



Statement of Intent

ChristchurchNZ Holdings Limited

1 July 2023 – 30 June 2026

ChristchurchNZ

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ChristchurchNZ Directory

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(CNZ Holdings)
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Christchurch 8140

Registered Office

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Christchurch

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CNZ Holdings Ltd Board

Dr Therese Arseneau (Chair)
Paul Bingham
Stephen Barclay
Jen Crawford
Lauren Quaintance
Toby Selman
Jake McLellan
Victoria Henstock
Katherine Allen (Associate Director)
(Common CNZ Ltd Board)

Auditors

Grant Thornton Audit Partnership (NZ) Limited

DOCUMENT PURPOSE

ChristchurchNZ Holdings Ltd is a council-controlled public-benefit entity, wholly owned by the Christchurch City Council, with an independent board. The operational entity is ChristchurchNZ Ltd (ChristchurchNZ).

This Statement of Intent (SOI) is approved by the ChristchurchNZ Holdings Ltd Board and then approved by the shareholder, Christchurch City Council (CCC), in accordance with Section 64(1) of the Local Government Act 2002.

ChristchurchNZ Holdings Ltd (CNZ Holdings) is wholly owned by the Christchurch City Council and, as such, we are a Council Controlled Organisation (CCO).

This SOI defines the objectives, nature and scope of activity, the performance targets and other measures by which ChristchurchNZ Holdings and its subsidiary CCO, ChristchurchNZ Ltd, may be judged in relation to their objectives over the next three years. The SOI provides an opportunity for CCC to ensure the focus of CNZ Holdings and its subsidiary is consistent with the objectives of Council's Long-Term Plan.

Within this Statement of Intent any references to Christchurch refer to the Christchurch City Council's administrative area.



INTRODUCTION

CHRISTCHURCHNZ

ChristchurchNZ Holdings Ltd (CNZHL) is the city's economic development agency, responsible for delivering sustainable economic growth for Ōtautahi Christchurch on behalf of Christchurch City Council. CNZHL plays a crucial role in helping the Council deliver on its undertakings for a thriving prosperous economy and a green, liveable city, which is clearly reflected in our strategic outcomes. These are to drive an increase in:

Productivity

Liveability

Workforce

Attractiveness

The agency was formed six years ago and continues to evolve with the recent addition of the urban development function. 100% owned by Christchurch City Council, and a valued partner of Central Government, ChristchurchNZ also partners with a range of private sector organisations to amplify Council funding and outcomes.

2023/24 will be a challenging year in terms of income and delivery, with significant central government Covid related funding coming to an end and the private sector still challenged in the current economic climate. High inflation is also eroding the purchasing power of the baseline funding from the shareholder making it harder to deliver the same level of service. In addition, as requested by our shareholder, CNZHL has significantly reduced its reserves over the past five years, amplifying delivery above baseline funding in a way that is no longer possible.

Despite these challenges, the organisation will continue to identify and leverage opportunities of scale for the city, and as such we have increased our Key Performance Indicator (KPI) targets above those set last year and included bold stretch KPIs in this Statement of Intent. We will continue to operate as an intervention agency, identifying areas of market failure or opportunity where our interaction can catalyse significant and sustained growth for Ōtautahi Christchurch.

CNZHL has recently delivered the Christchurch Economic Ambition (to move from an extractive to a regenerative economy) a new city identity and Destination Management Plans for Christchurch and the surrounding districts. These founding documents will set a new strategic foundation for economic development in the city and guide CNZHL in where and how we work in partnership to best deliver sustainable value to the community.

We are committed to continue efforts to build meaningful and productive relationships with mana whenua and will work to identify future partnership opportunities relating to measures that are meaningful to mana whenua. We are also building new frameworks to work collaboratively across the Events ecosystem to meet the objectives of the Major Events Strategy and deliver the best possible outcomes for the city.

Christchurch has never been better placed to thrive. With a world class asset base, balanced and attractive lifestyle, thriving start-up and business community and aligned leadership.

With a team of passionate experts and clear direction and support from Council, CNZHL is working hard to realise our mission of 'igniting bold ambition for Ōtautahi Christchurch'.



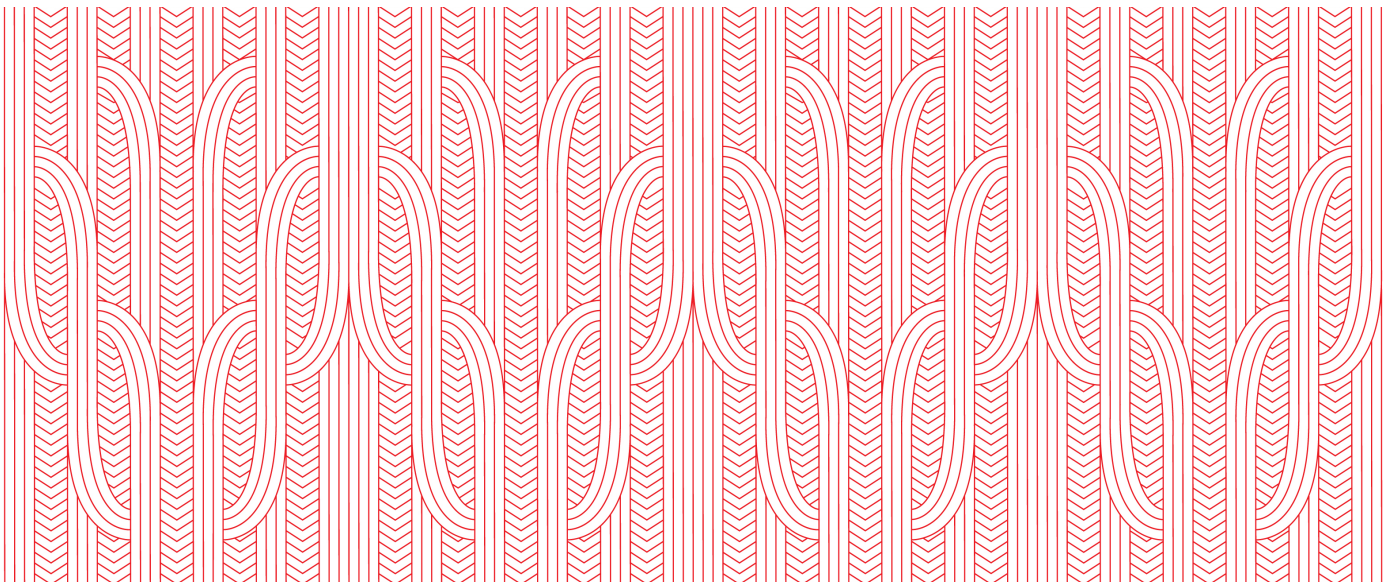
Dr Therese Arseneau
Chair



Alison Adams
Chief Executive Officer

Part 1 – Purpose

Our Why



OUR MISSION & PURPOSE

The mission of ChristchurchNZ Holdings and its operating subsidiary is to:



Ignite bold ambition for Ōtautahi Christchurch
Whakangiha te mura-hiango mō Ōtautahi

The purpose of ChristchurchNZ Ltd is:



To stimulate sustainable economic growth for a prosperous Ōtautahi Christchurch

OUR STRATEGIC OUTCOMES

ChristchurchNZ contributes improvement to Christchurch's:



Workforce



Productivity



Attractiveness






Liveability



HOW OUR SUCCESS WILL BE MEASURED

Our performance in delivering to our Strategic Outcomes will be measured through Key Performance Indicators (KPIs).

We will seek to achieve the following KPI targets. We have also set stretch targets that will drive us to deliver a higher return on investment wherever possible. The stretch targets acknowledge the variability of outcomes that can be achieved from year to year. Measured impact often depends on completion of multi-year work programmes and is affected by external economic and market conditions which are outside our control:

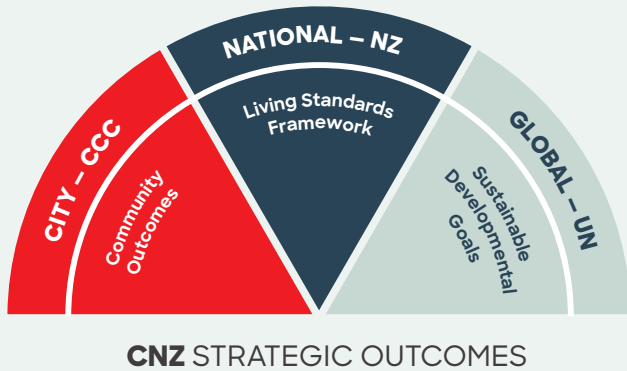
Key Performance Indicator	22/23 Target	23/24 Target	24/25 Target	25/26 Target
 Long-lasting job creation supported by ChristchurchNZ	145 FTE jobs	160 FTE jobs (200 stretch)	160 FTE jobs (250 stretch)	160 FTE jobs (300 stretch)
 Short-term job creation supported by ChristchurchNZ through events, urban development and screen activity	400 FTE jobs	430 FTE jobs (465 stretch)	430 FTE jobs (500 stretch)	430 FTE jobs (520 stretch)
 Estimated value of GDP contribution attributable to ChristchurchNZ activity	\$48m	\$50m (60m stretch)	\$50m (70m stretch)	\$50m (80m stretch)
 Contribution to visitor spend supported by ChristchurchNZ ¹	\$27m	\$30m (34m stretch)	\$30m (36m stretch)	\$30m (38m stretch)
 Value of investment into Christchurch supported by ChristchurchNZ (excluding local government)	\$40m	\$55m (60m stretch)	\$55m (65m stretch)	\$55m (70m stretch)

Our performance is also measured through delivery against our Levels of Service, which form our contract with the Christchurch City Council. These measures are included in Appendix One.

FTE Full-Time Equivalent

¹ Estimated using industry standard model

HOW OUR STRATEGIC OUTCOMES CONTRIBUTE LOCALLY, NATIONALLY & GLOBALLY



The work of CNZ Holdings Ltd sits within a cascading set of sustainable development frameworks, which guide development work globally nationally and locally — from the UN Sustainable Development Goals and Treasury’s Living Standards framework through to the Christchurch City Council’s Community Outcomes Framework.

Our work delivers directly to a sub-set of each of these frameworks. However, we take account of other areas of the local and international frameworks. We will align delivery of our programmes to support the outcomes and priorities identified in the Greater Christchurch 2050 vision.

The UN provide a global context for sustainable economic development work carried out at a city level. The work of CNZ Holdings Ltd delivers to targets within:

Goal 8

Promote inclusive and sustainable economic growth, employment and decent work for all

Goal 9

Build resilient infrastructure, promote sustainable industrialisation and foster innovation

Goal 11

Make cities and human settlements inclusive, safe, resilient and sustainable

Goal 17

Revitalise the global Partnership for Sustainable development

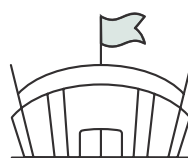
In 2023 ChristchurchNZ prepared the “**Christchurch Economic Ambition**” providing a long-term strategic direction for the Economic Development of the city. The Ambition **provides the direction for ChristchurchNZ**. We will build our work programmes to drive the city towards the long-term ambition and goals and support the 10-year objectives and priorities identified in the Ambition.

Christchurch City Council’s strategic framework seeks to deliver “a place of opportunity for all. Open to new ideas, new people, new investment and new ways of doing things — a place where anything is possible”. Our mission speaks to this Vision”. The work of CNZ Holdings Ltd delivers to the following Community Outcomes:



A thriving prosperous city

Everything we deliver is designed to contribute to this outcome



A cultural powerhouse city

We attract major and business events to Christchurch

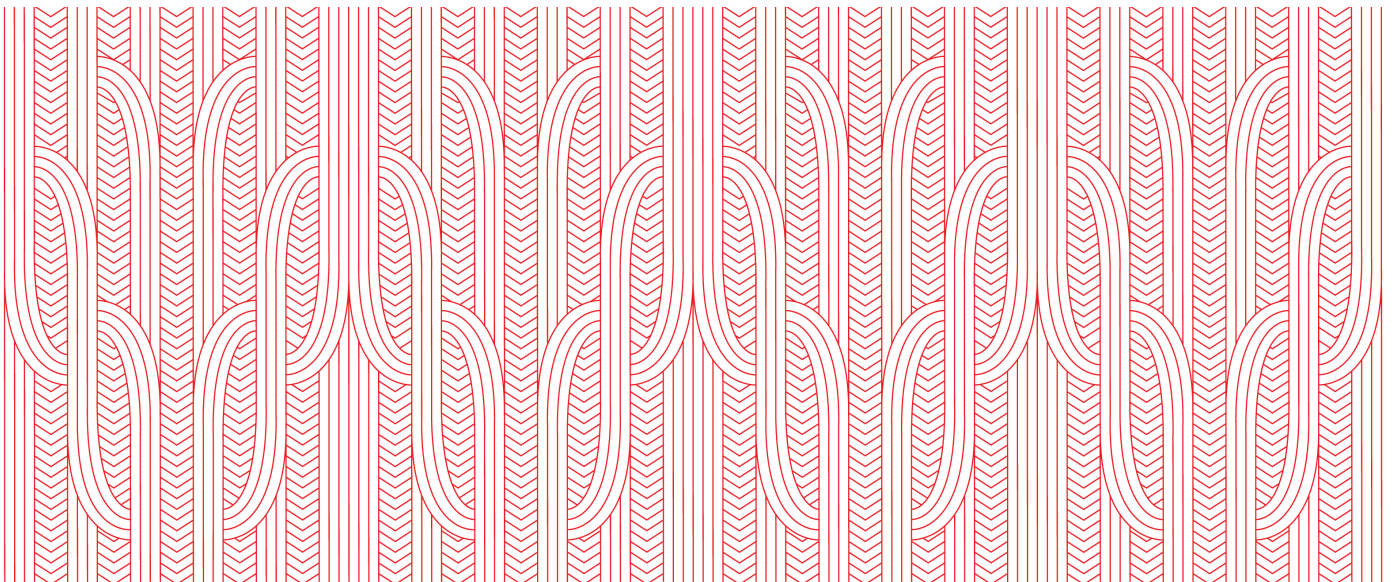


A green, liveable city

Liveability is one of our four strategic outcomes

Part 2 – Delivery

Our What and How



WHAT WE DELIVER

ChristchurchNZ delivers to its strategic outcomes in partnership with local and national entities. We provide thought-leadership and strategic input into key city-level discussions from an economic development perspective. We provide a range of services organised into functions. The ChristchurchNZ teams and the functions they deliver are:



City Narrative & Promotion

The Marketing, Brand and Communications team leads the local, national and international promotion of Ōtautahi Christchurch as an attractive city.

- **Marketing, Brand and Comms**

Promote the city as a wonderful place to live, visit, work, study and do business. Develop and implement the city narrative and place brand. Act as the chief storytellers of Christchurch, creating engaging content for internal and external audiences. Maintain and optimise online products and digital marketing activity to drive audience growth.

Shared Services & Economic Insight

The Shared Services and Economic Insight team monitors the performance of the economy and develops economic development strategy and policy advice to inform and stimulate private and public sector activity. The team provides internal finance, information technology, people and culture, facilities, and contract management support services. They drive improvements in sustainable performance, transparency, accountability and compliance across the organisation to ensure our processes and systems are fit for purpose.

Innovation & Business Growth

The Innovation and Business Growth team supports businesses and industries to improve their performance and grow sustainably.

- **Clusters & Sector Growth**
Leverage regional strengths and the shared ambitions of businesses within sub-industry clusters to improve economic outcomes. Coordinate labour market participants to ensure access to talent that drives growth in strategically important industries.
- **Antarctic Office**
Implement the Antarctic Gateway Strategy, by ensuring Christchurch is recognised for being a welcoming gateway city host to International Antarctic programmes, and delivering business support connecting Antarctic Programmes with local suppliers resulting in an increase in local jobs and economic activity.

- **Investment and Business Attraction**
Create a positive outward facing city profile and reputation to grow talent at scale by attracting large corporates, institutions and agencies to the city, and attracting research and investment. Working with private sector to strengthen the start-up investment market.
- **Business Sustainability & Growth**
Grow and sustain small and medium sized enterprises at all stages of their lifecycle through the delivery of activities that catalyse innovation and capability building.
- **Screen Office**
Deliver a grant programme to attract Film productions to the region. Provide facilitation and support to producers. Create increased spend in the region and grow creative sector jobs.

Urban Development

The Urban Development team works to ensure places are connected, thriving, and attractive to businesses, residents, visitors and investors.

- **Property & Partnerships**
Identify, acquire and/or assemble land in strategic locations to unlock economic potential and stimulate further investment for transformational change. Work with partners to deliver mixed-use developments, business and commercial opportunities, infrastructure, community facilities and/or a mix of housing types.
- **Place Led Investment & Development**
Create and implement long-term growth and development plans with multi-sector partners aligned with Christchurch and Greater Christchurch strategic planning documents. Lead and invest in implementation projects to create attractive and thriving places. Includes New Brighton, Sydenham and parts of the Central City.
- **City Growth Partnerships**
Develop and foster partnerships to support long-term transformational projects for the city. This includes identifying and supporting growth of key local industries, new destination attractions and place led development opportunities that are of significant scale. Initiatives have a long-term integrated approach to aligning economic and urban development and have a strong alignment to best for city outcomes.

Destination & Attraction

The Destination and Attraction team works to ensure Ōtautahi Christchurch is an attractive and exciting city for visitors and residents.

- **Business Events**
Bidding for and attracting major conventions, and conferences to Christchurch. Attracting global conferences aligned to cluster industries and other city strengths or opportunities to create legacy outcomes for the city and grow visitor spend opportunities outside of peak season.
- **Major Events**
Lead the bidding, attraction, development and leverage of major and mega events to achieve the outcomes set out in the major event strategy. This portfolio of major events aims to excite and engage our people and visitors throughout the year, while showcasing our city as an exceptional place to live, visit, and invest.
- **Visitor Attraction**
Build partnerships and business to business trade relationships, create itineraries and promotions to drive visitation from domestic and international markets. Support industry by building visitor industry capability and act as conduit for all stakeholder groups involved in cruise to deliver quality visitor and community experiences.
- **International Education Attraction**
Champion the International Education industry as a valuable economic, social and cultural contributor to the region through advocacy and collaboration with partners. Promote education pathways that align to regional skills needs and local growth industries.

HOW WE WORK

At ChristchurchNZ we:

- 

Always consider what is best for Christchurch.
- 

Seek to enhance outcomes by working collectively across the organisation.
- 

Endeavour to provide value for money by ensuring we use our publicly funded resources effectively and efficiently and show leadership in innovative practices.
- 

Are a committed partner within the Christchurch City Council Group. Taking a best for city approach, we work with other group companies to benefit Christchurch residents.
- 

Are committed to a resilient and sustainable future, ensuring growth delivers multi-generational benefit.
- 

Enable and empower our people to do remarkable things.
- 

Seek partnership with industry and recognise that industry is core to the creation of high-value decent work and increased prosperity for the people of Christchurch.
- 

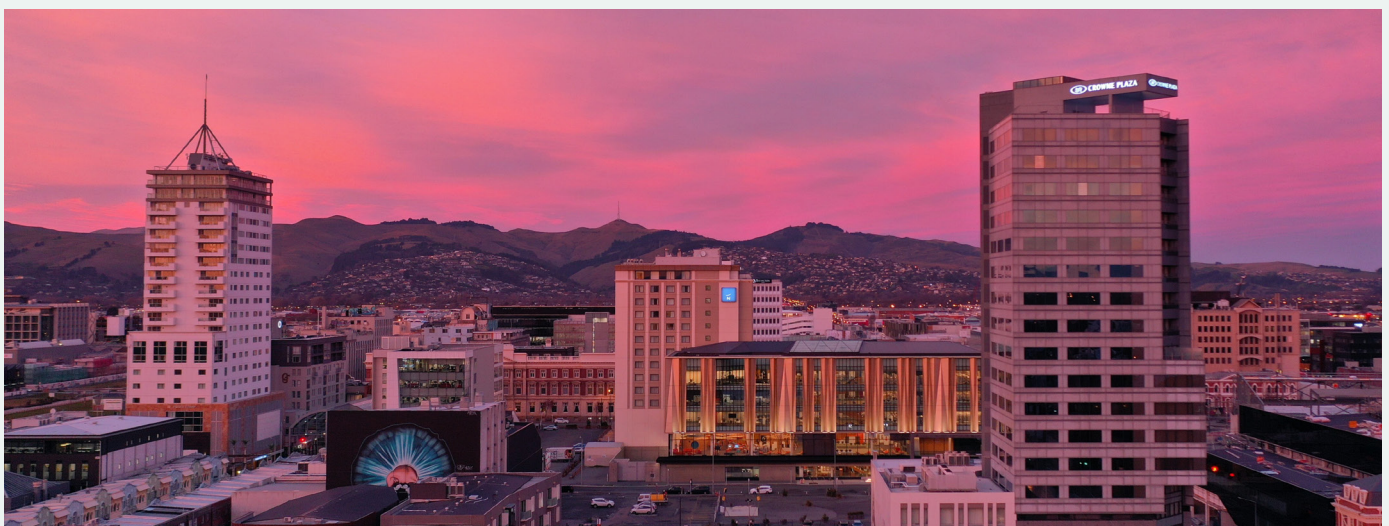
Count on each other to live our values: Open, Purposeful and Together. To act ethically, within our own teams across the organisation and with our external partners and stakeholders.
- 

Consider climate change in everything we do.
- 

Take evidence based intelligent risks.
- 

Seek a deep partnership with mana whenua to foster an understanding of Te Ao Māori. Ensure we contribute to the stated intent of Te Rūnanga o Ngāi Tahu: Mō tātou, ā, mō kā uri ā muri ake nei – for us and our children after us.
- 

Acknowledge and act in accordance with the shareholder request to exercise restraint in respect of executive remuneration and pay our people a fair wage, with a commitment to at least the Living Wage for all staff and suppliers.



HOW WE WORK

Relationship with major events ecosystem:

Events deliver significant economic and social benefit to the community.

CCC, ChristchurchNZ and Venues Ōtautahi will work together as a broad city events eco-system to implement the agreed, council endorsed Major Events Strategy. This will include the formation of a City Partners Group (CPG), with representatives from each organisation, plus an independent chair. The CPG will use the following principles as a guide:

- Assessing what is best for the city in terms of economic, social and cultural impact, maximising leverage and legacy outcomes (as outlined in the Major Events Strategy)
- Identifying efficient ways of working
- Working collaboratively together in a high trust, supportive manner
- Having clear accountability to report on ROI and outcomes from events
- Consideration of the importance of utilising council-owned infrastructure and venues

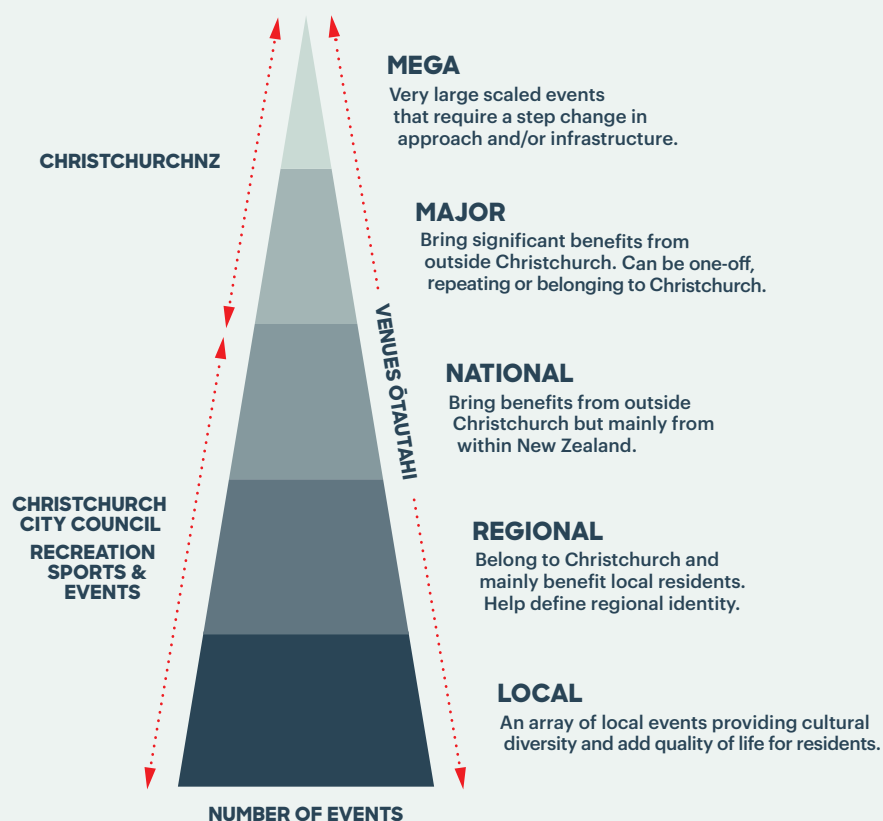
Te Kaha

The attraction of major events to Te Kaha underpins the long-term commercial strategy for the venue and deliver the most significant economic benefit to the region. Venues Ōtautahi will develop an integrated and long-term strategy in conjunction with the broader events eco-system of Council and ChristchurchNZ for attracting major events to Te Kaha focused on Te Kaha event attraction in the best interests of the city.

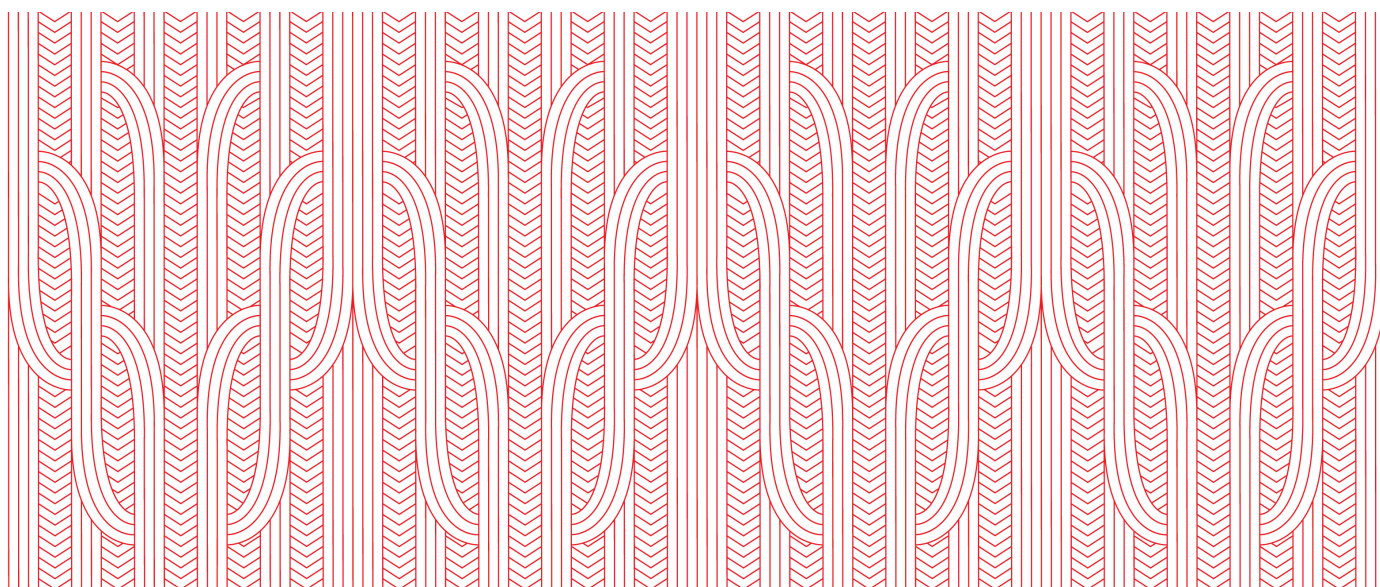
The Te Kaha Investment Case includes a nominal bid incentive fund allocation of \$56.9m across the 25-year life of the asset and \$4.3m of annual capital and operational support.

It is ChristchurchNZ’s intention to work with the broader event eco-system, Council and VŌ through the 2024 Long-Term Planning process to confirm the bid incentive fund allocation in line with the city’s major events strategy.

Events Ecosystem



Part 3 – Group Governance & Financial Performance



FINANCIAL AND OPERATIONAL OBJECTIVES

ChristchurchNZ will:

1. Develop funding partnerships that increase the impact of ChristchurchNZ in achieving our strategic outcomes.
2. Optimise ChristchurchNZ's organisational performance in line with the UN Sustainable Development Goals.
3. Operate within budget and will seek to continuously improve operational management to ensure 'value for money' is delivered to the shareholder:
 - Continue to assess all purchasing decisions, recruitment and contract negotiations to ensure that they are appropriate.
 - Continue to seek ways to enhance environmental and social considerations in all purchasing and operational decisions.
 - Seek to amplify the funding received from its Council shareholder with third party revenue to minimise the cost to the shareholder and ratepayers



HOW OUR FINANCIAL & OPERATIONAL PERFORMANCE WILL BE MEASURED

Our performance will be measured through Key Performance Indicators (KPIs).

We will seek to achieve the following targets:

ChristchurchNZ Holdings Key Performance Indicators	2023/24 Target	2024/25 Target	2025/26 Target
Revenue % for non-shareholder funding/commercial activity	>=15%	>=17.5%	>=20%
The capital structure and funding model of CNZ Holdings is appropriate for the nature of its business	<p>CNZ Holdings utilises CCC core funding for the objectives as set out in CCC's Long Term Plan. CNZ Holdings may secure additional funding from appropriate sources to complete specific projects that are consistent with the overall objectives of the organisation.</p> <p>CNZ Holdings will ensure that assets acquired from the shareholder to support the urban development activity are used for this purpose and that any gains/losses on this activity are reinvested in activity that supports economic development and community outcomes in accordance with the agreed value sharing framework.</p>		
CNZ Holdings ensure best practice governance	<p>CNZ Holdings will:</p> <ul style="list-style-type: none"> • Develop and maintain a robust director skills matrix (including specific industry skills) • Ensure high quality board appointments • Ensure a strong risk management and risk appetite framework • Have in place clear and appropriate delegations • Maintain and adhere to a governance manual that includes a focus on: <ul style="list-style-type: none"> - Determining purpose - Holding to account - Effective governance culture - Effective compliance 		

ChristchurchNZ Internal Key Performance Indicators	2023/24 Target	2024/25 Target	2025/26 Target
Assess and report organisational performance against the relevant UN Sustainable Development Goals*	Improved performance*	Improved performance*	Improved performance*
Maintain high employee engagement (Rating out of five in staff engagement survey)	3.75 or above	3.75 or above	3.75 or above
Our people feel safe (Rating out of five in staff engagement survey)	4.5 or above	4.5 or above	4.5 or above
Zero serious harm to employees while working	Zero	Zero	Zero
Reduce our carbon footprint (Benchmark in 2018/19 was 120 tonnes)	Reduce and offset to net zero **	Reduce and offset to net zero **	Reduce and offset to net zero **

*Assessment will be based on the B Corporation rating tool. The score in 2022 is 103.3

**ChristchurchNZ has undertaken an independent greenhouse gas emissions inventory and has an action plan in place to reduce emissions

FINANCIAL SUMMARY

The following statement of financial performance is based on financial forecasts that reflect contracted revenue; including core funding from the shareholder as reflected in the Long-Term Plan.

Note that whilst commercial (e.g. business partner) funding has been negatively impacted by Covid over the last 3 years, this has been offset by significant central government Covid recovery funding. This central government funding reduces significantly and ends in 2023/24.

The ChristchurchNZ Economic Development Strategy will identify our strategic outcomes and priorities, and highlight opportunities for supplementing shareholder funding through partnerships. This is unlikely to be in place for 2023/24.

Assumptions relating to non-shareholder commercial revenue and funding opportunities that are tightly aligned with this have been built into outyear targets.

Notes:

1. The figures represent the consolidated group.
2. Other revenue reflects revenue from third parties and includes Central Government funding contracts.
3. The outyears have been adjusted for cpi (based on an average annual cpi rate of 3.5%). Whilst costs are going up rapidly, core funding from Council is not inflation adjusted, meaning core funding is reducing in real terms.



**CNZHL Financial
Summary \$000's**
**Actual
2022/21**
**Forecast
2022/23**
**Budget
2023/24**
**Outlook
2024/25**
**Outlook
2025/26**
Statement of Financial Performance

Revenue					
Core funding from council	16,335	15,901	15,901	15,901	15,901
CCC Subvention Funding			1,941		
Other Known Revenue	7,039	8,998	3,597	1,189	1,107
<i>Additional External Revenue Needed for Target</i>				2,184	2,868
Total Revenue	23,374	24,899	21,439	19,274	19,876
Expenditure					
Expenditure	22,142	27,275	22,729	19,006	19,608
Depreciation & Impairment	509	469	268	268	268
Total Expenditure	22,651	27,744	22,997	19,274	19,876
Net Operating Gain/Loss	723	(2,845)	(1,558)	0	0
Net Gain/(Loss) on Urban Development Activity	-	-	-	-	-
Other gains/losses	62	20	-	-	-
Income tax expense/(benefit)	3	36	-	-	-
Net Surplus/(Deficit)	782	(2,789)	(1,558)	0	0

Statement of Financial Position

Shareholder Funds					
Retained Earnings	4,052	3,253	2,518	2,518	2,518
Reserves	1,841	822	0	0	0
Total Shareholders Funds	5,893	4,075	2,518	2,518	2,518
Assets					
Current Assets	15,205	6,282	4,747	3,818	3,818
Property Inventory	0	0	-	-	-
Other Non-Current Assets	1,369	1,090	1,095	800	800
Total Assets	16,574	7,372	5,842	4,618	4,618
Current Liabilities	10,681	3,297	3,324	2,100	2,100
Net Assets	5,893	4,075	2,518	2,518	2,518

Statement of Cashflows

Shareholder Funds to Total Assets %	36%	55%	43%	55%	55%
CCC% of Total Revenue	68%	64%	83%	82%	80%

CNZ HOLDINGS LTD GROUP

CORPORATE GOVERNANCE

The CNZ Holdings Ltd Board of Directors is an independent board appointed by the shareholder on advice from Christchurch City Holdings Limited (CCHL) in accordance with the CCC Director appointments and remuneration policy and a memorandum of understanding (MOU) between the three entities. ChristchurchNZ maintains a director skills matrix to support effective and diverse board appointments.

CNZ Holdings Ltd is monitored by the Finance & Performance Committee of the Whole. Measures monitored are those outlined in the CNZ Holdings Ltd Statement of Intent and agreed Levels of Service within the Long-Term Plan.

Our Group Structure

ChristchurchNZ Holdings Ltd manages its governance of subsidiary and related entities against the stated purpose of each entity.

The Board comprises independent and council directors with an Independent Chair. The CNZ Holdings Board monitors the operational delivery of its subsidiary through the annual business plan.

ChristchurchNZ Ltd is a wholly owned subsidiary of CNZ Holdings Ltd.

ChristchurchNZ Ltd has a common Board with CNZ Holdings Ltd. ChristchurchNZ Ltd is contracted by CCC to deliver economic development services as set out in the Levels of Service in CCC's Long Term Plan, included as Appendix One.

Canterbury Regional Business Partners Ltd is a joint venture between ChristchurchNZ Ltd and the Canterbury Employers' Chamber of Commerce.

This joint venture co-ordinates business capability building and research and development related activities across the Canterbury region.



Role of the Board of Directors

The group's Board: ChristchurchNZ Holdings Ltd (common board with ChristchurchNZ Ltd) is responsible for setting the strategic direction, oversight of the management of the company and direction of its business strategy, consistent with the stated purpose. The Board is accountable to the shareholder for the performance of the company and will act in accordance with any letter of shareholder expectation received.

Established practice is for a donation to be paid to the Mayoral Welfare Fund (or other charity as instructed by Council) in lieu of payment of Directors fees to Councillor Directors.

Board Committees

The Board may, from time to time, establish committees to assist it in carrying out its responsibilities. For each committee, the Board adopts a formal charter that sets out the delegated functions and responsibilities for, and the composition and any administrative matters relating to, that committee.

Delegation of responsibilities to management

The Board has delegated management of the day-to-day affairs and management responsibilities for Christchurch NZ to ChristchurchNZ Ltd's Chief Executive to deliver the strategic direction and goals determined by the Board.

The CNZ Holdings Board has also developed a statement of their 'Reserved Powers'.

Acquisition/divestment procedures

The subscription or acquisition of securities in any company or organisation, or a divestment of part of the parent will only be considered where it is consistent with the long-term objectives of the shareholder.

When the subscription, acquisition or divestment is considered by directors to be significant to the group's business operations, it will be subject to consultation with the shareholder (CCC). Major transactions as defined in the Companies Act 1993, s 129(2) will be subject to shareholders' approval by special resolution.

Any residual investments from the amalgamated subsidiary entity CRIS Ltd, which was an investment vehicle, will be divested consistent with the direction of the Board.

Reporting and monitoring

CNZ Holdings reports quarterly to CCC against its Statement of Intent as well as ChristchurchNZ Ltd's Levels of Service contract with Council, the details of which are included in this document. CNZ Holdings expects to meet with the CCC Finance & Performance Committee of the Whole to discuss quarterly reporting for all parts of the organisation.

ChristchurchNZ also has regular reporting requirements arising from service level and funding agreements with a range of entities.

Distributions

Organisational activity is not for Private Pecuniary Profit.

None of the capital or income of the group shall be paid or transferred directly or indirectly by way of dividend, distribution or otherwise for the private pecuniary profit of any individual. This does not prevent the payment in good faith of reasonable remuneration to any directors or employees of the group, to any other person for services rendered to the group in the furtherance of the objectives of the group.



Reserves

The CNZ Holdings Reserves policy is approved annually by the CNZ Holdings Board.

The policy provides a framework for the creation and utilisation of reserved funds in ChristchurchNZ. It requires CNZ Holdings to hold in reserve funding received to deliver projects and not spent in the year in which it is received. The policy ensures sufficient provision for forward scheduled activity due to the long lead times for operational activity.

CNZ Holdings does not hold sufficient reserves to cover full liability in the event of an unforeseen wind-up of the entity. In this circumstance, this liability would transfer to the shareholder.

ChristchurchNZ Holdings Ltd group accounting policies

CNZ Holdings Ltd and its subsidiary are Public Benefit Entities (PBE) for the purposes of financial reporting. The financial statements are prepared in accordance with the PBE Standards Reduced Disclosure Regime for a Tier 2 entity.

The group's current accounting policies are consistent with New Zealand International Public-Sector Accounting Standards, generally accepted accounting practice (NZ GAAP) and in accordance with the Companies Act 1993 and the Financial Reporting Act 1993 and any amendments there to.

Information to be provided to shareholders

CNZ Holdings and its subsidiary will provide information requested by the shareholder in accordance with the requirements of the Local Government Act 2002. CNZ Holdings will disclose as much information on its operations as is practical and consistent with commercial and confidentiality considerations under the covenants of its Statement of Intent with CCC and third-party contractual obligations.

CNZ Holdings and its subsidiary will operate on a "no surprises" basis in respect of significant shareholder-related matters, to the extent possible in the context of commercial sensitivity and confidentiality obligations.

As a minimum, shareholder reporting will involve:

1. Annual report and audited financial statements within 90 days of balance date
2. Annual Report against outcome and performance measures
3. Contribution to CCC Annual and Long-Term Plan preparation and reporting processes
4. A quarterly report including a financial and activity update, current operational risks that may impact the shareholder and performance of the organisation
5. Half year financial position by 28 February each year

Compensation from Local Authority

CNZ Holdings expects to receive funding from CCC of \$15.902m for the financial year beginning 1 July 2023/2024.

The activity undertaken in exchange for the compensation is set out in this SOI and the CCC three-year Long-Term Plan, as per the Levels of Service in Appendix 1.

Other matters requiring the approval of the shareholder

CNZ Holdings and its subsidiary will bring to the attention of the shareholders:

- Any matters of critical concern; or
- Significant public interest; or
- Major transactions as defined in the Companies Act

ATTESTATION

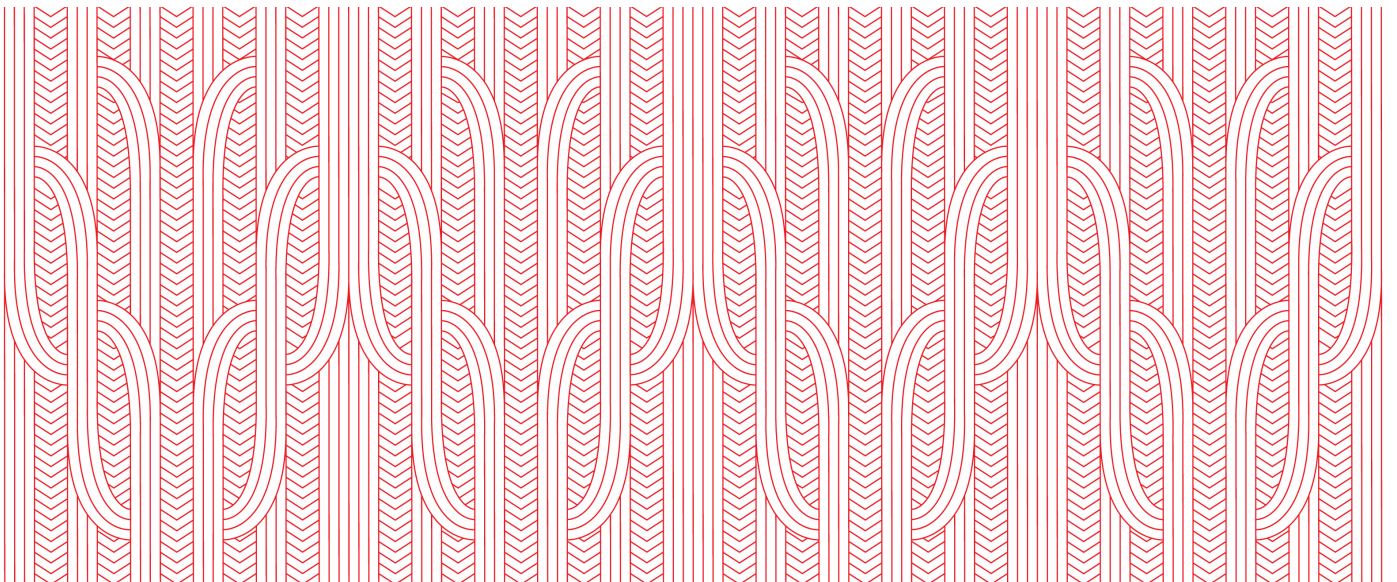


Chair (Dr Therese Arseneau)

Signed for and on behalf of the ChristchurchNZ Holdings Ltd Board of Directors
(Common Board ChristchurchNZ Ltd)

Appendix One

Levels of Service



Performance Measures Levels of Service (LOS)

Long-Term Plan Performance Targets 2023/24

Innovation & Business Growth

Build Innovation and entrepreneurial strength

Number of Initiatives to support industry cluster development	6 initiatives
Number of start-up/scale-up companies supported to grow innovation and entrepreneurship capability aligned with priority focus areas	40 companies
Number of employment opportunities that have been attracted to the city	100 employees

Build a productive knowledge city to grow decent work

Number of initiatives that deliver better education outcomes and skills development to meet industry need and lead to high-value decent work	4 initiatives
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Partner with mana whenua to support growth in Māori prosperity and self determination

Number of initiatives delivered in partnership with mana whenua and Te Rūnanga o Ngāi Tahu entities to grow the value of the Māori economy and deliver intergenerational prosperity and create decent work	2 initiatives
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Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability

Number of initiatives delivered with local and central government agencies to drive and advocate for competitiveness, resilience and sustainability (including carbon footprint reduction) of Christchurch and Canterbury organisations	4 initiatives
Number of Christchurch and Canterbury businesses accessing support, mentors and advice provided in partnership with central Government and industry and peak bodies, including the Chamber	500 businesses access business support or advice
Satisfaction of businesses accessing support or advice services	Net promoter score for business support services is +50 or greater
Value of Central government or private sector funding secured into economic development activities	\$1,750,000

Performance Measures Levels of Service (LOS)

Long-Term Plan Performance Targets 2023/24

Innovation & Business Growth (continued)

Realise greater value from Christchurch's Antarctic Gateway

Antarctic Gateway Strategy progress report is produced annually and is available on the CCC website

Deliver actions as set out in the **Antarctic Gateway Strategy** implementation plan

Number of businesses in a business network which secures higher revenues from the National Antarctic Programmes

100 businesses in the network

Destination & Attraction

Develop Christchurch as an attractive destination

Number of initiatives delivered that focus on developing Christchurch and Canterbury as a more attractive and sustainable visitor destination in partnership with third parties where joint outcomes can be amplified

4 initiatives

City bids prepared to attract business events to Christchurch in line with the business event strategy

50 bids

Success rate of bids for business events

At least **37.5%** success rate

Assess portfolio of events supported against the Major Events Strategy

Annual report on performance of the major event portfolio against the **Major Events Strategy**

Number of destination product offerings, experiences or itineraries developed and supported which embed the city narrative

5 destination products

Number of screen enquiries attracted and supported, with a view to growing Canterbury's market share of screen GDP

100 screen enquiries

Number of screen productions attracted to Christchurch through a grant fund

At least **1** production

Performance Measures Levels of Service (LOS)

Long-Term Plan Performance Targets 2023/24

City Positioning

Ensure Christchurch is well positioned as a Confident City that is attractive to businesses, residents, visitors, students and potential migrants

Number of people using city narrative assets and content to tell the Christchurch story integrated with their own organisation or business story

Establish **brand tracking** measures for the new city identity and benchmark city **brand performance** with key audiences

Number of engagements on ChristchurchNZ owned digital channels and platforms

4 million

Number of engagements with trade agents and investors in priority markets and sectors.

60 engagements with trade agents or investors

Economic Strategy & Insights

Provide leadership in inclusive and sustainable economic development for Christchurch

City economic strategies are reviewed and approved in context of Greater Christchurch 2050 Strategic Framework and Goals

To be requested and confirmed through the annual **letter of expectation** and **statement of intent** process

Number of economic research and insights reports delivered to provide city partners with robust evidence base on which to base strategies and investment decisions

12 economic reports are produced

Number of people actively engaging with ChristchurchNZ economic and strategic insights

Deliver economic information to at least **1,000** people through presentations and online information

Number of reports on the feasibility of urban development proposals and projects

At least **three** opportunities for urban development are identified and assessed for feasibility

Deliver existing urban development programme (New Brighton) and develop pipeline of urban development projects utilising Council family-owned property or other acquired property

New **urban development** projects added to the pipeline in line with the strategy



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