

26 June 2024

Mary Richardson
Interim Chief Executive
Christchurch City Council

Dear Mary,

ChristchurchNZ Holdings Ltd Statement of Intent 2024 - 2027

Please find attached the ChristchurchNZ Holdings Ltd's Statement of Intent 2024 to 2027, which has been written for the ChristchurchNZ Holdings group and includes subsidiary ChristchurchNZ Ltd.

The Statement of Intent was approved by the ChristchurchNZ Holdings Ltd Board on 21 June 2024.

The Board is looking forward to the year ahead, working closely with Council to deliver sustainable economic growth for Ōtautahi Christchurch.

We are proud to provide city leadership over the next year by championing the "Christchurch Economic Ambition" and Destination Management Plans, and further embedding the City identity and place-brand. The CNZHL board will be seeking to build momentum to deliver on these important foundations by delivering our ChristchurchNZ strategic plan "Leading the way in Economic Development and City Promotion" that has been shaped to deliver improved productivity, liveability and attractiveness for Christchurch.

We look forward to working alongside Council in our shared ambition for a vibrant and prosperous city for our residents and visitors.

Ngā mihi maioha,



Dr Therese Arseneau
Chair, ChristchurchNZ



Statement of Intent

ChristchurchNZ Holdings Limited

1 July 2024 – 30 June 2027

ChristchurchNZ

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CNZ Holdings Ltd Board

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Stephen Barclay
Jen Crawford
Lauren Quaintance
Toby Selman
Jake McLellan
Victoria Henstock
(Common ChristchurchNZ Ltd Board)

Auditors

Grant Thornton Audit Partnership (NZ) Limited

DOCUMENT PURPOSE AND DEFINITIONS

ChristchurchNZ Holdings Ltd (CNZHL) 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).

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

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

This SOI defines the objectives, nature and scope of activity, the performance targets and other measures by which CNZHL and ChristchurchNZ may be judged in relation to their objectives over the next three years. The SOI provides an opportunity for the Council to ensure the focus of CNZHL and its subsidiary is consistent with the objectives of the Council’s LongTerm Plan (LTP).

Within this SOI any references to Christchurch refer to the Christchurch City Council’s administrative area.



INTRODUCTION BY THE CHAIR AND CHIEF EXECUTIVE

ChristchurchNZ Holdings Ltd (CNZHL) governs the operation of ChristchurchNZ as the city's economic development agency. The agency is responsible for delivering sustainable economic growth for Ōtautahi Christchurch on behalf of Christchurch City Council (the Council).

ChristchurchNZ's activities play a role in helping the Council deliver on its community outcomes of a thriving prosperous city and a green, liveable city. These are clearly reflected in our strategic outcomes, to drive an increase in:

Productivity

Liveability

Attractiveness

We achieve this by identifying and leveraging opportunities of scale for the city. We operate as an intervention agency in areas of market failure or opportunity where our interaction can catalyse significant and sustainable economic growth for Ōtautahi Christchurch.

Our upcoming work priorities will be driven by three strategic documents we completed on behalf of the city in 2023:

- The Christchurch Economic Ambition is a multi-generational approach to developing our economy, by shifting our city from an extractive to a regenerative economy in ways that bring prosperity and benefits for people and the planet.
- The new Ōtautahi Christchurch Place Brand updates our city's story and underpins effective marketing of our city as a place to live, work, do business, visit and play.
- Destination Management Plans for Ōtautahi Christchurch Waitaha Canterbury and Te Pātaka o Rākaihautū Banks Peninsula reflect community and stakeholder aspirations for visitation and tourism, recognising and advocating for sustainable tourism with a regenerative focus.

Our Board and management will, through the organisation's business plan, take into consideration Council expectations of us, to:

- Lead engagement with other Council-controlled organisations to support their embedding of key city strategies appropriately in their own planning and delivery.
- Continue our commitment to build meaningful and productive relationships with mana whenua and work to identify future partnership opportunities that support Māori business and economic growth.
- Work collaboratively across the Events ecosystem to meet the objectives of the Major Events Strategy and deliver the best possible outcomes for the city.
- Promote with tourism partners the leadership role that the city is taking in advocating regenerative and sustainable tourism and destination management activities.

2024/25 will continue to be a challenging year for CNZHL in terms of our income and delivery. Over the last seven years, as requested by our shareholder, we have depleted our financial reserves — this enabled us to deliver services above baseline Council funding in a way that will no longer be possible. Furthermore, central government's Covid recovery funding has ended — this included significant support for visitor and event attraction. Work by Christchurch City Holdings Ltd on the capitalisation of ChristchurchNZ via Development Christchurch Ltd (DCL) remains unfinished — impacting on our ability to increase our financial independence and to optimise our urban development mandate. The private sector is still challenged by the current economic climate, and ongoing high inflation erodes the purchasing power of our base shareholder funding.

We monitor and report to Council our progress against Levels of Service and organisational KPIs. This Statement of Intent includes KPI targets that are based on assumptions of sustained LTP investment, investment in

event attraction through the City Partners Group (CPG), increasing our ability to secure external funds, and completion of the transfer of Development Christchurch Ltd capital to CNZHL.

Now that we have completed the strategic work, we need to review our KPI measures. In the year ahead we will check that we are setting the right, ambitious targets that drive us towards our strategic goals and outcomes. We look forward to being able to report in future years using an improved suite of measures that better show ChristchurchNZ's impact supporting the city's economic ambitions.

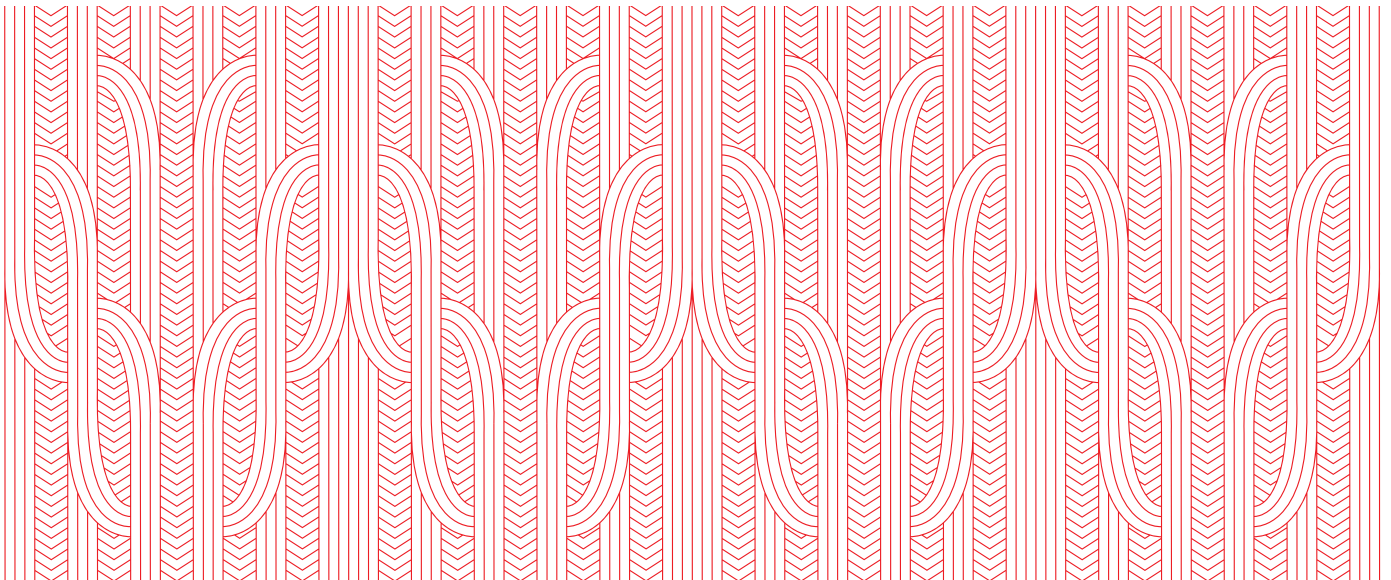
We are confident. With our strong organisational strategic plan, committed Board and staff, and constructive working relationships with our shareholder, partners and stakeholders, we will continue to increase ChristchurchNZ's contribution to sustainable economic development and deliver a strong return on your shareholder investment.

Dr Therese Arseneau
Chair, ChristchurchNZ Holdings Ltd

Alison Adams
Chief Executive, ChristchurchNZ

Part 1

Purpose and Goals



ChristchurchNZ delivers sustainable economic development services on behalf of its shareholder, Christchurch City Council. Services range across:

- Targeted support for businesses and industries.
- Activating infrastructure and major city assets, and coordinated development and activation of the Central City and other strategic locations.
- City positioning, to consistently promote Ōtautahi Christchurch to national and international markets.

OUR PURPOSE

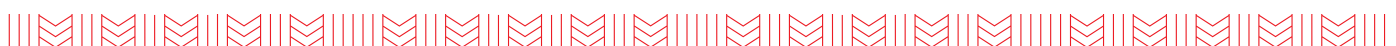
Together we're shaping an economy where people and places thrive.

Mā te mahi tahi, ka hanga he taiōhanga kia ora ai ngā tāngata me ngā wāhi hoki.

OUR ECONOMIC OUTCOMES FOR THE CITY



Improved Productivity, Liveability, and Attractiveness for Ōtautahi Christchurch.



OUR GOALS

- 01.** Accelerate and amplify productivity, growth and regenerative transition of businesses.
- 02.** Unlock the full potential of new and renewed city infrastructure and assets.
- 03.** Elevate Ōtautahi Christchurch's profile and reputation in national and global markets.

STRATEGIC ALIGNMENT

ChristchurchNZ's purpose, outcomes and goals, three key city strategies (Economic Ambition, Destination Management Plans and Place Brand) and work programmes align with and contribute to achieving the strategic directions of our shareholder.

Council's strategic framework

Our purpose and goals reflect the Vision in the Council's Strategic Framework to be:

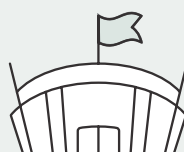
"A place of opportunity for all. Open to new ideas, new people, new investment and new ways of doing things — a place where anything is possible".

ChristchurchNZ's work delivers to the following Council Community Outcomes:



A thriving prosperous city

Everything we deliver is designed to contribute to this outcome



A cultural powerhouse city

We attract events to Ōtautahi Christchurch



A green, liveable city

Liveability is one of our three strategic outcomes

A national focus on well-beings

Our work programmes support several indicators in The Treasury's Living Standards Framework¹.

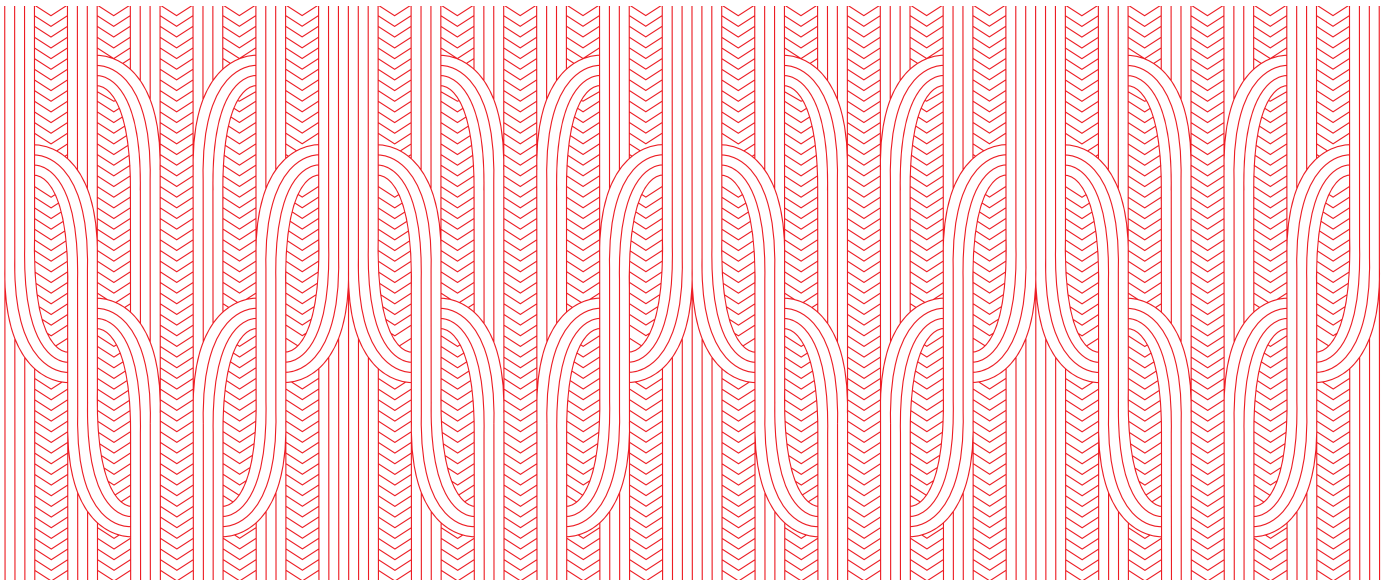
Our interventions in the city economy reflect the four well-beings that local government is required to promote² — they consider the social, environmental and cultural well-being of communities as well as our primary outcome of increasing economic well-being.

International sustainability goals

Work programmes also align with the UN Sustainable Development Goals 8, 9, 11 and 17³.

Part 2

What we Deliver



ChristchurchNZ delivers on 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.

NATURE AND SCOPE OF OUR ACTIVITIES

We are responsible for delivering sustainable economic growth for Ōtautahi Christchurch, on behalf of the Council. We intervene where there are opportunities of scale to catalyse significant and sustainable economic growth.

Our focus in the coming year will be delivery of interventions and work programmes that contribute to priorities and objectives of the following Council-endorsed strategies:

- Christchurch Economic Ambition.
- Ōtautahi Christchurch Place Brand .
- Destination Plans for Ōtautahi Christchurch Waitaha Canterbury and Te Pātaka o Rākaihautū Banks Peninsula.

Our work also aligns with and/or contributes to the:

- Major Events Strategy and other relevant Council strategies.
- Council's Strategic Framework of priorities and community outcomes.
- Prioritisation and value-sharing frameworks for evaluating urban development opportunities⁴

OUR OBJECTIVES AND INTERVENTIONS TO ACHIEVE THEM

ChristchurchNZ's organisational strategic plan identifies interventions the team will work on in the years ahead to progress our goals and objectives.

Timing and resourcing of the interventions identified in the strategic plan will depend on available revenue from the shareholder and other sources, changing business conditions, and emerging opportunities so that we can maximise impact by doing what is best for Christchurch at any given time.



The following interventions will be delivered in 2024/25:

Goal 1: Accelerate and amplify productivity, growth and regenerative transition of businesses

Objective

Interventions

Facilitate

Strengthen industry cluster ecosystems through connections, knowledge, and partnerships.

Develop and support industries and value chains through clustering (i.e. connecting organisations within the same industry or value chain to each other and to knowledge, technology, and resources); by taking an evidence-based approach, focusing on sectors where Christchurch has:

- A unique offering
- Opportunities of scale
- Potential to become circular or regenerative
- A clear unmet need for government investment/intervention

Facilitate cross-sector collaboration among education, government, and industry to develop talent pathways into our industries, ensuring alignment with industry needs and fostering a skilled and diverse future workforce.

Attract

Attract businesses and talented people, to enhance the city's brand, grow target sectors, and transform the local economy.

Attract organisations that align with the city's unique offerings, target sectors and clusters and have potential for transformational economic impact. This will be achieved by:

- Identifying strategic opportunities for industry attraction, funding and partnerships
- Developing communications and attraction toolkits
- Building a network of local attraction champions within target sectors
- Providing a concierge service
- Connecting business and investment enquiries and opportunities to appropriate partners and third parties

Attract and support development of creative industries, with a focus on the screen industry through production concierge activity.

Co-ordinate attraction of international students by working with Christchurch Educated to develop a self-sustaining, collaborative, city-wide approach to the attraction of international students.

Support

Coordinate and deliver programmes as part of an integrated and seamless business support, innovation and investment ecosystem to help entrepreneurs and enterprises start-up, scale up, decarbonise, adopt technology, and attract investment.

Taking an evidence-based approach, develop, map, and promote an easy to navigate business support ecosystem that connects businesses to capability builders, funding providers and support programs from start-up to scale up.

Help local target industries decarbonise by connecting industry clusters and businesses to knowledge, capability building, funding, and support programmes.

Support businesses to thrive (prioritising target industry sectors) by assessing business needs and building capability, providing access to support and funding, supporting digitisation and adoption of technology to improve productivity and performance.

Establish an investment network that provides access to the right type of investment at the right time in the business lifecycle.

Goal 2: Unlock the full potential of new and renewed city infrastructure and assets

Objective

Interventions

Deliver

Deliver and co-ordinate urban development projects to create vibrant, prosperous destinations and build the city's identity.

Create and implement long term growth and urban development plans (with multi sector partners) and intervene to enable development and create attractive, thriving places.

Enable

Maximise value of land and capital by removing investment barriers and enabling 'best for city' development.

Identify urban development projects that have potential to contribute to net positive outcomes and intervene where there are gaps in the market to enable 'best for city' development. This will be achieved by removing barriers and creating pathways for investment and partnerships (including urban planning, land amalgamation, and neighbourhood regeneration).

Leverage

Fulfil the potential of the city's events and tourism infrastructure and assets by attracting events that align with the city's strategic direction.

Work in partnership with other city agencies to deliver contracted major events and prospect for events in outer years of LTP funding.

Attract business events that align with Our Economic Ambition, support target industry sectors, reduce seasonal visitor fluctuations, and increase year-round city centre vibrancy.

Promote

Promote Christchurch to selected tourism trade partners, highlighting our city's unique identity and local destination management plans.

Work with tourism trade partners to promote Ōtautahi Christchurch as a visitor destination in a way that is consistent with our Place Brand and local Destination Management Plans. This includes promoting Ōtautahi Christchurch as a destination for target visitor groups including Sophisticated Explorers and Family Oriented Travellers.

Goal 3: Elevate Ōtautahi Christchurch's profile and reputation in national and global markets

Objective

Interventions

Champion

Promote Ōtautahi Christchurch, ensuring all promotional activity is collaborative and consistent in messaging to maximise impact.

Promote Ōtautahi Christchurch to target markets nationally and internationally as a city to live, work, visit and invest. This includes developing, maintaining, and promoting an authentic city identity and toolkit of resources for use by organisations and stakeholders in Christchurch.

Lead

Show leadership in the transition to a regenerative economy by increasing our knowledge, reducing our GHG emissions and developing progressive procurement practices.

Increase the capability of ChristchurchNZ to support the city's regenerative transition by building internal knowledge about circular and regenerative economic systems; updating ChristchurchNZ procurement processes; and initiating actions to reduce ChristchurchNZ GHG emissions and deliver positive environmental and social outcomes.

Goal 3 (continued): Elevate Ōtautahi Christchurch's profile and reputation in national and global markets

Objective

Interventions

Partner

Maximise ChristchurchNZ's effectiveness and impact by honouring Te Tiriti O Waitangi and developing successful partnerships.

Build strong relationships, and raise capacity to deliver effective partnerships to:

- Raise knowledge and increase capability of ChristchurchNZ to honour Te Tiriti O Waitangi
- Work with Whitiōra, local hapū, and Ngāi Tahu, as leaders, advocates, and delivery partners
- Develop and invest in strategic, organisation-wide approaches to customer, stakeholder, and partner relationships
- Coordinated implementation and oversight of City Brand

HOW WE WORK: OUR ORGANISATIONAL STRUCTURE

ChristchurchNZ delivers its activities through five organisational teams:

The **City Narrative and Promotion** team leads the local, national and international promotion of Ōtautahi Christchurch as an attractive city.

The **Shared Services and Economic Insight** team monitors the performance of the economy; provides strategy and policy advice; and internal finance, information technology, people and culture, facilities, and contract management support services.

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

The **Urban Development** team works with the public and private sector to ensure places are connected, thriving, and attractive to businesses, residents, visitors and investors.

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



CITY NARRATIVE & PROMOTION



INNOVATION & BUSINESS GROWTH



URBAN DEVELOPMENT



DESTINATION & ATTRACTION



SHARED SERVICES & ECONOMIC INSIGHT

HOW WE BEHAVE: OUR VALUES

We are committed to delivering ‘best for city’ economic development, and do this by striving to deliver interventions in a way that is consistent with our values:



We are Open

We embody Tūturu. We are open to diversity of thought, to innovation and experimentation, and we are not afraid to be vulnerable and to be ourselves. Being open means others are heard and valued.



We are Purposeful

We are driven by a clear purpose | Whāinga. We channel our energy in a meaningful way. We are a catalyst — we harness great ideas.



We are Together

Together we unite as one | Kotahitanga. “The whole is greater than the sum of its parts”. Everyone has a place where they can shine and add value to a team.

HOW WE MAKE DECISIONS: OUR OPERATING PRINCIPLES

These define the way that our organisation puts our values into practice and maximises resource efficiency and impact. They are applied to make decisions about the interventions that will be resourced by ChristchurchNZ.

Balanced

Deliver a balanced portfolio of interventions with an aim to achieve a balance of short and long-term outcomes.

Facilitator and partner

CNZ interventions are primarily delivered by ‘leading’, ‘connecting’ and ‘attracting’ and through partnerships that honour Te Tiriti o Waitangi.

Intervention agency

CNZ delivers targeted and timebound interventions to capture clearly defined economic opportunities or address problems that will not be tackled by the market, or by other government agencies.

Strategic and Impactful

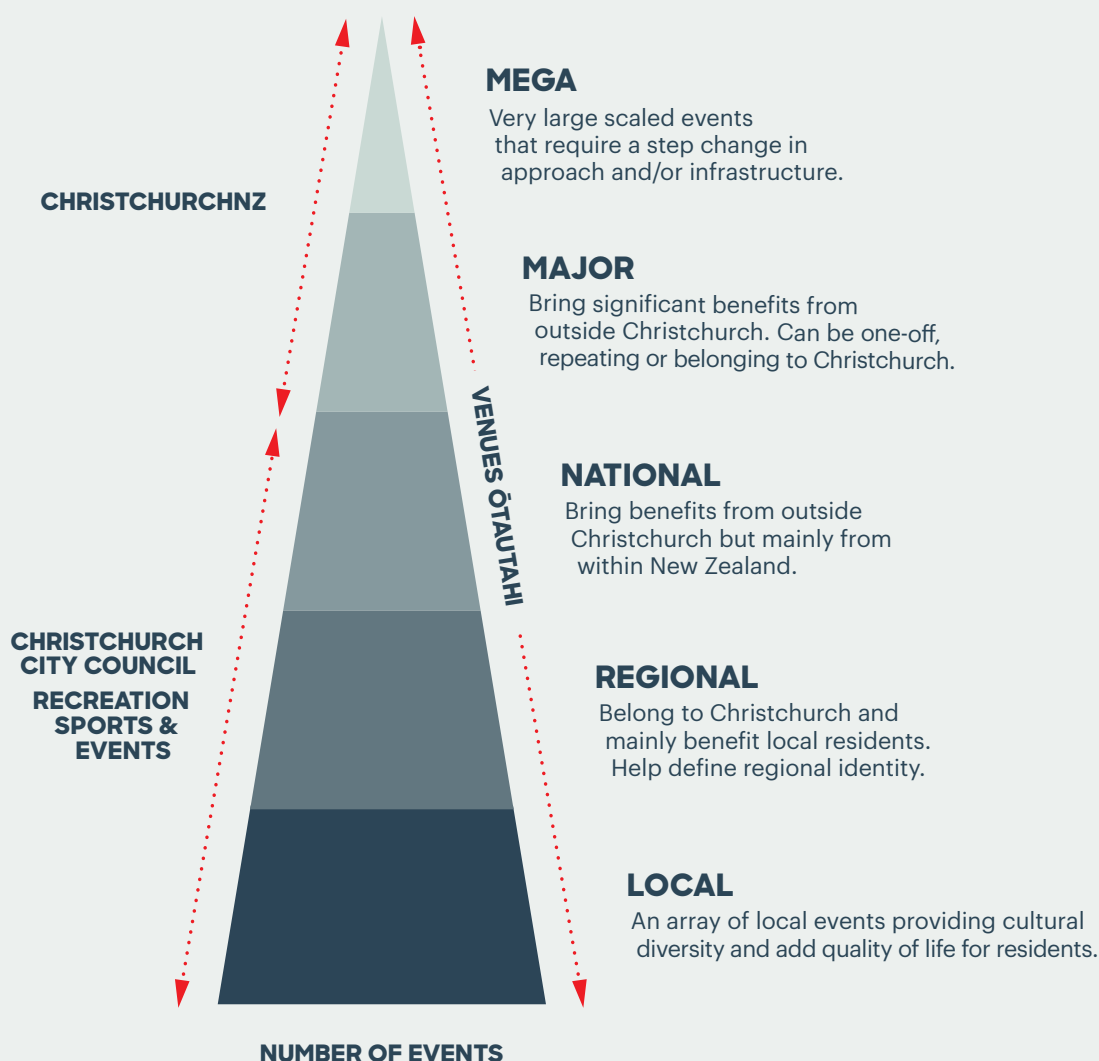
Resources are targeted towards interventions that directly align with and contribute to our strategic outcomes and goals and are focused on key industries or geographic locations.

RELATIONSHIP WITH MAJOR EVENTS ECOSYSTEM

Major and community events bring valued economic and/or social benefit to our community. To optimise and coordinate resources to attract and deliver major events, the Council's Recreation, Sports and Events Unit, ChristchurchNZ and Venues Ōtautahi work together as the City Partners Group (CPG), along with some third-parties, to implement the Council-endorsed Major Events Strategy. Chaired independently, the CPG has an agreed terms of reference and the following principles guide its ongoing operational role:

- 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 return on investment and outcomes from events
- Consideration of the importance of utilising council-owned infrastructure and venues

Events Ecosystem



HOW OUR SUCCESS WILL BE MEASURED

Our performance in delivering to our Strategic Outcomes will be measured through Key Performance Indicators (KPIs). Our performance is also measured through delivery against our Levels of Service (see Appendix One), which form our contract with the Council.







We will maintain consistent (inflation adjusted) KPI targets for years 2 and 3, based on:

- achieving our non-shareholder revenue target, including through completed capitalisation and transfer of DCL funds
- allocation of investment funding for major and business event attraction through the CPG.

We have maintained ambitious stretch targets in these years. It is noted that external economic or

market factors can result in variable outcomes from year to year, and multi-year work programmes can create unevenness in timing of performance results.

In the year ahead, ChristchurchNZ will work to broaden and improve the range of KPI measures we use, so that in future years we can more closely monitor our direct impact and contribution to, in particular, the visitor economy, industry clusters, and urban development.

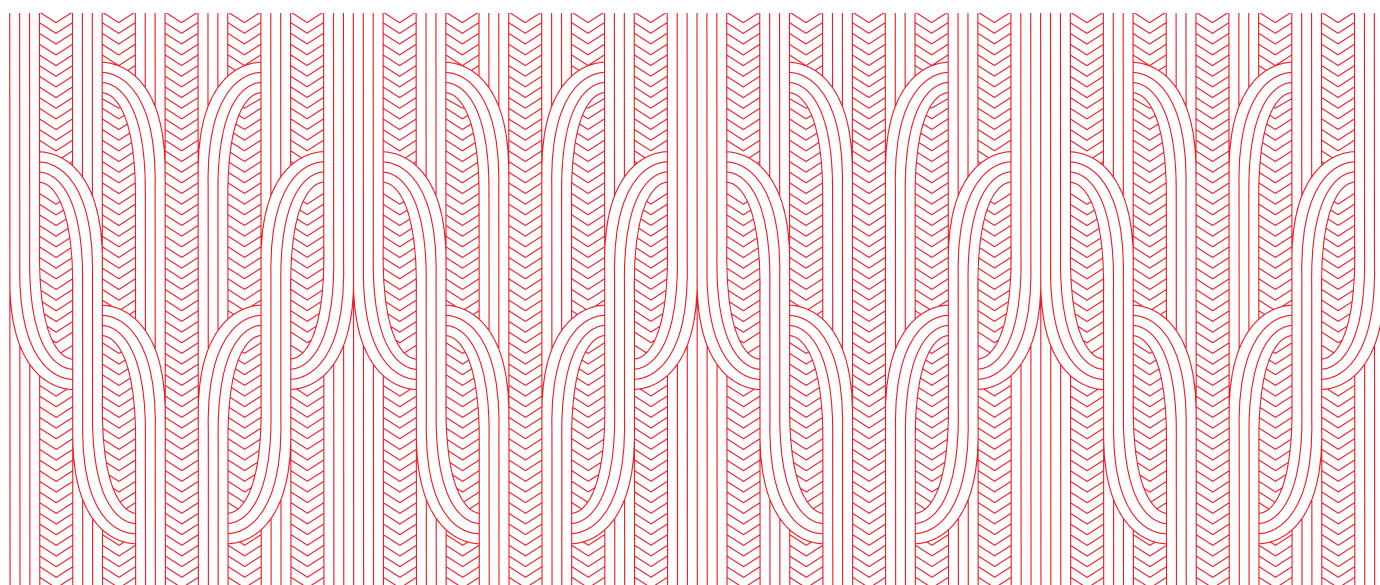
Key Performance Indicator	23/24 Target	24/25 Target	25/26 Target	26/27 Target
 Long-lasting job creation supported by ChristchurchNZ	160 FTE jobs (200 stretch)	180 FTE jobs (220 stretch)	180 FTE jobs (220 stretch)	180 FTE jobs (220 stretch)
 Short-term job creation supported by ChristchurchNZ through events, urban development and screen activity	430 FTE jobs (465 stretch)	320 FTE jobs (350 stretch)	320 FTE jobs (350 stretch)	320 FTE jobs (350 stretch)
 Estimated value of GDP contribution attributable to ChristchurchNZ activity	\$50m ((\$60m stretch)	\$40m ((\$60m stretch)	\$41m ((\$61.5m stretch)	\$42m ((\$63m stretch)
  Contribution to visitor spend supported by ChristchurchNZ*	\$30m ((\$34m stretch)	\$27m ((\$30m stretch)	\$27.5m ((\$31m stretch)	\$28m ((\$31.5m stretch)
  Value of investment into Christchurch supported by CNZ (excluding local government)	\$55m ((\$60m stretch)	\$35m ((\$65m stretch)	\$36m ((\$67m stretch)	\$37m ((\$68m stretch)

FTE Full-Time Equivalent

* Estimated using industry standard model

Part 3

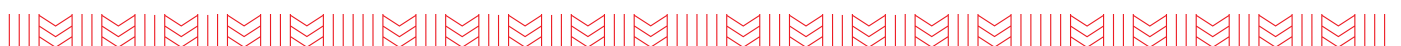
Group Governance & Financial Performance



FINANCIAL AND OPERATIONAL OBJECTIVES

ChristchurchNZ will:

1. Deploy funding to deliver 'best for city' outcomes and effectively increase the impact of ChristchurchNZ in achieving our strategic outcomes.
2. 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 and align with relevant shareholder policies.
 - 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 maximise returns to the shareholder and ratepayers.



MEASURING OUR FINANCIAL AND OPERATIONAL PERFORMANCE

Our performance will be measured through Key Performance Indicators (KPIs) with the following targets:

Key Performance Indicators	2024/25 Target	2025/26 Target	2026/27 Target
Revenue % for non-shareholder funding/commercial activity	>=10%	>=11%	>=12%
The capital structure and funding model of CNZ Holdings is appropriate for the nature of its business	<p>CNZHL utilises core Council funding for the objectives as set out in the Council's LTP. CNZHL may secure additional funding from appropriate sources to complete specific projects that are consistent with the overall objectives of the organisation.</p> <p>CNZHL 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>		
CNZHL ensures best practice governance	<p>CNZHL will:</p> <ul style="list-style-type: none"> • Develop and maintain a robust director skills matrix (including specific industry skills) • Work with Council/CCHL to 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 		

Internal Key Performance Indicators	2024/25 Target	2025/26 Target	2026/27 Target
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 2022/23 was 116 tonnes) (DCL amalgamation will require an assessment and separate benchmark TBA)	Reduce and offset to net zero *	Reduce and offset to net zero *	Reduce and offset to net zero *

*ChristchurchNZ undertakes an annual 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 LTP.

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 ended in 2023/24.

The ChristchurchNZ Strategic Plan outlines the approach to exploring opportunities for supplementing shareholder funding through the following types of third-party revenue:

- Other Government Revenue
- Leveraging Capital
- Private Sector Partnerships
- Monetising Assets

Assumptions relating to non-shareholder commercial revenue and funding opportunities that are tightly aligned with this have been built into our 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 inflation — based on an annual rate of 2.81% in Year 2 and 2.14% in Year 3



**CNZHL Financial
Summary \$000's**
**Actual
2022/23**
**Budget
2023/24**
**Budget
2024/25**
**Outlook
2025/26**
**Outlook
2026/27**
Statement of Financial Performance

Revenue					
Core Funding from Council	15,901	15,902	15,902	16,349	16,698
CCC Subvention Funding		1,419	522	0	0
Other Revenue	8,263	2,825	1,804	600	540
*** Target Revenue ***				1,198	1,464
Total Revenue	24,164	20,146	18,228	18,147	18,702
Expenditure					
Expenditure	25,624	20,267	18,547	17,879	18,434
Depreciation & Impairment	336	273	335	268	268
Total Expenditure	25,960	20,540	18,882	18,147	18,702
Net Operating Gain/Loss	(1,796)	(394)	(654)	0	0
Other gains/losses	21	-	-	-	-
Income tax expense/(benefit)	(24)	-	-	-	-
Net Surplus/(Deficit)	(1,799)	(394)	(654)	0	0

Statement of Financial Position

Shareholder Funds					
Retained Earnings	3,274	2,538	2,649	2,649	2,649
Reserves	820	1,162	360	360	360
Total Shareholders Funds	4,094	3,700	3,009	3,009	3,009
Assets					
Cash	7,197	6,243	3,352	3,703	3,712
Current Assets	474	540	540	489	487
Other Non-Current Assets	996	1,010	997	697	690
Total Assets	8,667	7,793	4,889	4,889	4,889
Current Liabilities	4,573	4,093	1,880	1,880	1,880
Net Assets	4,094	3,700	3,009	3,009	3,009

Statement of Cashflows

Shareholder Funds to Total Assets %	47%	47%	62%	62%	62%
CCC% of Total Revenue	66%	86%	87%	90%	89%

CNZHL GROUP

CORPORATE GOVERNANCE

The CNZHL Board of Directors is an independent board appointed by the shareholder on advice from Christchurch City Holdings Limited (CCHL) in accordance with the Council's Director appointments and remuneration policy. CNZHL maintains a director skills matrix to support effective and diverse board appointments.

CNZHL and subsidiary ChristchurchNZ are monitored by the Council's Finance & Performance Committee of the Whole. Measures monitored are those outlined in this Statement of Intent and agreed Levels of Service in the Council's Long-Term Plan (LTP).

Group Structure

CNZHL 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 CNZHL Board monitors the operational delivery of its subsidiary through the annual business plan.

ChristchurchNZ is a wholly owned subsidiary of CNZHL.

ChristchurchNZ has a common Board with CNZHL. ChristchurchNZ 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 Limited is a joint venture between ChristchurchNZ and Business Canterbury (formerly known as 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 CNZHL Board 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 always take into consideration any letter of shareholder expectation received.

Established practice is for a donation to be paid to a charity as instructed by Council (currently this is the Mayor's Welfare Fund), 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 terms of reference 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 ChristchurchNZ to ChristchurchNZ's Chief Executive to deliver the strategic direction and goals determined by the Board.

The CNZHL 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 (Christchurch City Council). Major transactions as defined in the Companies Act 1993, s129(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

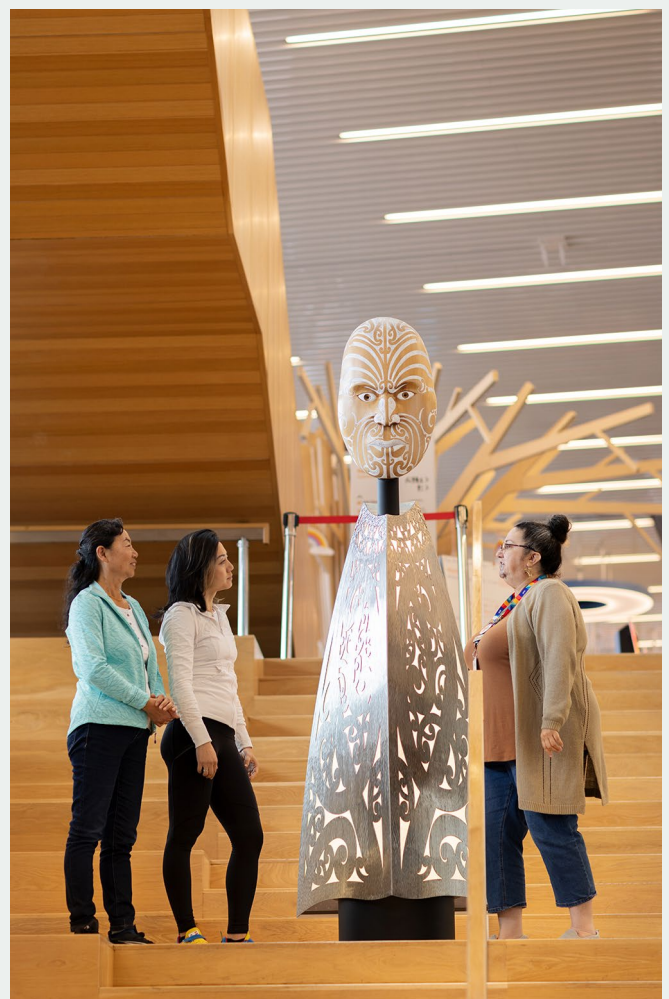
CNZHL reports quarterly to the Council against its Statement of Intent as well as ChristchurchNZ's Levels of Service contract with Council, the details of which are included in this document. CNZHL expects to meet with the Council's Finance & Performance Committee of the Whole to discuss quarterly reporting 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 CNZHL Reserves policy is approved annually by the CNZHL's Board.

The policy provides a framework for the creation and utilisation of reserved funds in ChristchurchNZ. It requires CNZHL 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.

CNZHL 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 under the Levels of Service agreement with CCC which is set out in the Long-Term Plan and Statement of Intent.

CNZHL Ltd group accounting policies

CNZHL 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 thereto.

Information to be provided to shareholders

CNZHL and its subsidiary will provide information requested by the shareholder in accordance with the requirements of the Local Government Act 2002. CNZHL 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 the Council and third-party contractual obligations.

CNZHL 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 the Council's 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

CNZHL expects to receive funding from the Council of \$15.901m for the financial year beginning 1 July 2024/2025.

The activity undertaken in exchange for the compensation is set out in this SOI and the Council's LTP 2024-34, as per the Levels of Service in Appendix One.

Other matters requiring the approval of the shareholder

CNZHL 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

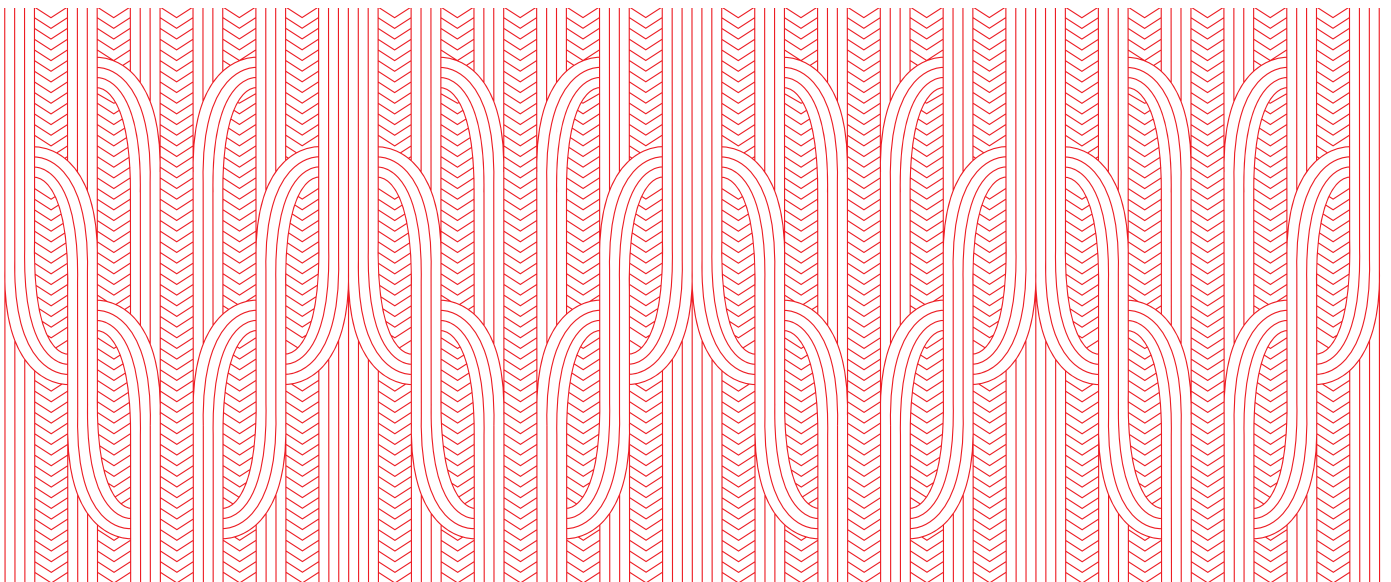


Chair (Dr Therese Arseneau)

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

Appendix One

Levels of Service



The LTP 2024-34 contains the following measures and performance targets:

Measures of Success	Performance Targets / Outputs		
	2024 / 25	2025 / 26	2026 / 27
Partner with mana whenua to support growth in Māori prosperity and self-determination	2 initiatives delivered in partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Māori economy and deliver intergenerational prosperity	2 initiatives delivered in partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Māori economy and deliver intergenerational prosperity	2 initiatives delivered in partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Māori economy and deliver intergenerational prosperity
Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience, and sustainability	800 engagements with businesses to provide support or advice	800 engagements with businesses to provide support or advice	800 engagements with businesses to provide support or advice
Attraction of external investment for sustainable economic development services	\$1,500,000 external investment secured	\$1,500,000 external investment secured	\$1,500,000 external investment secured
Prepare City bids to attract business events to Christchurch	30 City bids prepared to attract business events to Christchurch	30 City bids prepared to attract business events to Christchurch	30 City bids prepared to attract business events to Christchurch
The city is successful in its bids to attract business events to Christchurch	At least 35% success rate of bids for business events	At least 35% success rate of bids for business events	At least 35% success rate of bids for business events
Area of improvement to public and private space	4,000 square metres	6,000 square metres	6,000 square metres

(Continued) The LTP 2024-34 contains the following measures and performance targets:

Measures of Success	Performance Targets / Outputs		
	2024 / 25	2025 / 26	2026 / 27
High level of engagement on ChristchurchNZ owned digital channels and platforms	4 million engagements on ChristchurchNZ owned digital channels and platforms	4 million engagements on ChristchurchNZ owned digital channels and platforms	4 million engagements on ChristchurchNZ owned digital channels and platforms
Meeting benchmark brand tracking targets with key audiences	Christchurch ranks higher than comparator cities (Auckland, Wellington & Dunedin) for resident pride and domestic traveller consideration	Christchurch ranks higher than comparator cities (Auckland, Wellington & Dunedin) for resident pride and domestic traveller consideration	Christchurch ranks higher than comparator cities (Auckland, Wellington & Dunedin) for resident pride and domestic traveller consideration
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	60 engagements with trade agents, investors government or media	60 engagements with trade agents, investors government or media

References

1. The Treasury Living Standards Framework: Indicators relating to Knowledge and skills; Income, consumption and wealth; Housing, Firms and markets; International connections — and the lens of their contribution to resilience, productivity, sustainability and distribution.
2. Local Government Act (2002): Section 10(1) The purpose of local government is -... (b)to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.
3. UN Sustainable Development Goals: 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); and Goal 17 (Revitalise the global partnership for sustainable development)
4. Prioritisation framework was agreed by Council (April 2022), to ensure urban development opportunities are evaluated against criteria of: benefits to the city, spatial scale and impact, deliverability and strategic alignment; and that projects align with agreed value-sharing principles of achieving economic, social, cultural and environmental outcomes, including delivering temporary and permanent jobs, mixed use developments and a mix of housing types.



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ChristchurchNZ