship Ceremonies in Christchurch, conferring citizenship for new New Zealand citizens, while effectively managing the budget	One ceremony held
				Achieved		Achieved	Achieved	Not Achieved

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	Annual programme of other high quality civic ceremonies delivered [5.0.8]	Monitoring the agreed delivery dates and timelines.	Deliver an annual programme of other civic or ceremonial events including 22 February commemorations, Civic Awards, and/or Charter Parades	Annual programme of 9 other civic ceremonies was delivered throughout the year	The number of civic and ceremonial events delivered this year was 55% lower than the previous year, with 9 events completed. This variance is primarily due to a change in how this level of service is measured, which has provided a more accurate reflection of the programme's scope. In addition, the delivery of these events is demand-driven and varies year to year based on requests and civic priorities	Annual programme of 20 other civic ceremonies was delivered throughout the year	20 civic or ceremonial events delivered, efficiently executed an annual program of high-quality civic and ceremonial events, including the 22 February commemorations, Civic Awards, Apprenticeships Graduation Ceremony, and Charter Parades	27 civic or ceremonial events delivered
				Achieved		Achieved	Achieved	Achieved

What did it cost?

Economic development				
Statement of cost of services				
for the year ending 30 June				
2024			2025	2025
Actual			Actual	Long Term plan
\$000			\$000	\$000
Cost of services				
18,142	Economic development		16,026	17,163
1,259	Civic & international relations		1,259	1,301
19,401			17,285	18,464
Operating revenue from services				
117	Economic development		117	122
157	Civic & international relations		163	138
274			280	260
19,127	Net cost of services		17,005	18,204

Explanation of significant variances

The cost of service was \$1.2 million lower than plan due to specific events funding being transferred to Communities and Citizens activity to manage.

The cost of service was \$2.1 million lower than 2024 due to additional events grant funding made available to ChristchurchNZ in 2024.

There was no significant revenue variance to operating revenue compared to plan and 2024.

Economic development

Funding impact statement for year ending 30 June 2025

	2025 Actual	2025 Long Term Plan	2024 Long Term Plan
	\$000	\$000	\$000
Sources of operating funding			
General rates, uniform annual general charge, rates penalties	16,609	16,665	15,365
Subsidies and grants for operating purposes	145	138	36
Fees and charges	117	122	107
Local authorities fuel tax, fines, infringement fees, and other receipts	17	-	-
Total operating funding (A)	16,888	16,925	15,508
Applications of operating funding			
Payments to staff and suppliers	1,173	1,219	1,093
Internal charges and overheads applied	616	616	525
Other operating funding applications	15,429	16,629	15,429
Total applications of operating funding (B)	17,218	18,464	17,047
Surplus (deficit) of operating funding (A-B)	(330)	(1,539)	(1,539)
Sources of capital funding			
Increase (decrease) in debt (internal funding)	(1,209)	-	-
Total sources of capital funding (C)	(1,209)	-	-
Applications of capital funding			
Capital expenditure			
Increase (decrease) in reserves	(1,539)	(1,539)	(1,539)
Total applications of capital funding (D)	(1,539)	(1,539)	(1,539)
Surplus (deficit) of capital funding (C-D)	330	1,539	1,539
Funding balance ((A-B) + (C-D))	-	-	-

Explanation of significant variances

There was no significant variance to sources of operating funding.

Application of operating funding was \$1.2 million less than plan due to specific events funding being transferred to Communities and Citizens activity to manage.

Significant capital expenditure

No significant capital expenditure occurred in this activity.

Council activities and services Governance

What is governance, and what does the Council do?

Through its governance activities, the Council enables local decision-making and action by, and on behalf of, communities to promote the well-being of the district now and for the future.

The Council is governed by two complementary decision-making parts:

- The Council, which comprises the mayor and 16 councillors and makes decisions on city issues that affect the whole district.
- Community boards which made decisions on local community issues, activities and facilities, and help build strong communities. There are six community boards, five with nine members, and one with eight. In addition to the elected board members, councillors are appointed to serve on the Community Board, which includes their Ward.

Governance activities ensure that Council and community board decision-making processes are effective, open and transparent and democratically accountable.

This involves ensuring that the community has opportunities to be involved in decision-making.

Why is the Council involved?

The people of Christchurch elect a mayor, city councillors and community board members at elections every three years. The Council governs by making strategies, policies and decisions that direct the city's future. The Council regularly seeks community input on many issues, such as draft policies, local capital works projects, and the annual and long-term plans.

The purpose of local government is to enable democratic local decision-making and action by, and on behalf of, communities; and to promote the social, economic, environmental, and cultural well-being of communities both now and for the future.

Governance activities and services contribute to active democracy by ensuring that individuals and groups have many opportunities to be involved in local government decision-making.

They also contribute towards achieving the community outcomes in a manner consistent with the council's strategic direction and help ensure a well-governed district of inclusive, connected communities. This is done by empowering community groups and organisations to develop and manage initiatives that encourage active participation, build social capital and create a sense of belonging in their own local communities.

How does it affect me?

The activities of the council have a direct effect on everyone, whether it be by collecting kerbside rubbish, supplying safe drinking water, maintaining parks or hosting festivals and events.

Residents can influence how the council runs the district by voting for their representatives in local elections every three years and by becoming involved in the decision-making process through comments and feedback during public consultations, as well as by participating in the public forum and deputation sections of public meetings.

What activities are involved?

Public participation in the democratic processes, city governance and decision-making activity includes the following services:
Governance and Decision Making

Residents are encouraged to take part in and understand the democratic processes of the Council by having their say during engagements and through the decision-making process. It is important that elected members take the views of the community, those directly affected, into account.

Managing decision-making processes ensures that Council and community board formal meetings and hearings result in effective and informed decisions. The processes include ensuring that meetings comply with legal requirements and that the decision-makers receive the appropriate advice to enable informed decision-making.

Local government elections, polls and representation reviews include organising elections and by-elections. Local government elections are held every three years, and representation reviews every six.

Mayoral, Councillor and Executive Support, and Treaty Relationships

Mayoral, Councillor and Executive Support provides advice, services and administrative support so that the mayor, deputy mayor, elected members and chief executive can fulfil their statutory, community, Council and policy leadership roles.

It also provides information in accordance with the Local Government Official Information and Meetings Act 1987 (LGOIMA), receives and processes requests for information under the provisions of the act to ensure accurate information is available in a timely manner.

The Council's statutory obligations, engagement commitments and relationships with Māori are founded on Te Tiriti o Waitangi. We are required to ensure that the views, values and wellbeing of Māori are considered across Council activities. The Local Government Act 2002, the Resource Management Act 1991 and the Te Rūnanga o Ngāi Tahu Act 1996 all require consultation on matters that directly affect Māori culture and traditions, as acknowledged by the Treaty of Waitangi. These issues include land, water and the use and protection of natural resources.

The Council engages with mana whenua through Te Hononga Committee, comprising six of the Papatipu Rūnanga and Council representatives, and through Mahaanui Kura Taiao's advisory services.

Performance, Finance, and Procurement (internal service)

For Council to deliver better performance in future years requires creating and executing effective performance management. This means ensuring Christchurch City Council has high quality plans and plan monitoring in place (long term plan (LTP), annual plan, operational plans).

We support implementation of community plans like the LTP by including organisational targets, creating plans within the business for execution against performance targets, and ensuring

meaningful linkages to individual staff performance plans. We also conduct periodic service delivery reviews for all relevant activities.

This approach requires effective performance monitoring mechanisms which focus on transparency and accountability for business results, and which involve regular reporting to management, elected members (council or delegated committee), and the community.

What did we achieve?

Governance and Decision Making

We delivered smart secretarial and support services for governance decision making including the processing of over 2,697 reports and managing 432 meetings. Council supported 424 applications for a range of hearings, public forums and deputations on topics such as menacing dogs, bus shelters, and much more.

Planning was progressed for the October Local Government Election.

We continued to implement better ways of working, including the development of reporting dashboards, automating manual processes and allowing organisational wide access to data.

The Council's commitment to increased openness and transparency continued to strengthen over the past year. Key highlights include:

- 5.9% of reports were considered in public excluded (PX) sessions, reflecting a sustained reduction in confidential items. This compares with a peak of 35% in 2016, around 10% in 2020, and a consistent level of under 6% in recent years.
- 88% of PX reports from the 2022–2025 triennium have been reviewed for public release, demonstrating an ongoing focus on making information available wherever possible.
- Workshops are now open by default, a change introduced in early 2024 that has had a significant impact:

- April–June 2024: 410 items workshopped, with 78% held in PX
- April–June 2025: 390 items workshopped, with only 14% held in PX

Mayoral, Councillor and Executive Support, and Treaty Relationships

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

We received and processed requests for information under the LGOIMA (1,243 requests 99.6% of the time), to ensure accurate information was available in a timely manner. The average completion time for requests was 12.4 days.

At an operational level, the relationship is strengthened through the Treaty Relationships Team. The Treaty Relationships Team fosters working relationships with Council staff and Papatipu Rūnanga. The team guides Council staff on the cultural context of protocols, policies, procedures and strategies. The Council provides many different pathways for staff to participate, engage and extend their understanding of Ngāi Tahu cultural values as well as Tangata Whenua.

During the year, Council and rūnanga engaged on environmental matters, particularly in relation to use and protection of land and water. Cultural support and presence was also provided to many key events and projects throughout the reporting period.

Enabling access to social housing and papakāinga development (housing developments for Māori on ancestral land) is also fundamental to Māori wellbeing and form a further pou in the relationship between mana whenua and the Council. There are a number of projects being worked on with Papatipu rūnanga that will positively enable successful outcomes to these projects.

Te Tiriti o Waitangi sessions and Te Reo classes continued for Council staff to increase their competency in te reo and understanding of the principles of Te Tiriti o Waitangi and engaging with Rūnanga.

The Council is committed to engaging more effectively with Māori to ensure they have opportunities to contribute to decision-making processes. While the Council specifically recognises the special relationship with mana whenua, it also engages with wider Māori who live in Christchurch, including those whose tribal affiliations that are external of Ngāi Tahu.

Performance, Finance, and Procurement (internal service)

Christchurch City Council is focused on ensuring it has high quality plans and plan monitoring in place, specifically related to the long-term plan and annual plan. During the year Council prepared and adopted for consultation its draft Annual Plan 2025/26, reviewed and analysed all submissions and undertook hearings to receive feedback from the community about the proposed plan, before adopting the Annual Plan 2025/26 on 24 and 26 June 2024. All critical project plan milestone due dates were met.

Integral in the development and delivery of the organisation's long-term plans and annual plans, Council has an established performance framework. This audited framework ensures the integrity of linkages between all key components remains functional at all times (such as alignment of planning and delivery of levels of service, the non-financial performance measures, and capital projects to the organisation's agreed community outcomes and strategic priorities). In addition, service delivery reviews have been conducted for relevant activities. Reporting and analysis of organisational performance has been prepared and delivered to agreed deadlines, to governance and the community via the Finance and Performance Committee of the Whole (monthly), the annual report, and monthly reports to the organisation.

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

Community outcomes monitoring and reporting programmes have also been maintained, with 98% of community outcomes monitoring indicators kept up to date and reported publicly (against a target of 85%).

How did we measure up?

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
2025 Activity level of service result achievement summary								
Governance and Decision-making ¹				Achieved 4				
Providing smart secretariat services, information, and support for Council decision-making processes at governance level								
Provide smart secretariat services, information, and support for Council decision-making processes at governance level	Resident satisfaction with participation in and contribution to Council decision-making (understanding decision making) [4.1.18]	(Annual Resident Survey. Percentage of respondents who understand how Council makes decisions	At least 32%	40%	N/A	34% of respondents understand how Council makes decisions	35% of respondents understand how Council makes decisions	31% of respondents understand how Council makes decisions
				Achieved		Achieved ☞	Achieved ☞	Achieved ☞
	Increase transparency in decision making through minimising public excluded reports [4.1.28.4] ²	Data captured in InfoCouncil, reported in the Quarterly Governance Report	A maximum of 6.5% of reports considered in PX	5.9% of reports considered in PX	N/A	Target publicly reported for the first time in the Long Term plan 2024-2034		
				Achieved				
	Increase transparency in decision making by releasing reports [4.1.28.5] ³	Data captured in InfoCouncil, reported in the Quarterly Governance Report	85% of all PX reports from the current triennium reviewed for potential release	88% of all PX reports from the current triennium reviewed for potential release	N/A	New measure in the Long Term plan 2024-2034		
				Achieved				
	Increase transparency in decision making through livestreaming eligible meetings [4.1.28.6] ⁴	Livestreamed meetings are recorded on the website or other digital platform	90% of eligible meetings livestreamed and recorded on a digital platform	97% of eligible meetings livestreamed and recorded on a digital platform	N/A	New measure in the Long Term plan 2024-2034		
				Achieved				

¹ Level of service '4.1.2 Provide and maintain robust processes that ensure all local elections, polls and representation reviews are held with full statutory compliance' was moved to a Management Level of Service.

² Level of service '4.1.28.4 Increased transparency in decision making, reports considered in public excluded (PX)' was moved to a Community Level of Service.

³ Level of service '4.1.28.5 Increase transparency in decision making by releasing reports' is a new measure adoption with the 2024/2034 Long Term plan.

⁴ Level of service '4.1.28.6 Increase transparency in decision making through livestreaming eligible meetings' is a new measure adoption with the 2024/2034 Long Term plan.

☞ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details.

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
Mayoral, Councillor and Executive Support, and Treaty Relationships				2025 Activity level of service result achievement summary				
				Achieved 3				
Treaty Relationships								
Supporting the relationships between Council and the six Papatipu Rūnanga	Maintain positive Mana Whenua relationships [4.1.23]	Periodic survey of Papatipu Runanga (at least once per annum)	Mana Whenua are satisfied with Council support for Papatipu priorities	Mana Whenua are satisfied with Council support for Papatipu priorities	N/A	Iwi and Mana Whenua are satisfied with the relationship and project outcomes	Iwi & Mana Whenua are satisfied with the relationship and project outcomes	Iwi & Mana Whenua are satisfied with the relationship and project outcomes
				Achieved		Achieved	Achieved	Achieved
	Facilitate opportunities for iwi and mana whenua to actively contribute in decision making processes [4.1.24]	Service level agreements with MKT and Whitiōra	Quarterly Te Hononga-Papatipu Rūnanga Committee meetings	Quarterly Te Hononga-Papatipu Rūnanga Committee meetings achieved	N/A	Iwi and Mana Whenua are satisfied with the level of engagement and opportunities to contribute to decision-making in areas of mutual interest	Iwi and Mana Whenua are satisfied with the level of engagement and opportunities to contribute to decision-making in areas of mutual interest	Iwi and Mana Whenua are satisfied with the level of engagement and opportunities to contribute to decision making in areas of mutual interest
				Achieved		Achieved 3	Achieved 3	Achieved 3
Provision of information in accordance with LGOIMA								
Respond to requests for information held by Council in a manner that complies with the legislative processes and timelines set out in the LGOIMA	Provision of information is in accordance with LGOIMA principles and requirements [4.1.29.2]	Regular review of the LGOIMA timelines in the Hybris database	99% compliance	99.77% compliance	N/A	99.52% compliance	99.1% Achieved	98.7% Achieved
				Achieved		Achieved	Achieved	Not Achieved

☹ - This metric's targets have varied over time or differ from those in the current Long-Term Plan. Prior results are measured against each year's target. Refer to prior Annual Reports and relevant Plans for details

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
2025 Activity level of service result achievement summary								
Performance, Finance, and Procurement				Achieved 6				
Ensure Christchurch City Council has high quality plans and plan monitoring in place (Long Term Plan, Annual Plan, operational plans)								
Ensure Christchurch City Council has high quality plans and plan monitoring in place (Long Term Plan, Annual Plan, operational plans)	Implement the Long-Term Plan and Annual Plan programme plan [13.1.1]	Based on LTP and Annual Plan programme plan milestones	Critical path milestone due dates in programme plans are met	Critical path milestone due dates in programme plans were met	N/A	Critical path milestone due dates in programme plans were met	Critical path milestone due dates in programme plans were met	Critical path milestone due dates in programme plans were met
				Achieved		Achieved	Achieved	
	Implement and evolve CCC performance framework [13.1.2.2]	There is always a CCC performance framework in place. Preserve integrity of CCC Performance Framework - all Performance Framework (Big Picture) linkages and key components functional	Performance Framework in place	Performance Framework in place	N/A	Performance Framework in place	Performance Framework in place	Performance Framework in place
				Achieved		Achieved	Achieved	
	Conduct Resident Surveys, analyse and provide results to Council and staff [13.1.3]	Points of Contact Survey and a General Satisfaction Survey on Council's products and services only. Two surveys per year, by the end of May: General Satisfaction Survey and Points of Contact Survey	Maintain two surveys per year, by the end of May	Two surveys maintained ahead of schedule	N/A	Two surveys maintained ahead of schedule	Two surveys maintained ahead of schedule	Surveys maintained ahead of schedule
				Achieved		Achieved	Achieved	
	Community outcomes monitoring and reporting programmes are	Outcomes monitoring management database report.	85% of community outcomes monitoring indicators are up-to-	98% of community outcomes monitoring indicators are up	We have collected the data we need this year and updated it. There has been more data available for update this year than in previous years	93% of community outcomes monitoring indicators are up to	85% of community outcomes monitoring indicators are up to date	90% of community outcomes monitoring

Level of Service Statement	Measure	How	Target	2025 Result	Additional Commentary	2024 Result	2023 Result	2022 Result
	maintained [13.1.24.1]	Maintained since 2004	date and reported publicly	to date and reported publicly		date and reported publicly		indicators are up to date
				Achieved		Achieved	Achieved	Achieved
	Deliver Organisational Performance Reporting and Analysis [13.1.26]	Every month, organisational Performance Reports are published on the intranet, and are sent to ELT and Governance	At least 95% of governance, corporate, group and unit performance reports and analyses, based on organisational performance targets. delivered to agreed deadlines	100% of governance, corporate, group and unit performance reports and analyses, based on organisational performance targets delivered to agreed deadlines	N/A	100% of governance, corporate, group and unit performance reports and analyses, based on organisational performance targets delivered to agreed deadlines	100% of governance, corporate, group and unit performance reports and analyses, based on organisational performance targets, delivered to agreed deadlines	100% of governance, corporate, group and unit performance reports and analyses, based on organisational performance targets, delivered to agreed deadlines
				Achieved		Achieved	Achieved	Achieved
	Implement agreed programme of Service Delivery Reviews (LGA s17A) [13.1.27] ⁵	Schedule of proposed, planned and agreed Service Delivery Reviews	Programme delivery to Council to agreed timelines	Programme delivery to Council to agreed timelines	N/A	New measure in the Long Term plan 2024-2034		
				Achieved				

⁵ Level of service '13.1.27 Implement agreed programme of Service Delivery Reviews (LGA s17A)' is a new measure adoption with the 2024/2034 Long Term plan.

What did it cost?

Governance			
Statement of cost of services			
for the year ending 30 June			
2024		2025	2025
Actual		Actual	Long Term Plan
\$000		\$000	\$000
Cost of services			
15,909	Governance & Decision Making	16,031	17,001
2,032	Office of Mayor, Chief Executive, and Treaty Partner Relations	2,062	2,751
9	Ōtākaro Avon River Corridor Co-Governance	22	208
17,950		18,115	19,960
Operating revenue from services			
53	Governance & Decision Making	31	49
53		31	49
17,897	Net cost of services	18,084	19,911

Explanation of significant variances

The overall cost of service was \$1.8 million less than plan due to staff vacancies during the year and lower than anticipated Treaty Relations service contract fees. The overall cost of service was \$0.2 million higher than 2024 due salary CPI increases and reduction in vacancies.

There was no significant variance to operating revenue compared to plan and 2024.

Governance

Funding impact statement for year ending 30 June 2025

	2025 Actual \$000	2025 Long Term Plan \$000	2024 Long Term Plan \$000
Sources of operating funding			
General rates, uniform annual general charge, rates penalties	19,844	19,911	17,859
Fees and charges	31	49	47
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-
Total operating funding (A)	19,875	19,960	17,906
Applications of operating funding			
Payments to staff and suppliers	17,341	19,253	17,407
Internal charges and overheads applied	684	684	562
Other operating funding applications	16	23	372
Total applications of operating funding (B)	18,041	19,960	18,341
Surplus (deficit) of operating funding (A-B)	1,834	-	(435)
Sources of capital funding			
Increase (decrease) in debt (internal funding)	(1,834)	-	-
Total sources of capital funding (C)	(1,834)	-	-
Increase (decrease) in reserves	-	-	(435)
Total applications of capital funding (D)	-	-	(435)
Surplus (deficit) of capital funding (C-D)	(1,834)	-	435
Funding balance ((A-B) + (C-D))	-	-	-

Explanation of significant variances

There was no significant variance to sources of operation funding. Application of operating funding was \$1.9 million less than plan due to staff vacancies during the year and lower than anticipated Treaty Relations service contract fees

Significant capital expenditure

No Significant capital expenditure occurred in this activity.

Council activities and services

Corporate

What are Council's corporate activities?

As with other organisations we have units that provide back-office services such as human resources, legal, finance, and digital to other council business units. We call these units internal service providers (ISPs). The cost of providing these services is charged to the activity receiving the benefit of that service.

In addition, there are some council-wide costs and income which cannot meaningfully be classified into a standalone activity. These items are included within the corporate activities section.

What revenue and costs are included?

- Revenues and costs relating to Council-Controlled Organisations (CCOs):
 - Dividend income received from CCOs
 - Interest income from funds on-lent to CCOs
 - Interest costs relating to borrowing taken out to:
 - On-lend to CCOs, or
 - Invest in the equity (shares) of CCOs, or
 - Undertake earthquake recovery work.
- Rates income
- Interest income from Council investment of general funds and special-purpose reserves
- Income from services provided by ISPs to organisations outside of Council
- Costs incurred in providing these services
- Non-operational property costs and
- Other income, such as revenue from petrol tax and subvention receipts.

Overall, our corporate activities generate a significant surplus, largely from dividends and interest income. This surplus is used either to reduce the level of general rates collected from ratepayers or reduce borrowing needs.

What capital expenditure is included?

Corporate capital expenditure includes costs relating to Council's office accommodation, information and communication technology, any investment in CCOs, and corporate construction projects, such as One New Zealand Stadium at Te Kaha and the Performing Arts Precinct projects.

What did it cost?

Corporate

Statement of cost of services for the year ending 30 June 2025

2024		2025	2025
Actual		Actual	Long Term Plan
\$000		\$000	\$000
Cost of services			
92,408	Interest - onlending, equity investments and rebuild	90,235	101,285
3,428	Internal service providers (unallocated costs)	3,211	3,117
8,252	Property costs and other expenses	932	7,069
104,088		94,378	111,471
Operating revenue from services			
692,459	Rates	773,343	771,379
55,515	Dividends	62,781	62,403
42,973	Interest from onlending	36,600	43,739
11,350	General and special fund interest	13,346	9,705
3,428	Internal service providers	3,211	3,117
1,913	Other revenue	3,426	3,097
31,811	Subvention receipts (income tax)	16,309	11,260
839,449		909,016	904,700
13,021	Capital revenues	-	-
(748,382)	Net cost of services	(814,638)	(739,229)

Explanation of significant variances

Interest costs were \$11.1 million lower than plan due to reduced borrowing for the capital programme and borrowing for on-lending to Council subsidiaries, resulting in lower interest costs, favourable hedging and a faster than planned reduction in the official cash rate.

The net cost of the internal service providers is allocated to external activities. Internal service provider revenue was \$0.1 million higher than planned, at a similar level to 2024.

Rates income was \$2.0 million higher than plan due to higher rating base growth in late 2024 than forecasted, resulting in a higher rates strike (\$1.0 million). Rates penalties were \$1.6 million higher than budget, while the total rates penalties applied were 7.2% higher than in 2024, they were still lower than the nominal rates increase of 11.93%. Excess water charges were lower than budget (\$0.7 million), due to a cooler summer reducing excess water usage and timing of the raising of excess water invoices.

Dividend revenue is \$0.4 million higher than plan due to increased dividends received from Transwaste during the year.

Interest revenue from on-lending was \$7.1 million lower than plan due to the lower and later on lending than planned.

General interest was \$3.6 million higher than plan due to maintaining a higher cash balance than planned due to delayed capital programme expenditure and favourable hedging.

Other revenue was \$0.3 million higher than plan due to receiving unplanned various minor grants.

Subvention receipts exceeded plan by \$5.0 million due to better than expected financial results from some subsidiaries. The amount was well above 2024 due to Councils decision to utilise them to achieve a rates reduction.

Corporate

Funding impact statement for year ending 30 June 2025

	2025 Actual \$000	2025 Long Term Plan \$000	2024 Long Term Plan \$000
Sources of operating funding			
General rates, uniform annual general charge, rates penalties	29,905	30,006	57,849
Targeted rates	557	559	3,319
Subsidies and grants for operating purposes	2,529	598	-
Fees and charges	3,462	2,970	2,717
Internal charges and overheads recovered	146,840	146,562	97,962
Local authorities fuel tax, fines, infringement fees, and other receipts (1)	16,510	13,907	5,212
Total operating funding (A)	199,803	194,602	167,059
Applications of operating funding			
Payments to staff and suppliers	46,178	8,599	3,528
Finance costs	92,909	101,285	62,503
Other operating funding applications	8,373	11,737	7,514
Total applications of operating funding (B)	147,459	121,621	73,545
Surplus (deficit) of operating funding (A-B)	52,343	72,981	93,514
Sources of capital funding			
Subsidies and grants for capital expenditure	-	-	-
Increase (decrease) in debt (internal funding)	107,206	156,946	129,611
Gross proceeds from sale of assets	5,633	9,200	520
Total sources of capital funding (C)	112,839	166,146	130,131
Applications of capital funding			
Capital expenditure			
- to replace existing assets	11,224	20,680	8,971
- to improve the level of service	221,095	228,984	212,934
- to meet additional demand	(1,461)	-	1,048
Increase (decrease) in reserves	4,024	2,463	2,892
Increase (decrease) of investments	(69,700)	(13,000)	(2,200)
Total applications of capital funding (D)	165,182	239,127	223,645
Surplus (deficit) of capital funding (C-D)	(52,343)	(72,981)	(93,514)
Funding balance ((A-B) + (C-D))	-	-	-

Explanation of significant variances

Operating funding

The better than planned surplus of operating funding result largely reflects the better than planned subvention receipts.

Application of operating funding

Payments to staff and suppliers exceeds budget due to the change in accounting treatment for software as a service (SaaS), converting what would have been capital expenditure to

operational expenditure. Finance costs are lower than planned due to the timing of onlending, favourable hedging and lower borrowing for capital expenditure.

Capital funding

Borrowing was lower than planned due to reduced capital funding requirements.

Capital expenditure

Spend on Digital capital expenditure was \$32.8m less than planned due to the change in accounting treatment for software as a service, converting capital expenditure to operational expenditure.

Significant capital expenditure

Significant capital expenditure included \$199.9 million on One New Zealand Stadium at Te Kaha, and \$18.9 million on the Performing Arts Precinct

Communities and Citizens

Where are we heading?

Christchurch Art Gallery Te Puna o Waiwhetū

We will continue to build the city's nationally significant collection of art through acquisitions that reflect the changing demographics and communities within Ōtautahi. We will continue to provide an excellent range of collection-based exhibitions, themed exhibitions, artist projects, publications, education and public programmes. These will have a direction and appeal that captures our diverse communities, encourages an ongoing relationship with the gallery and draws in new visitors from Ōtautahi-Christchurch, Aotearoa-New Zealand and internationally, further cementing the gallery's place at the heart of our cultural powerhouse city.

Akaroa Museum

Akaroa Museum will continue to provide its community and visitors with an insight to their history through a local lens. School groups are being increasingly drawn to the Museum for the access we can provide to themes of history which are now part of the school curriculum. Already a significant component of the Museum's audience, this sector is expected to grow further in coming years.

In-house temporary exhibitions will continue to showcase objects from our own collection and reveal stories about Banks Peninsula's past. Maintaining full access to the collection and the region's history by continuing with a seven-day-a-week operation remains a priority.

Christchurch City Libraries Ngā Kete Wānanga o Ōtautahi

AWA the digital platform for the collaboration between Christchurch City Council and Selwyn District Council will be launched on 1 July 2025. This will offer both Christchurch and Selwyn residents the opportunity to borrow from an increased, 'super' collection.

Ōmōkihi is in the construction phase of the project with design and artwork procurement underway. Completion is set for late 2026.

Partnerships within the community will continue to be established and strengthened as possibilities for new and enhanced services are explored

Collaborations with the Canterbury Museum will continue to be explored under a high-level MOU while their building is under repair.

Marketing efforts will continue to focus on encouraging inactive library customers to re-engage with libraries, using a new Marketing Messaging Framework to promote the full range of services, programmes and content on offer, as well as continuing to grow the membership base.

Use of the collection continues to be closely monitored to ensure the balance between physical and digital formats meets demand; and our digitisation programme increases access to content that is currently inaccessible.

Community development and facilities

The Strengthening Communities Together Strategy and its associated implementation plan continue to guide our work this year as we align the strategy goals with levels of service, reporting and accountability processes across the organisation. Priority areas include increasing public satisfaction and trust in decision-making, an increased sense of safety in the central city, enabling volunteering in local communities and ensuring the use of accurate demographic data to better understand the needs and gaps of the community.

We will continue to focus on the development and maintenance of partnerships with a range of community organisations citywide to build social capital, increase capability and capacity of the sector, value diversity and ensure every volunteer hour spent or dollar invested has the maximum impact.

Council's continued investment in our network of community facilities will focus on supporting partner organisations and building their capacity, improving the effectiveness and efficiency of the network, and enhancing the customer booking experiences to making it easier and more convenient for people to access our facilities.

Increasing community resilience through a localised approach to Civil Defence and Emergency Management will be a focus,

building links across community board areas and with sector-based communities of interest or identity with a strong community resilience focus.

Recreation, sports, community arts and events

We remain committed to completing the network of recreation and sport centres with the opening of Parakiore Recreation and Sport Centre planned at the end of 2025.

The team will continue to work with the community to complete operational planning to achieve the community outcomes, ensuring the right partnerships and resourcing will be in place.

The events team will continue to focus on sustaining recovery of the industry by supporting local event organisers with advice, permits and funding partnerships. The calendar of Council community delivered events will be adapted to respond to challenges and to better align to the community events implementation plan.

Toi Ōtautahi The Christchurch Art Strategy is a key focus. It recognises the arts as being central to our city's identity, wellbeing and spirit of creative exploration, and as an important tool for community wellbeing, healing and nurturing people.

Civil Defence Emergency Management

We continue to focus on working closely with locally based teams and community organisations to build resilience through supporting community organisations developing response and preparedness plans citywide.

There will be a focus on working across the Council and with other agencies to provide a coordinated intelligence gathering, communication function and community response to smaller scale events such as wet weather events that are becoming more frequent. The Council organisation will continue to build its internal capacity to lead and resource a response to a major emergency.

Response plans for major categories of Civil Defence Emergencies are being updated and staff/volunteers trained to ensure that Christchurch and the wider Canterbury region are best placed to support communities in the event of a major emergency.

Citizen and Customer Services

Our service principle is to have the flexibility to respond to changing customer demand for hours, locations and channels.

Citizens and customers increasingly expect professional, responsive, consistent quality service. This includes accessible, joined up and simple interactions, with choice in how they engage with us.

We will continue to champion and advocate for our customers to support the organisation in delivering exceptional customer service by:

- Continuing to improve the customer experience
- Increasing digital services and service channel choice
- Resourcing to meet customer demand
- Simplifying the way things happen for customers, the community, and our staff
- Providing the organisation with insight and improvement support to enhance the citizen experience and service delivery.

Communities and Citizens - Service delivery in 2025/26

Christchurch Art Gallery Te Puna o Waiwhetū

During the 2025/26 period, the Gallery will present at least 12 new exhibitions, featuring a diverse mix of projects by local and national artists, alongside works from our collection. Complementing these exhibitions, we'll offer educational programmes for schoolchildren and students, develop publications and supporting materials. We will also help researchers and present a wide range of talks and events for the local community. We'll continue collaborating with our cultural sector peers through joint initiatives, while actively managing our retail and commercial hire operations. These efforts aim to meet customer expectations and deliver the service levels outlined in our Long-Term Plan.

Akaroa Museum

Akaroa Museum plans to continue delivering services consistent with those existing in 2024/25. At least two temporary exhibitions

are planned for the year 25/26 and a book celebrating the work of a local photographer is being published in collaboration with The Friends of Akaroa Museum. The Museum will continue to provide a full range of museum services for the community and visitors, including research services and access to the collection by appointment.

Christchurch City Libraries Ngā Kete Wānanga o Ōtautahi

Two new mobile library vans have been developed for an improved outreach experience, including a mobile Auahatanga (creative) focus and a third van will continue on the road to support the South community in the lead up to Ōmōkihi opening late 2026.

Libraries partnered with Quantum Wellbeing (QWB) Lab to measure the impact that a visit to the library has on the wellbeing of our customers. Following an informative pilot project focused on Tūranga, the same methodology will now be rolled out to measure the wellbeing of customers visiting a selection of our community libraries in 2025/26.

Following a successful six-month Board Game collection trial at New Brighton Library in 2024/25, these will now be rolled-out across the network over the next few years. The focus of the collection is on the more expensive games which are a significant cost, being able to borrow these games from the library at \$5 per fortnight means they are affordable, enabling families to enjoy time playing them together.

Community development and facilities

Council will work more strategically with other funding organisations and key community groups to increase the overall value of community funding whilst supporting more targeted funding decisions to be made at a local level by community boards.

City-wide and locally focused community development teams will work with community boards, partner organisations and communities to continue a community-based recovery while providing a targeted response to prioritised need.

The Community Facilities Team will continue to build strong partnerships that support vibrant and effective community operations. We're also collaborating with other Council units to

introduce an improved customer booking system, making it easier and more convenient for people to access our facilities.

Recreation, sports, community arts and events

Recreation and sports services will enable at least 5.6 million active participations in 2024/25, including over 130,000 school swimming lessons (Swimsafe) and increase the online fitness content provided to the community.

All RSE teams will provide support, advice and targeted partnerships across the arts, events, sports and community sectors, recognising the contribution we make to active and connected communities.

Civil defence emergency management

Civil Defence's focus for 2025/26 will be on ensuring we are ready as a city to effectively respond to emergencies in a coordinated manner. We will work with our local communities to build resilience, particularly in response to climate change. We will enhance our staff and volunteering capability and capacity through training and engagement.

Citizen and Customer Services

Citizen and Customer Services' focus for 2025/26 will be to lead and support Council's ongoing commitment to and investment in delivering exceptional customer service.

Critical to our success will be supporting the ongoing implementation of the Organisational Digital Strategy and related Digital Citizen Experience (DCE) projects.

Key projects to be delivered include:

- Customer Booking Management System – Spaces & Places
- Citizen App
- Rates services online

In addition, the importance of the continued implementation of the Citizen Hub Strategy, cannot be underestimated. The Omokihi South Library/ Customer Service Hub rebuild will again provide the opportunity to bring to life key design features and ways of working.

Parks, Heritage and Coastline - Where are we heading?

Parks and Foreshore

We are focusing on completing significant post-earthquake capital projects and investing in the future. Major projects include Akaroa Wharf and Cunningham House renewal, and the opening of One New Zealand Stadium at Te Kaha and associated turf farm. In the Botanic Gardens, the focus will be on Gondwana Land and Children's Garden. Other significant capital projects include Lancaster Park Pavilion, Naval Point Development, Parks maintenance depots, Takapūneke Reserve development, urban forest implementation, and Hoon Hay Park pavilion renewal.

Asset renewals will continue across all parks, driven largely by condition assessments.

Across all park activities there will be an increased focus on higher levels of community participation in greening the city. This and the implementation of the OARC Regeneration Plan has necessitated improvements in our ability to provide appropriately sourced plants and trees. Our response has been to invest in the nursery at Harewood Park to increase capacity and productivity.

Given the ecological emergency, it is essential to increase our focus on biodiversity. Adaptation to climate change will also become more critical, necessitating measures to safeguard both natural and human communities.

One significant step towards addressing these ecological issues is the acquisition of a large property at Oashore as a regional park. Planning for the future management and development of this park is needed to help us meet the goals of the Public Open Space Strategy and Biodiversity Strategy. The strategic acquisition and management of land for regional parks will preserve natural environments and offer recreational, educational, and health benefits for local communities. Investing in these areas is a key step in environmental stewardship and climate adaptation.

Parks Heritage Management

We will continue to focus on repairing and restoring heritage buildings, including the Robert McDougall Art Gallery and refurbishment of the Botanic Gardens' Cuningham House, which houses the tropical plant collection. We are still seeking future use for several buildings yet to be repaired. The restoration of the Provincial Chambers buildings remains the greatest restoration challenge for the city in terms of cost.

OARC

Looking ahead, a significant step in the Corridor's governance will take place. Following a Council resolution this year, a co-governance group will be established as a subcommittee of the Council after the local elections. This sub-committee will oversee implementation of the OARC Regeneration Plan.

On the ground, the next major construction project to get underway will be the City to Sea Pathway (East), with work scheduled to begin in October 2025. In the meantime, we will be enhancing the recently opened western section of the pathway, with lighting, signage, and furniture to be installed later this year.

Work will also continue on several other key projects, including the Bexley Estuarine Wetland, the Kerrs Reach Flatwater Hub, Wainoni Landing, and our ongoing community planting programmes.

Parks, Heritage and Coastline - Service delivery in 2025/26

Parks and Foreshore

The ongoing focus on service efficiency gains and cost reduction opportunities will continue with further refinements to our newly created in-house delivery model. These cost efficiency gains have notably reduced operating costs across community parks, particularly from the electrification of a large component of equipment. From July 2024 onwards, the contractor service agreements ended, in-house teams have been established for maintenance and new Parks

maintenance depots are being set up. These efficiencies have been extended for further benefit to the organisation with Parks undertaking the maintenance of stormwater drainage basins and reserves.

A key focus remains the enhancement of our community partnership achievements in parks. There will be a continued emphasis on enabling community participation and increasing community-led activity, supported by a new team of Community Partnership Rangers. As community interest grows, managing expectations will be a key focus for the team.

Parks Heritage Management

The heritage management activity will focus on the regeneration of the city with no change to our capacity to deliver this activity.

OARC

An in-house team of rangers and maintenance officers continue to manage and maintain the OARC with a strong environmental and community focus.

Water Supply - Where are we heading?

Our focus remains on delivering high quality drinking water that is safe and sustainable. In this respect, we will continue to implement measures to comply with the Drinking Water Quality Assurance Rules (DWQAR), whilst working with the Water Services Authority - Taumata Arowai to achieve effective and efficient solutions for Christchurch.

In this financial year we intend to:

- Complete the installation of a protozoal barrier (UV treatment) for the two Tanner wells.
- Complete the virus research project, to inform future changes to the DWQA Rules requirements in relation to groundwater.
- Initiate improved monitoring and management of the residual disinfection process across Christchurch.
- Start with the drilling of new wells to replace the water sources previously removed from the network.

- Continue to inspect and repair our water storage reservoirs and suction tanks in accordance with the approved programme of work.
- Install additional smart customer meters in targeted areas to verify the security and integrity of our water networks.

Efforts are underway to deliver projects more efficiently and cost-effectively in line with the approved capital programme, with a significant portion dedicated to the renewal of water mains and submains.

We remain focused on assessing, planning, and strengthening the resilience of our water supply system to meet the growing demand and to adapt effectively to the impacts of climate change.

Resources are being consolidated to enhance the quality of our asset data, enabling more effective asset management.

Water Supply - Service delivery in 2025/26

Customer satisfaction with our water supply activity has remained a key focus. However, due to the regulatory requirements mandating continued chlorination of the water reticulation network, it is unlikely we will fully meet customer expectations in this area.

Beyond our established Levels of Service, we will also report on network environmental performance measures to the Water Services Authority – Taumata Arowai, in accordance with the Water Services Act 2021.

While we have not yet reached our target, our emphasis on enhancing data quality related to water losses and bolstering the leak repair programme has resulted in good progress in managing water loss.

We are actively working to enhance value for money and the quality of service delivery from our maintenance service provider.

Wastewater - Where are we heading?

We will soon be inviting tenders for the construction of the new activated sludge reactor, which will fully restore the Christchurch wastewater treatment plant. Additionally, we will be carrying out further renewal and improvement projects to ensure the long-term sustainability of the treatment plant.

We need to complete the consenting process to proceed with the renewal and relocation of the Akaroa wastewater treatment plant, which will treat wastewater from both Akaroa and Duvauchelle.

Efforts are underway to deliver projects more efficiently and cost-effectively in line with the approved capital programme.

We will continue to assess, plan, and improve the resilience of our wastewater system to meet the growth in demand and to adapt effectively to the impacts of climate change. We will also continue to develop mitigation and reduction measures to reduce greenhouse gas emissions from our wastewater collection, treatment and disposal systems.

Resources are being consolidated to enhance the quality of our asset data, enabling more effective asset management. We are launching several initiatives focused on maximizing the use of operational data to improve service delivery and accelerate our response to the rising demand for new wastewater connections.

Wastewater - Service delivery in 2025/26

We have focused on improved customer satisfaction and environmental compliance of our wastewater activities, whilst ensuring ongoing monitoring and reporting of compliance in accordance with our several wastewater discharge permits. We have implemented monitoring and mitigation measures to control odour from the wastewater treatment plant ponds, which were reinstated as treatment units following the fire that destroyed the trickling filters.

Beyond our established Levels of Service, we will also report on network environmental performance measures to the

Water Services Authority – Taumata Arowai, in accordance with the Water Services Act 2021.

The wastewater collection, treatment and disposal system produce significant greenhouse gas emissions. We have used available guidelines to quantify these emissions for reporting purposes and to establish the baseline for the development of mitigation and reduction measures.

We are actively working to enhance value for money and the quality of service delivery from our maintenance service provider.

Stormwater Drainage- Where are we heading?

Our focus will be on continued planning and delivery of projects and operational or non-infrastructure initiatives related to improving waterbody health and stormwater discharges, meeting stormwater discharge consent obligations, supporting climate resilience and ongoing work to provide capacity for growth, including strategic input into forthcoming private and CCC greenfield Plan Changes and responses to Central Government direction setting. Projects supporting this focus will include ongoing work on the Port Hills and Lyttelton Harbour Erosion and Sediment Control Programme, construction of new stormwater facilities and several stream remediation and naturalisation projects that will replace existing engineered linings. Application of a fast-track consent application for the OARC works in planned for 2025/26 which will unlock potential for ongoing work in the corridor.

Non-infrastructure stormwater quality improvement measures which have been implemented include facilitating control of surface water contamination at source, community partnering and education programmes addressing surface water quality, implementing Industrial Site stormwater audits, investigations into means of reducing waterway contamination and the implementation of the practicable means of achieving such reductions.

The renewal of aging assets and building effectiveness and resilience within the existing and future stormwater drainage

infrastructure (in conjunction with the flood protection and control activity) will be a continuing and increasing focus also.

The renewals programme will be a large part of our upcoming work with a host of projects to renew parts of the piped and waterway networks, reduce contaminants in stormwater discharges and provide an integrated basis for stormwater management in areas of urban growth. Where practicable, lined drains will be naturalised instead of having their linings repaired, in keeping with Council's "six-values" approach.

The Surface Flood Reduction Programme definition will increase in importance in the coming years as new projects are defined and delivered.

We will continue with the application of current and new network inspection techniques and methods of analysis, including "root cause" analysis to assist with pipe renewal prioritisation.

Due to the increased number of stormwater infrastructure assets and the need for Council to adequately protect its investment in these assets, maintenance activities will be increased.

Service delivery in 2025/26

Significant stormwater projects in the OARC will continue to improve the city's resilience and work towards improvements in water quality. Projects to further renew parts of the piped and waterway networks, to provide retrofit stormwater treatment for older catchments and to provide an integrated basis for stormwater management in areas of urban growth, will also be initiated or advanced.

Alongside our OARC work we will be planning and initiating the Surface Flood Reduction Programme. The full automation of the Upper Heathcote Storage Scheme will provide greater resilience for properties along the Heathcote River.

We will continue to progress the delivery of equipment renewal and asset improvements in some of our stormwater pumping stations, replacing aging assets and maintaining the

current infrastructure in line with achieving good environmental outcomes.

Flood Protection and Control Works - Where are we heading?

The focus over coming years will be on building safe and healthy communities, renewing ageing assets, maintaining and improving flood protection system resilience and responding to the challenges of climate change, within funding and logistical constraints.

Project planning for the flood protection and control activity is underpinned by the Council's 2020 Strategic Framework. The relevant strategic priorities and community outcomes in the framework, include healthy water bodies, modern and robust city infrastructure, and, importantly, meeting the challenge of climate change through every means available.

Over the coming years there will also be increased need for the replacement of ageing assets (in conjunction with the stormwater drainage activity) and building resilience within the existing and future flood protection and control infrastructure, particularly with respect to climate change.

The obligations on Council for meeting the standards for improving stormwater discharges and flood management will require continued delivery of both infrastructural and non-infrastructural measures. Infrastructural measures include completion of some large projects in the Ōpāwaho-Heathcote River Catchment, the delivery of combined flood protection and stormwater treatment facilities in the Puharakekenui-Styx River Catchment and the delivery of wetlands planned within the Ōtākaro-Avon River Catchment.

Other projects will provide further capacity for growth. We will continue to monitor the performance of the many treatment and storage facilities around the city and carry out renewal works as required on a reactive basis. Works to monitor and make any repairs to the Otakaro- Avon River temporary stop banks will continue.

Flood Protection and Control Works - Service delivery in 2025/26

With the Upper Heathcote Storage Scheme projects being complete or nearing completion our focus on projects in other areas can expand, such as facilities which provide capacity for future growth (both greenfield and infill within existing urban areas) and work within the Ōtākaro Avon River Corridor. Other projects, such as the Waitaki Street Stopbank Project and nearby stopbank projects, will provide the flood management assets required to meet the levels of service set.

areas) and work within the Ōtākaro Avon River Corridor. Other projects, such as the Waitaki Street Stopbank Project and nearby stopbank projects, will provide the flood management assets required to meet the levels of service set.

Transport - Where are we heading?

We will continue to operate and optimise the public road network to provide an efficient, safe, and sustainable network for all users to all parts of the city.

We will continue to encourage people to choose public and active travel options for some trips rather than vehicle travel. Council's 10-year long term plan (LTP) capital programme for streets and transport has a high focus on looking after the assets we have and maximising value for money in maintenance, and we are working to finalise our resurfacing programme for the coming year.

The LTP also prioritises high-level outcomes on safety, environment, and access. It paves the way and sets meaningful measures to gauge Council's progress towards achieving the Council's commitments toward crash and emission reductions. This will be achieved through road infrastructure improvements, and awareness programmes and in collaboration with the government and local and regional stakeholders.

We will continue delivery of our structural renewals programme, getting designs in the drawer to maximise the flow of delivery particularly if additional funding becomes available.

We will be improving safety at a large number of locations across the network. In the central city, we are looking to continue with our post-earthquake programme of improving the attractiveness of streets and public spaces, with a programme of streetscape enhancement measures especially aiming to support major “anchor” project developments due to open in the new few years, including Parakiore (the new Metro Sports Facility), the Performing Arts Precinct, Cathedral Square restoration, and One New Zealand Stadium at Te Kaha.

Improvements to Pound Road are programmed over several years to reflect the volume of heavy vehicles using the route. In addition, a citywide programme of minor safety improvements will deliver a wide range of low-cost improvements to considerably reduce the transport risk for all road users.

We will continue to encourage people to choose public or active travel options more often over private cars as a route to tackling climate change, improving road safety, and positively affecting the quality of our daily lives. We are working collaboratively with our strategic partners to develop a comprehensive public transport improvement programme. We intend starting construction on the Lincoln Road bus priority measures between Whiteleigh Avenue and Curletts Road, aimed at making journey times shorter and more reliable around the southwest of Christchurch. This project connects the work already completed east of Wrights Road and the NZTA bus priority measure currently under construction west of Curletts Road.

A number of education initiatives and campaigns are planned for the year ahead that will support further safe and active travel. In particular, we will target intersection safety, shared pathways, and safe cycling.

Government’s ‘Shovel Ready’ support will help us continue to complete the Major Cycle Routes of Nor’West Arc, Northern Line, and South Express. The entire network programmed is planned to be completed by 2033.

We will continue to operate and optimise the public road network to provide safe and efficient access for all users to all parts of the city. The earthquake-damaged Pages Road Bridge is due to be replaced over the next few years. With an array of improvements to the adjacent road network, this project will not only deliver a higher level of safety and access for all users but also will improve the efficiency of movements during major events and emergency evacuation.

Delivery of the CRAF (Christchurch Regeneration Acceleration Facility) has ramped up with major progress on construction continuing.

Transport - Service delivery in 2025/26

Work will continue to progress on the Shovel Ready and Major Cycle Routes programmes with continued delivery of Northern Line, Nor’West Arc and South Express.

A number of education initiatives and campaigns are planned for the year ahead that will support further safe and active travel. In particular, we will target intersection safety, shared pathways, and safe cycling.

Solid Waste & Resource Recovery - Where are we heading?

We will continue working with residents to maximise the level of recycling and organics diverted from landfills, through the kerbside collection system. Adapting to the changing markets for recycling will include looking into onshore and alternative processing options. Education programmes, including kerbside auditing and promotion will be used to maximise the separation of organic and recyclable waste and ensure we minimise contamination of the organic and recyclable streams.

The current waste management and minimisation plan will be reviewed during 2024/25. The plan will include the proposed upgrades at the transfer stations, the impact of Contract renewals, the impact of the new organics processing facility and the potential redevelopment options of the organics processing site in Bromley.

We will continue to take an active part in the Canterbury Waste Joint Committee, WasteMINZ, and Ministry for Environment with programmes for waste reduction, waste avoidance, product stewardship and monitoring the reduction of waste to landfill from across Canterbury. Kate Valley landfill gas will continue to be converted into electricity and distributed to the power grid from the site.

An adaptive landfill management tool is also being developed for the closed landfill portfolio that Council is responsible for. This tool will provide a risk-based assessment function that will rank the closed landfills. This ranking feature will then be used to inform a proactive capital works programme signalled through the 2027-37 Long Term Plan.

We continue to work with businesses to reduce the waste sent to landfill and to be more energy and water efficient.

Solid Waste & Resource Recovery - Service delivery in 2025/26

We will deliver the levels of service detailed in the LTP and activity management plans for the 2025/26 year.

Council adopted our Waste Management and Minimisation Plan in November 2020. This plan will continue to provide the framework for our resource recovery services until 2026. The plan includes a detailed action plan which will be reviewed and updated annually.

Housing - Where are we heading?

The Council’s role continues to shift from delivering services to facilitating the outcomes of safe, accessible and affordable homes.

Our focus over the next three years is to continue to lift the quality of units with our housing partners through investment in major maintenance and renewals.

We will continue to explore opportunities to facilitate additional public housing and leveraging Council land to develop warm and dry affordable homes. This will include

looking for other partners and new financing arrangements to help accelerate the delivery of these outcomes.

Housing - Service delivery in 2025/26

We aim to meet the levels of service indicated in the LTP for 2025/2026.

Our role is to manage and facilitate, with ŌCHT now delivering all maintenance and tenancy management.

Regulation and Compliance - Where are we heading?

Building Regulation

For Residential consenting, 2024/25 saw a 6% increase in numbers compared to the previous year (4600 vs 4324 consents granted in 2023/24). In terms of Commercial consenting, 2024/25 saw a 9% increase in numbers compared to the previous year (896 vs. 822 consents granted in 2023/24).

Although building consenting activity across the whole of New Zealand is declining, consenting numbers in Christchurch continue to increase. We expect that this trend will continue in the next financial year.

With consent application numbers increasing it is expected that demand for inspections services will remain high throughout the year given the number of active consents under construction or yet to start.

Certification of building work increased during 2024/25 with a 10% increase in the number of code compliance certificates issued (4619 certificates issued in 2024/25 compared to 4188 certificates the previous year). It is expected that certification activity will continue to remain high given inspection numbers and active building consents requiring completion.

In March 2025, IANZ completed a routine accreditation assessment of the Council's BCA, with IANZ confirming that the assessment process determined that the BCA continued to

pose a Low Risk. Continued accreditation was confirmed with the next assessment of the BCA planned as a Routine Reassessment for March 2027.

Strategic Planning and resource consents

We anticipate the high application numbers experienced in 2024/25 to continue, as general construction activity in Christchurch has not slowed significantly compared to the rest of the country. Compliance with statutory timeframes remains a priority.

We also intend to maintain strong customer satisfaction along with a focus on ensuring robust assessments and decision-making on applications.

Regulatory compliance and licensing

The Council's compliance activities have continued to hold steady with increased complexity for the foreseeable future with central government legislative changes on the horizon.

Land and property information services

We anticipate that LIM volumes will be consistent with this year as the property prices and interest rate will remain at their current level for the next six to 12 months which impacts on LIM demand.

Regulation and Compliance - Service delivery in 2025/26

Building Regulation

A key priority for 2025/26 will be actively monitoring and responding to significant change in the industry, including proposed Government reform and other proposed changes such as Self Certification, Overseas Products and Small Standalone Dwelling.

Processing applications for building consents will remain a key focus area in terms of service delivery, with commitment to maintain resourcing and increasing capability.

A continued focus will be on responding to inspection demand and certification activities.

Another focus area will be the auditing of building warrants of fitness to maintain the levels achieved in 2024/25.

Swimming pool auditing will continue in the coming year. There are 5497 registered swimming pools in Christchurch and these are audited on a three-yearly cycle.

Strategic Planning and resource consents

With application numbers expected to remain high, compliance with statutory processing timeframes will continue to be a key focus.

A considerable amount of legislative change is under way in the resource management space and will continue for some years. Decisions on Plan Change 14 introduced new rules enabling housing intensification in some parts of the city, and the remainder of the Plan Change is due to be decided by the end of 2025. Implementation of the new rules and provision of advice to the public has added complexity to the activities of the team.

At a national level, the government is making a number of changes to the Resource Management Act and other planning instruments. In addition, a once-in-a-generation system reform will eventually result in a completely new legislative framework for processing resource consents. These changes will also add complexity to the team's activities.

It is anticipated that contentious and complex applications will continue to be received. Any issues identified with the District Plan are fed back as they arise. There will be a continued focus on ensuring applications are processed in accordance with all of the legal obligations set out in the Resource Management Act and the provisions of the District Plan.

Continuous improvement remains a priority, in terms of identifying efficiencies and improving applicants' experience with the resource consent process. While the surveys show customer satisfaction levels are high for a regulatory service, improvements can always be made.

Regulatory compliance and licensing

Changes to legislation will potentially bring with it a change in the regulatory framework we use to administer that legislation.

In the year ahead, Council remains committed to a balanced, fair, and responsive compliance model that supports sustainable development, protects public health and safety, and maintains environmental quality across Christchurch.

We will focus on how our business activity fits into the new legislative environment. With a continuation of the risk-based strategic approach remaining central to our compliance activities. This approach supports a prioritisation model that focuses resources on higher-risk activities and ensures investigations are aligned with the Council's strategic objectives.

Strategic Planning and Policy - Where are we heading?

Strategic Planning and Future Development

We will continue to:

- progress Plan Changes 13 and 14 to implement national direction including the NPS-UD and changes to the Resource Management Act, enabling greater housing supply.
- work toward notifying other plan changes including Plan Change 17, in late 2024.
- develop the evidence base and options evaluation for Plan Change 12 (Coastal Hazards) and the Central City Noise Plan Change. We plan to notify both plan changes in the 2025/26 year, with pre-engagement in late 2024.
- work with the community on District Plan changes to manage development and land use effects.
- input into Environment Canterbury's regional planning framework.

- engage in the Government's reform of the Resource Management system and changes to national direction, and plan for changes arising.
- implement the Ōtautahi Christchurch Planning Programme, through local area planning.
- progress the Greater Christchurch Spatial Plan joint work programme with the Greater Christchurch Partnership and central government, including through local area planning.

Coastal Adaptation Planning

Over the next year the CHAP team will:

- identify the next location for coastal hazard adaptation planning, establish a Coastal Panel of community and rūnanga representatives and start engaging on the risks to the area, the community values related to the area, and the range of adaptation options that will be considered by the Coastal Panel.
- continue to build climate hazard awareness and adaptive capacity across communities through a range of initiatives, citizen science and educational opportunities.
- develop the Council's Risk Explorer to ensure we have robust modelling of the likely impacts of hazards on people, places and infrastructure.
- produce an assessment of the risks to Councils assets, and provide information to communities that helps people make informed decisions.
- Engage with the Government's establishment of a National Adaptation Framework.
- Support the embedding of adaptation practice across Council units.

Strategic Transport

We will continue to champion strategic transport direction, undertake evidence-based planning, provide policy advice, and apply an integrated approach to land use and transport planning.

We will progress work to embed and implement the Ōtautahi Christchurch Future Transport strategy and measure progress in achieving the city's strategic transport outcomes. We will lead the progression of the route protection phase of the Mass Rapid Transit project on behalf of the Greater Christchurch Partnership.

Urban Design

We will continue to provide advice and analysis to help shape well-designed, quality urban environments that are healthy, vibrant, and engaging for our communities. This will be achieved through technical advice, collaboration, and design-led processes from a city-wide scale through to our neighbourhoods, streets and buildings, including:

- supporting implementation of Plan Change 14 including through pre-application and consent advice, and development of design guidance.
- continued operation of the Christchurch Urban Design Panel, including membership refresh to align with planning policy directions following Plan Change 14.
- spatial planning, analysis, and engagement to support local area planning priorities including Hornby, Linwood, central city and greenfield areas.
- contributing to public realm concept designs, strategic transport priorities, and transport policy reviews.
- Managing City Placemaking funding (\$342,000) and support delivery of the Enliven Places Programme.

Urban Regeneration

We will continue to work across the organisation and with city agencies and the community to identify the best ways of delivering on priority urban regeneration locations identified in the Ōtautahi Christchurch Planning Programme.

Our Central City Regeneration work will continue to focus on the South East central neighbourhoods, aiming to support the development of quality mixed-use neighbourhoods that integrate well with One New Zealand Stadium at Te Kaha. We will also continue to engage with Central City Site owners to improve vacant site appearance and encourage new development that leverages city investment.

Suburban work will continue its focus towards centres experiencing continued higher proportions of vacant sites, along with regeneration planning for the Linwood area of the Greater Christchurch Spatial Plan's 'eastern regeneration priority' area. We will continue to support land use planning for strategic property projects including in Akaroa.

Our work will also continue to facilitate temporary, small-scale amenity and activation improvements in priority locations.

Heritage

Our work to support Council's role as a champion of heritage in the city will continue. Along with community and heritage interest groups, we will continue to implement the Heritage Strategy. In particular, we will continue to:

- provide expert comments and assessments for resource consent applications and research for new listings.
- support the completion of the Heritage Plan Change PC13 which adds protection for many new heritage items.
- deliver the annual Heritage Festival in October 2025.

Strategic Asset Management

SAM will continue to champion asset management to improve the Council's organisational asset management maturity to meet Council's strategic priorities, community outcomes, and legislative requirements.

SAM will continue to play a significant role in the Asset Management Project, which aims to deliver system improvements to our asset management processes. In the coming year, we plan to carry out the following activities to help improve Asset Management Maturity across the organisation,

- Conducting a full AMMA as per IIMM framework, this will help shape our CCC wide AM Roadmap for the next 3 to 5 years.
- Facilitate development of baseline Asset Management Plans for various asset areas, utilising best practice guidelines such as Āpōpō, IIMM and ISO55000 standards,
- Develop Criticality Framework, with supporting tools and processes to help assess criticality of assets consistently across the organisation,

- Develop Capability Framework, Learning & Development tools to lift knowledge and understanding of AM across the organisation,
- Implementation of Asset Management Data Standards and upgrading data capture tools & processes as a foundation for improving data quality.

SAM continues to focus on addressing the overarching significant issue within the Infrastructure Strategy, being "The need to improve our understanding of our infrastructure". By addressing this issue, Council can make informed decisions on our infrastructure for our communities.

Strategic Policy

We will continue to guide and support the Council's strategic direction, long-term planning efforts and proactively identifying and helping to address potential challenges to inform decision-making. Direction-setting work for the 2027 Long Term Plan will commence in the next year, including work on the new Water Services Strategy required by the Government's Local Water Done Well programme. We will also continue work begun in 2024/25 to assess implementation of the Council's Biodiversity Strategy.

We will continue work to bring Council policy settings up to date as required, including considering the implications of the Government's local government system improvement reforms and expected changes to introduce Development Levies. We will continue to review bylaws, as mandated by statute to ensure they remain relevant and effective. The review of the Dog Control Bylaw 2016 (and Dog Control Policy), will continue with an anticipated completion date of September 2025. The Dog Control Policy and Bylaw 2025 will be adopted by Council early in September 2025 (coming into force in November 2025), and work to support Animal Management in the implementation will continue until late 2025.

Formal reviews, required by legislation, of the following bylaws will commence in 2025/26:

- Marine, River and Lake Facilities Bylaw 2017
- General Bylaw 2008
- Traffic and Parking Bylaw 2017
- Stock on Roads Bylaw 2017
- Alcohol Restrictions in Public Places 2018
- Stormwater and Land Drainage Bylaw 2022

Other bylaws work commencing in 2025/26 includes:

- amending the Cemeteries Handbook to provide for interment of 'ashes' from water cremation and any other future method that results in 'ash-like' remains.
- assessing the water service bylaws in relation to Local Water Done Well legislative changes.

We will continue to provide advice and co-ordinate submissions on national and regional policy development of importance to the Council.

Additionally, we will continue to play a key role in developing and reviewing external and internal policies, ensuring they align with the Council's strategic objectives and effectively guide operational practices and service delivery. We will also provide advice to elected members and other Council units on local and subregional matters.

We will continue to support strong relationships with key stakeholders, including internal Council units, external agencies, community organisations, and iwi partners to ensure our policies, plans and advice reflects stakeholder interests.

Climate Resilience

We will continue to support the Council to adopt climate resilience in its activities and decisions. This includes supporting the implementation of the Kia Tūroa te Ao Ōtautahi Christchurch Climate Resilience Strategy, annual reporting on the Council's operational emissions, and development of an emissions reduction plan to manage and reduce those emissions. We will play our part in implementing the Canterbury Climate Partnership Plan and continue to provide Councillors with six-monthly progress reports on the Council's climate actions.

Communications and Engagement

Our team will continue to provide strategic communications, marketing, engagement and consultation, design, and media support and advice to help the Council inform and connect with residents and communities.

For our communications, marketing and engagement activities to be more effective and impactful, now and in the

future, we recognise the need to maximise our existing (and emerging) channels and adapt our processes to suit our residents' changing expectations.

Increasingly, our residents want to engage with us digitally – to find out information, to use our services, to complete actions, and to resolve issues. 'Digital First' is our commitment to reaching and engaging with our residents on digital platforms we know they use and trust. It's a deliberate and considered shift to using digital channels as our primary (but not only) means for sharing knowledge, building trust and motivating action.

We also have a role to play in helping our communities prepare for and respond to the impacts of climate change.

Strategic Planning and Policy - Service delivery in 2025/26

The focus on the District Plan and delivery of the Ōtautahi Christchurch Planning Programme will continue and be complemented by policy and planning initiatives under the Resource Management Act and Local Government Act. Adaptation to the issues and opportunities generated by climate change will form an important component of our work as we plan for and build a liveable and resilient city for the future.

We will be working with communities to understand their priorities for the city and respond. Features that we already know are important to residents include safety and attractive streetscapes, street trees and gardens. This activity makes a crucial contribution to these features.

Sustainable Economic Development - Where are we heading?

Sustainable Economic Development

ChristchurchNZ delivers economic development and city profile functions on behalf of the Council. ChristchurchNZ is the creator, custodian and champion of three key citywide

strategies and assets that shape the future of our city: The Christchurch Economic Ambition; Ōtautahi Christchurch Identity and Place Brand; and Destination Management Plans for Ōtautahi Christchurch & surrounding areas, and Banks Peninsula.

ChristchurchNZ has two roles – championing the strategies, inspiring and encouraging others to deliver against them, and ensuring its own strategic plan delivers interventions that contribute to them.

ChristchurchNZ's strategic plan seeks to deliver interventions that contribute to three goals and nine objectives:

ChristchurchNZ's Goals:

1. Accelerate and amplify productivity, growth and regenerative transition of businesses.
2. Unlock the full potential of new and renewed city infrastructure and assets.
3. Elevate and protect Ōtautahi Christchurch's profile and reputation in national and global markets.

ChristchurchNZ's Objectives:

Shape: Shape transformational high-value growth industries which are grounded in areas where Christchurch has identifiable global positions of strength.

Attract: Attract and grow investment and talent that enhance the city's reputation, foster growth and drive positive change.

Support: Facilitate effective business support, innovation and investment services to help entrepreneurs and businesses start, scale, improve sustainability, adopt technology, and secure investment.

Deliver: Deliver, co-ordinate and enable 'best for city' urban development projects that create vibrant, prosperous places - strengthening the city's identity.

Leverage: Utilise the city's events and tourism infrastructure and assets.

Promote: Attract visitors from defined target markets.

Position: Promote Ōtautahi Christchurch as a place to grow and play, ensuring consistent and collaborative messaging across all city advocacy and promotional activities.

Champion: Demonstrate leadership and champion the city's transition to a regenerative economy.

Partner: Increase CNZ's effectiveness and impact by honouring Te Tiriti O Waitangi and building strong, strategic partnerships.

Civic and International Relations

Under this activity we will continue to deliver scheduled and unscheduled civic ceremonies, national ceremonies and official visits. We will also coordinate and lead city-wide international relations activity, in alignment with the 2020 International Relations Policy Framework (IRPF).

Sustainable Economic Development - Service delivery in 2025/26

Service delivery is focused on implementing the Christchurch Economic Ambition, Destination Management Plans and new city identity.

The two specific focus areas for the year will be:

1. to reap the best outcomes for the city arising from the opening of One New Zealand Stadium at Te Kaha, Parakiore and the new Court Theatre, and
2. to work closely with future-focussed businesses and organisations who are intent on innovation, helping solve global problems that support a shift towards a regenerative economy – driving the heart of the city's Economic Ambition through collaborative mission-driven innovation and delivery.

Governance - Where are we heading?

The Council is committed to increasing citizens' understanding and participation in decision-making processes. We will continue to build our connections with the community and ensure that people have opportunities to be involved in decision-making and understand Council issues and processes.

Transparency and open decision-making remain a shared priority for the Council, community boards and our wider community at large.

We will continue to work in collaboration with community boards to devolve appropriate decision-making on localised community issues to them. Council will also support

community boards having earlier engagement in the development of district-wide strategy and policy, and the long-term plan or annual plan.

We will continue to target sectors of our community which do not normally participate in the democratic process, for example, youth and ethnic communities.

Governance - Service delivery in 2025/26

Governance and Decision Making

There will be a continued commitment in 2025/26 to transparent and accessible decision-making at all levels. For example, over 90% of Council and community board meetings are now livestreamed, and a recording uploaded to YouTube to improve accessibility. The majority of Council and Community Board workshops and information sessions will be open to the public and livestreamed.

We will implement the Council's refreshed commitment to ensure that people have opportunities to be involved in decision-making and understand Council issues and processes. Council's website and other collateral will be refreshed clearly identifying the decision-making process and encouraging Communities to take part. This commitment will be highlighted through the 2025/26 Annual Plan process with open workshops and transparent processes. Community members involved with governance processes will be surveyed and the results used to improve community understanding of, and participation in, governance processes.

Mayoral, Councillor and Executive Support, and Treaty Relationships

We will continue to provide advice, services and administrative support so that the mayor, deputy mayor, elected members and chief executive can fulfil their statutory, community, Council and policy leadership roles.

We will continue to receive and process requests for information under the LGOIMA to ensure accurate information is available in a timely manner to requestors.

Council is committed to extending its engagement with Māori beyond legislative requirements and through association, by partnering in key activities of mutual interest. Early engagement with rūnanga on their priorities is informing the next long term plan's development. The Council and rūnanga are working together to progress projects of mutual interest that are able to be undertaken through additional government funding made available as part of the Affordable Waters reforms ('Better Off' funding).

We aspire to be known as a good treaty partner - making things happen because of the significance of the partnership and strengthening the bi-cultural understanding for all of Council.

Performance, Finance, and Procurement (internal service)

We will ensure we have high quality plans and plan monitoring in place, to plan for and project manage development of the next Annual Plan 2026/27 with councillors, key stakeholders and the wider community through the second half of 2025, ahead of adoption of a draft Annual Plan in approximately February 2026 and the final Annual Plan in June 2026. In addition, project planning for the Long-term Plan 2027-37 will begin, including engagement with councillors and key stakeholders post-election, from approximately October 2025.

In support of this, the organisation's performance framework will remain in place, providing the basis for integrated decision-making and implementation and monitoring of the agreed plans.

Community outcomes monitoring indicators will be kept up-to-date and will be reported publicly, the annual resident's satisfaction surveys will be conducted, and regular reporting and analysis of organisational performance will continue to be provided to governance and the community via the Finance and Performance Committee, and to the organisation.

