

Christchurch City Council

Governance Statement 2022-2025



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Christchurch City Council

Governance Statement 2022-2025

1

What is a Governance Statement?

The Christchurch City Council's Governance Statement explains how the Council works and how it involves the public in its decision-making. The Council is committed to promoting local democracy by making sure that Christchurch residents understand how their Council operates and how they can have their say.

The Council is required to prepare a Governance Statement after each triennial election and make it available to the public. It includes information on:

- Council functions, responsibilities and activities.
- How Community Board members and Councillors are elected.
- The roles and conduct of those elected members.
- Governance structures and processes.
- Public access to people and the organisation.
- Key planning and policy documents.

2

Functions, responsibilities, and activities of the Council

Christchurch City Council provides services and infrastructure for its 389,300 (Population estimates Statistics New Zealand 2022) residents from the Waimakariri River to the Akaroa Heads.

The Council is the democratically elected body which governs and manages the interests of the city on behalf of everyone who lives here.

It deals with the issues that impact our residents' everyday life – planning and zoning, infrastructure, libraries, pools and other community facilities, parks and rivers, arts and heritage, attracting business, and more.

It's the Council's role to foster and create cohesive and prosperous communities, and provide opportunities for all.

Christchurch City Council has a strong community governance model with a Council and six community boards governed by 54 elected members.

The Chief Executive leads the organisation and is responsible for the day-to-day running of the city's facilities and provision of services. Council staff come from diverse backgrounds and skillsets. Christchurch City Council values its relationships with the six Papatipu Rūnanga, the business sector, community groups, central government and our residents.

It has forged strong working relationships with its key strategic partners – Ngāi Tahu, Environment Canterbury, Selwyn and Waimakariri District councils, the local health authority and Waka Kotahi, the New Zealand Transport Agency.

3

Our relationship with Mana Whenua

We have genuine desire within the Council to continue to increase opportunities for partnership with mana whenua -a partnership that is essential to the long-term future and wellbeing of the people of Christchurch and Banks Peninsula.

The Council's engagement and relationships with Māori are founded on Te Tiriti o Waitangi (Treaty of Waitangi) as well as subsequent legislation such as the Local Government Act 2002, the Resource Management Act 1991 and Te Rūnanga o Ngāi Tahu Claims Settlement Act 1998.

Combined, these legislative documents set the basis of partnership and consultation with mana whenua to ensure that their views and values are considered across Council activities as we make decisions about the city, its resources and environment.

The Council and mana whenua have a common goal of supporting the environmental, social, cultural and economic wellbeing of the district for the benefit of the community.

In late 2015 the Council established a new committee, Te Hononga Council – Papatipu Rūnanga Committee, to help formalise the relationship between itself and Ngā Papatipu Rūnanga.

The Committee included representatives from the six Papatipu Rūnanga in our district and was co-chaired by the Mayor and Dr Te Maire Tau, the Upoko (chief) of Ngāi Tūāhuriri.

The Mayor has included the committee as part of the committee structure for 2022-2025. The membership structure can be found in Appendix 4.

The Council has two Ngāi Tahu Relationship advisors reporting to the Chief Executive whose roles are to foster the working and strategic relationships between the Council and the Papatipu Rūnanga.

The Council also works closely on resource planning matters with Mahaanui Kurataio Limited (or known as Mahaanui or MKT), the resource and environmental management advisory company established by the six local Rūnanga to improve the recognition and protection of mana whenua values in their takiwā. MKT prepares and provides advice with, and on behalf of, the Rūnanga, feeding into Resource Management Act application and consenting processes.

Enabling access to social housing, papakāinga development (housing developments for Māori on ancestral land) as well as economic enablement are also fundamental to Māori wellbeing and form further pou (pillar) in the relationship between Māori and the Council and the work of the Greater Christchurch Partnership.

The existing collaborations are extensive and range from co-governance arrangements for the Ōtakaro Avon River Corridor and Lake Waihora, managing the discharge of wastewater into Akaroa and Lyttelton harbours, to developing the cultural elements of the Council's Tīrama Mai festival during the Matariki period. Together we delivered the Master Plan for Takapūneke Reserve, which celebrated the public opening of its first stage in June 2022, including the unveiling of Pou Tū te Raki o Te Maiharanui.

The Christchurch City district falls within the takiwā of Ngāi Tahu which extends across 80% of Te Waipounamu, the South Island.

The governing body, Te Rūnanga o Ngāi Tahu was created by virtue of the Te Rūnanga o Ngāi Tahu Act in 1996 to represent Ngāi Tahu whānui for all purposes including protecting and advancing the collective interests and assets of the tribe.

Papatipu Rūnanga are the tribal institutions of Ngāi Tahu and are the mandated representatives of whānau and hapū who hold mana whenua.

Within the Council's administrative area there are six Papatipu Rūnanga; Te Rūnanga o Ngāi Tūāhuriri, Te Rūnanga o Hapū o Ngāti Wheke (Rāpaki), Te Rūnanga o Koukourarata, Te Rūnanga o Ōnuku, Te Rūnanga o Wairewa and Te Rūnanga o Taumutu. Papatipu Rūnanga have a traditional responsibility, as kaitiaki (guardian), to uphold the mana of their people and care for the whenua (land), the sea and natural resources, to keep alive their cultural traditions and stories and to keep the home fires burning within their takiwā (area).

The Council acknowledges the Crown's apology to Ngāi Tahu ancestors and their descendants, and their recognition of Ngāi Tahu's pursuit of redress for more than 150 years. This quest for justice culminated in the Ngāi Tahu Claims Settlement Act of 1998. The Act records the apology given by the Crown to Ngāi Tahu, for injustices suffered by the Crown's actions in purchasing Ngāi Tahu land, and gives effect to the provisions of the 1997 Ngāi Tahu Deed of Settlement 1997, signed by Ngāi Tahu and the Crown.

4

What is local Government?

The purpose of local government is to enable democratic local decision-making and action by, and on behalf of, communities. Local Government also promotes the social, economic, environmental, and cultural well-being of communities in the present and for the future (section 10 Local Government Act 2002). These are known as the four wellbeings.

The Christchurch City Council is responsible for giving effect to this purpose and for performing the duties, and exercising the rights conferred on it by the Act and any other enactment.

The Local Government Act allows the Council to continue with or undertake any activity or business, subject to it complying with the requirements of the Act, any other enactment, and the general law. Its Long Term Plan contains information about all of the Council's activities, over a period of 10 years. A link to the Plan is on page 16 of this document.

The Council is responsible for carrying out functions prescribed by a number of statutes. These include the management of reserves (Reserves Act 1977); managing natural and physical resources sustainably through its planning processes (Resource Management Act 1991); ensuring compliance with the building code (Building Act 2004); and planning and providing for civil defence emergency management within the Christchurch area (Civil Defence Emergency Management Act 2002).

A list of all the principal Acts of Parliament applicable to the Christchurch City Council can be found in Appendix 8.

As at February 2023, the activities undertaken by the Council include core services such as local roading, water and wastewater services, solid waste collection, libraries, reserves, local governance, community and lifestyle, cultural, and corporate support activities.

The forthcoming Government reforms, when enacted, will have a significant impact on the scope, services and financial position of the Council and are among the strategic issues that the Council will face.

5

How the Council is governed

The Christchurch City Council is governed by a Mayor, 16 Councillors and 37 Community Board members elected by the community. They are responsible and accountable for decisions made.

The membership and contact details of the Council and Community Boards are provided in Appendix 1.

Elections are held every three years, currently using the First Past the Post (FPP) electoral system. An alternative voting system, used by some local authorities around the country, is the Single Transferable Vote (STV) system.

Under the FPP system, electors vote by indicating their preferred candidate(s). Those candidates that receive the most votes are declared elected, regardless of the proportion of votes that each candidate obtained.

Under the STV system, electors rank candidates in order of preference. When votes are counted, all first preferences are allocated in the first instance. In an STV election, some candidates must reach a certain number of votes to get elected. This is called a quota. The quota is based on the total number of votes and the number of vacant positions. If a candidate is elected, they keep only the proportion of the vote they need to reach the quota. The surplus part of each vote is transferred to the voters' second choice - this is repeated until sufficient candidates reach the quota to fill all the vacancies.

Changing the System

The voting system used in local elections can be changed if:

- The change is agreed to and a resolution is passed by the Council, or
- The Council conducts a binding poll of electors, or
- Electors demand a binding poll be held by collecting the signatures of at least 5 per cent of registered voters on a petition.

Once in place, an electoral system must be used for at least the next two triennial Council elections. The First Past the Post electoral system was retained for the 2016, 2019 and 2022 Christchurch City Council triennial local elections after a review of the electoral system in 2014.

A review is presently being undertaken which includes a review of Aotearoa New Zealand election laws. The review is an opportunity to make election rules clearer, fairer, and more accessible for current and future generations. It covers almost everything to do with how elections work. Broader constitutional matters are not being considered as part of the review. This includes alternatives to the MMP voting system, the role and functions of the Head of State, re-establishing an Upper House, the current size of Parliament, and the future of the Māori electorate seats. Online voting is also out of scope.

6 Representation arrangements

The Mayor and Councillors

The Christchurch City Council is made up of 16 councillors, representing each of the following 16 wards.

- Banks Peninsula
- Burwood
- Cashmere
- Central
- Coastal
- Fendalton
- Halswell
- Harewood
- Heathcote
- Hornby
- Innes
- Linwood
- Papanui
- Riccarton
- Spreydon
- Waimairi

Councillors are elected by voters within each individual ward. The Mayor is elected in a separate, city-wide vote by electors. Ward Map is attached as Appendix 3.

Community Boards

Christchurch is also represented by six community boards for the 2022/25 triennium following a representation review in 2020/2021 which gave residents the opportunity to help decide the number of elected members, how they're elected, and what communities they represent. The community boards are:

- **Te Pātaka o Rākaihautū/Banks Peninsula**
One councillor and seven board members representing an estimated population of 9390.
- **Waitai Coastal-Burwood-Linwood**
Three councillors and six board members representing an estimated population of 73,200.
- **Waimāero Fendalton-Waimairi-Harewood**
Three councillors and six board members representing an estimated population of 74,800.
- **Waipuna Halswell-Hornby-Riccarton**
Three councillors and six board members representing an estimated population of 78,800.
- **Waipapa Papanui-Innes-Central**
Three councillors and six board members representing an estimated population of 75,200.
- **Waihoru Spreydon-Cashmere-Heathcote**
Three councillors and six board members representing an estimated population of 78,800.

Community Board members are elected from the 16 wards with the councillors for those wards also appointed to each board. The Banks Peninsula ward is made up of four subdivisions (Akaroa, Wairewa, Lyttelton and Mount Herbert) and Community Board members are elected from each of the subdivisions.

Community governance is an important function of local government. Its purpose is to build effective communities that support and connect with one another. Boards represent their communities and act as advocates for community interests.

In 2019, the Council entered into a Governance Partnership Agreement with the Community Boards. The Agreement sets out a partnership approach to local decision-making in Christchurch. It seeks to encourage communication, coordination and cooperation between the Council and the Community Boards to enable them to work together to:

- Facilitate local decision-making and action by, and on behalf of, communities;
- Promote active citizenship;
- Strengthen the connection to neighbourhoods and citizens; and
- Provide local input into Council strategies, plans and services.

Council and Community Boards will review the Governance partnership agreement in 2023.

Information on powers delegated to Community Boards, Committees and staff is set out in the delegations register which can be found at:

ccc.govt.nz/register-of-delegations

7 Representation reviews

The Council is required to review its representation arrangements at least once every six years. This review must consider:

- The number of Councillors (between six and 30 including the Mayor).
- Whether the elected members (other than the Mayor) are to be elected by the district as a whole or by wards (or a mixture of both systems).
- If election by wards is preferred, the boundaries and names of those wards and the number of elected members that will represent them.
- Whether to have Community Boards, and if so how many, what their boundaries and membership should be, and whether to subdivide a community for electoral purposes.

The Council is required to follow the procedures set out in the Local Electoral Act 2001 when carrying out its review, as well as guidelines published by the Local Government Commission. Interested parties have the right to make written submissions to the Council and to be heard if that is what they wish. There is also a right of appeal to the Local Government Commission in respect of any decisions made by the Council. A decision made by the Commission is binding on the Council.

2020/2021 Representation Review

The Council undertook a Representation Review during 2020/2021 following the process set out in the Local Electoral Act 2001.

As above, all local authorities go through this process at least once every six years, to make sure their representation arrangements are still fair and provide effective representation for communities.

For the 2020/21 review, the Council developed an initial proposal which was then released for public consultation. The Council received 227 submissions to its proposal. Following consideration of the proposal, the Council agreed on its final proposal which included Christchurch being represented by six community boards rather than seven. Twenty-four valid or partially valid objections were received on the Council's final proposal and these were referred to the Local Government Commission in accordance with section 19Q of the Act. The Commission met with the Council and 11 of the appellants and objectors.

The Commission's determination of representation arrangements for Christchurch City, which applied at the October 2022 elections, resulted in a reduction in the number of community boards from seven to six.

Some of the ward boundaries also changed because each ward must represent a similar amount of people, with no more than 10 per cent difference between them. The Linwood-Central-Heathcote Community Board was divided up, and each of those wards has joined a nearby community board with common interests.

The Banks Peninsula ward is an exception. It is felt that it warrants its own community board because of its unique nature and geographic isolation.

The Christchurch City Council district does not currently include separate wards for Māori electors. Alternatively a poll may be demanded by a petition signed by at least 5% of electors. For the 2020/21 Representation Review, the required population threshold for establishing a Māori ward was met. However, after consulting the local Iwi, the Council decided not to establish a Māori ward.

Further information on matters relating to representation arrangements for the Christchurch City Council district may be found in the Local Government Act 2002, Local Electoral Act 2001 and guidelines issued by the Local Government Commission. The next representation review will need to be completed in the 2025-2028 triennium.

8

Roles and conduct of Elected Members

The Mayor's role

Phil Mauer was elected as Mayor of the Christchurch City Council in October 2022. The role of the Mayor is to lead and guide their Council's efforts to give effect to the purpose of local government, as well as any statutory duties councils are required to carry out. The LGA 2002 describes the special roles of a Mayor as:

- To provide leadership to:
 - The other members of the territorial authority; and
 - The people in the district of the territorial authority.
- To lead the development of the territorial authority's plans (including the Long-Term Plan (LTP) and the Annual Plan, policies, and budgets for consideration by the members of the territorial authority (s. 41A LGA 2002).

From the 2013 local elections mayors were empowered to appoint deputy mayors, to establish committees and to approve committee chairpersons.

As well as sharing the same responsibilities as other elected councillors, the Mayor has additional roles relating to civic leadership. These include:

- Chairing Council meetings – ensuring orderly conduct of business during meetings
- Ceremonial head of the Council
- Providing leadership of the Council and city and being spokesperson for both
- Fulfilling the role of Justice of the Peace
- Advocating for the community – including promoting the community and representing its interests
- Declaring a state of local emergency under the Civil Defence Emergency Management Act (CDEM Act 2002)

The Deputy Mayor's role

Pauline Cotter was appointed as the Deputy Mayor of the Christchurch City Council after the October 2022 elections. The Deputy Mayor has an important role in the team and is appointed by the Mayor. They exercise the same roles as other elected members, but if the Mayor is absent the Deputy Mayor performs their responsibilities and duties and may exercise the powers of the Mayor.

The appointment of the Deputy Mayor is an early priority particularly given the Local Government Act requires that it is on the agenda for the inaugural meeting of the Council.

It is worth noting that although the Local Government Act gives the Mayor the power to appoint the Deputy, nothing in the Act limits or prevents a territorial authority from removing a deputy, discharging or reconstituting a committee established by the Mayor, appointing committees in addition to any established by the Mayor or discharging a committee chair appointed by the Mayor.

The role of Councillors

The 16 Councillors make decisions on matters otherwise not delegated to community boards, Committees, the Chief Executive or other staff members.

Although much of the business of the Council can be delegated to the Chief Executive and organisation, the Local Government Act 2002 dictates that there are some decisions that must be made by the full Council. These include:

- Setting rates.
- Passing bylaws (although community boards can recommend these are considered for their areas).
- Adopting a Long Term Plan, Annual Plan and Annual Report.
- Appointing the Chief Executive.
- Adopting policies.

A clear division of authority is required in respect of decisions made by elected members and those made for the purpose of managing the activities carried out by the Council. The intention is that decisions are made at the most appropriate and effective level.

When issues come to Council for a decision, staff provide written advice in a report on a proposed course of action. Decisions are made by the collective Council which may or may not agree with staff advice on an issue. The Mayor is only one vote around the Council table.

The Council Secretary, Secretariat staff and Legal Services produce a "run sheet" for all formal meetings which has the appropriate Standing Orders references listed to assist with the smooth running of meetings.

Councillors need to balance a number of competing interests – acting simultaneously as leaders of the Christchurch and Banks Peninsula District as a whole, community representatives and community board members. They also need to recognise the difference between their strategic governance role and management's everyday operational role.

Information on powers delegated to Community Boards, Committees and staff is set out in the delegations register which can be found at:

ccc.govt.nz/register-of-delegations

The role of Community Board members

Community boards are part of the Council's structure and have an important role and responsibility to represent, and act as an advocate for, their communities' interests to the Council. The other responsibilities of community boards as set out in the Local Government Act, are

- Considering and reporting on matters of interest or concern that have been referred to them by the Council.
- Maintaining an overview of Council services to the community.
- Preparing an annual submission to the Council for its annual plan.
- Communicating with community organisations and special interest groups.
- Undertaking any other responsibilities that are delegated to them by the Council.

Our Council delegates a number of powers to community boards in relation to local issues such as parking or stopping restrictions and traffic controls for local streets; the installation of bus shelters; and making grants to individuals and groups from community board-administered funds.

At the first meeting of the term, the board elects a chair (not a councillor) who will lead that board.

Traditionally there are two regular opportunities for the board to engage with the council and other boards:

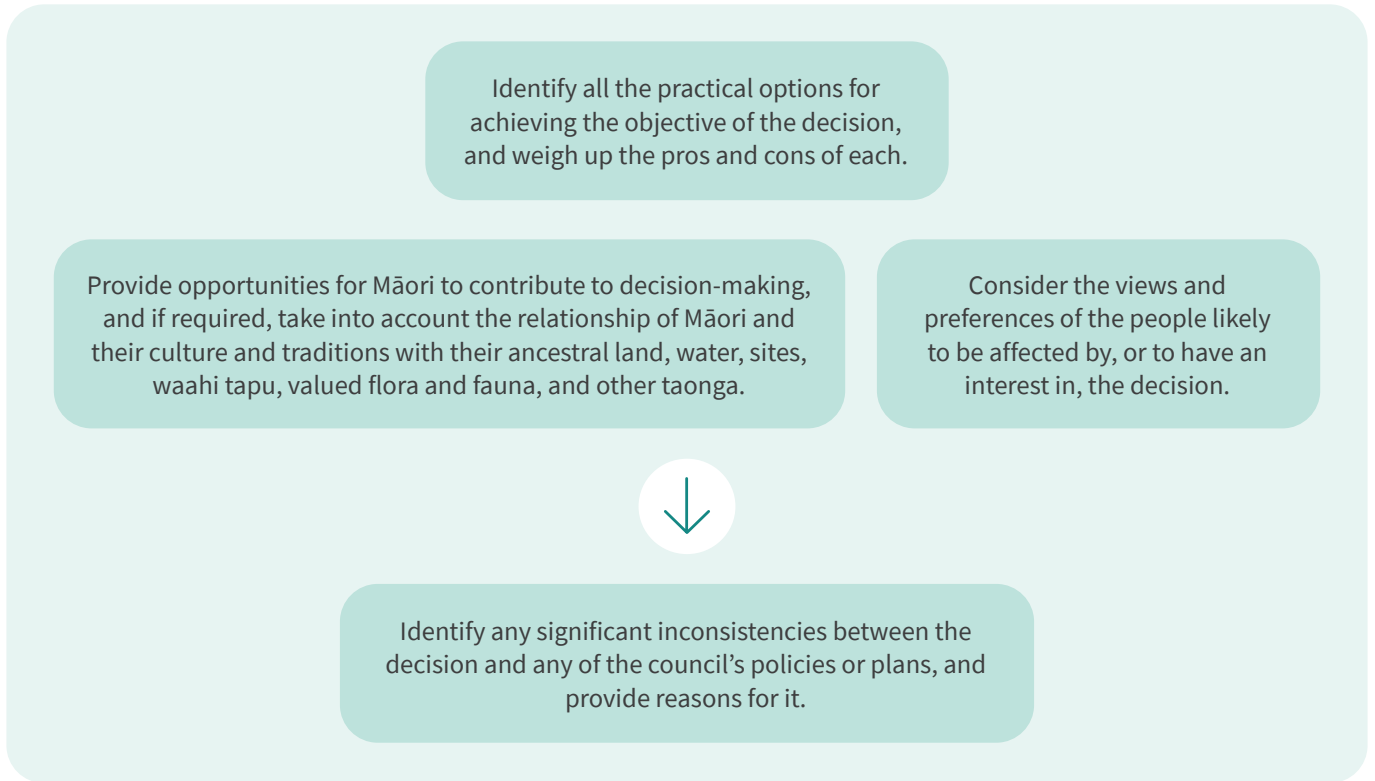
- Boards' monthly attendance at Council. All boards present a monthly report to the council. Before the meeting board chairs and their supporting staff meet informally with the Council to discuss local issues. This session is extremely valuable to hear about community concerns in each of the areas.
- Community Board chairs' forum is held monthly to discuss and receive briefings from staff on local issues of shared interest.

Each community board develops a Community Plan that sets out what its aspirations over a set period of time. These plans, informed by the Council's strategic direction, are based on priorities that are identified with local communities. Under the provisions of the Governance Partnership Agreement the community board will engage with the local community when developing the Plan and the council will treat the Plan as a key strategic document to be included in the preparation of the Long Term Plan.

9

How decisions are made

Elected members are our decision-makers. Their calls, big and small, can change the course of our city for generations to come. Every time a council makes a decision, the Local Government Act 2002 (LGA) requires a few steps be taken.



10

We value our community's views

The Council and community boards work in partnership with, and seek the views of, our residents and communities as they develop plans, choose priorities and make decisions. Our residents' diverse views and bright ideas are invaluable.

We need to undertake a thorough process known as a special consultative procedure for significant decisions, like those involving a bylaw, adopting a Long Term or Annual Plan, or changing the way we deliver a significant activity.

We are also required to consult and/or use the special consultative procedure under other legislation, for example the Resource Management Act 1991, and we can choose to use the procedure in other circumstances.

Significance and Engagement Policy

As set out above the Council seeks meaningful interaction with the community through engagement on local decision-making. Genuine engagement will be encouraged in a manner that is consistent with the significance of the issue, proposal, or decision, and which is transparent and clearly communicated.

The Council adopted its current Significance and Engagement Policy in November 2014 and made minor amendments in 2019

The purpose of the policy is to give clarity and certainty to the community about when it can expect to be engaged.

The policy is based on the following principles:

- Decision-makers are well-informed, aware of and take into account the views of the community;
- The Council will use a consistent approach to establishing the significance of a matter before making a decision;
- The level of engagement will be tailored to the level of significance for each issue, proposal or decision;
- Decision-making and engagement processes are transparent and clearly expressed;
- The community will have clarity on the range of engagement methods the Council may use, relative to the significance of a matter;
- Engagement is pro-active, accessible, a two-way dialogue, and people are aware of, and understand, the final decisions made by the Council.

The Significance and Engagement Policy is available as Appendix 7 and on the Council website at:

ccc.govt.nz/assets/Documents/The-Council/Plans-Strategies-Policies-Bylaws/Policies/Consultation/Significance-and-Engagement-Policy-November-2019.pdf

How we engage

The Have Your Say portal on the Council's website is the main gateway for people to find out about, and take part in, public consultations.

About 90 per cent of the submissions we receive are sent electronically, but print copies of all proposals are still made available at the Council's service centres and libraries. We use social media, community and stakeholder networks, newsletters and other Council communication channels to encourage participation in decision-making.

Drop-in sessions in local areas affected by a proposal are often held and well-advertised, to give people an opportunity to find out more about options being proposed. We have also successfully trialled online webinars, which have proved popular and effective.

The Council holds hearings for Annual Plan and LTP submission processes, along with others where there is high interest or a requirement. Many individuals and communities of interest like being heard this way.

Public consultation processes are carried out in accordance with the provisions of the LGA (in particular sections 76-82, relating to decision-making and consultation), or other legislative requirements.

11

How meetings work

The Mayor presides at Council meetings. In the Mayor's absence meetings are chaired by the Deputy Mayor who is appointed by the Mayor and confirmed by members of the Council at its first meeting following a triennial general election.

The Council and Community Boards can establish committees, subcommittees and working parties - see Appendix 4 for a current list of the committees. Under the Local Government Act 2002, the Mayor has the powers to establish committees and appoint the chairperson of each committee of the Council. Other committees, subcommittees and working parties and community boards may elect their own chairperson.

Agendas for Council and Community Board meetings are sent out at least two clear working days in advance of Council meetings in accordance with the Local Government Official Information Meetings Act (LGOIMA). Council agendas and reports are distributed electronically to elected members and published in advance on the Council's website. Print copies are made available across the Council's network of Service Centres and Libraries.

Transparency and access to official information

Under the Local Government Act 2002, one of the principles that applies to a local authority is that it should conduct its business in an open, transparent, and democratically accountable manner.

Between October 2018 and July 2019, the Chief Ombudsman Peter Boshier reviewed the Council's Local Government Official and Information and Meetings Act 1987 compliance and practices. His review found that while there were areas of good practices, some did not support openness and transparency.

Based on his findings, the Council has put in place a 39-step improvement plan that will ensure better practices, and support openness and transparency. A copy of the improvement plan can be found at:

ccc.govt.nz/the-council/request-information

Further information about official information requests can be found at page 18 of this Statement.

Frequency

The Christchurch City Council generally meets twice a month on Wednesdays where it considers strategic and policy related matters and those not otherwise delegated to community boards and committees. The community boards also report to the Council, advising on their activities and decisions made under delegation.

In addition, the Mayor has appointed two Committees of the Whole – the Finance and Performance Committee which meets monthly, and the Funding committee which meets annually and as required. These Committees are made up of the Mayor and all Councillors and they each have a separate chairperson (not the Mayor).

Community Boards meet twice a month, once for a decision making meeting and once primarily for briefings.

Dates of Council, Committee and Community Board meetings are available on the Council website:

ccc.govt.nz/meeting-finder

Public Involvement

All Council, committee and community board meetings are open to the public to ensure transparency and accountability.

They need to be notified and only items deemed of a confidential nature under the Local Government Official Information Meetings Act (LGOIMA) can be discussed in the public excluded section.

The reasons for excluding the public for any particular item usually relate to the protection of personal privacy, professionally privileged or commercially sensitive information, and maintenance of public health, safety and order.

Council meetings are live-streamed and available on-line retrospectively, with the exception of the Public Excluded sections of meetings.

The Council's online media channels (Newslines, Facebook, Twitter) proactively cover Council agendas and significant decisions.

All Council committee and Community Board meetings can receive deputations from anyone who wishes to speak about a matter/s on the agenda for the current meeting. Accepting a deputation is at the discretion of the Mayor/chair and this is done before the meeting day. The deputations are usually near the start of the meeting.

A public participation time is set aside at the start of the Council meeting. This is when the public may speak for up to five minutes on any matter they wish (within constraints, such as it can't be about Council matters before the courts, or items on other Council agendas).

Although meetings are open to the public, the right to speak at meetings is not available unless specifically requested. A request for speaking rights, as a public forum presentation, or if it relates to a report on the agenda, as a deputation, must be made in advance of the meeting. People who wish to address the Council, a Committee or a Community Board should contact the Council Secretary, the relevant

Committee adviser or Community Governance Manager in the first instance.

The Chairperson may refuse requests for speaking rights which are repetitive or offensive. A deputation or public forum is not to be used to speak to a matter for which there is a separate hearings process. For further information refer to the Council's Standing Orders.

Residents are encouraged to raise local issues - for example, issues that relate to their street, community or neighbourhood – with their local Community Board in the first instance. Community Boards can refer issues to the Council or a Committee if necessary.

Minutes of meetings of decision-making bodies are kept and made publicly available, again subject to the provisions of the Local Government Official Information and Meetings Act 1987. Agendas and minutes can be accessed on the Council's website:

ccc.govt.nz/meetings-agendas-and-minutes

Printed copies of the agendas are available at each meeting.

Council briefings

Briefings and workshops are not formal meetings, therefore no decisions can be made at these sessions. Briefings and workshops are an opportunity for staff to inform elected members on relevant issues in a more informal way. Attendance is recorded. Some briefings on key matters eg. Annual Plan are held in public.

12

How we work together - meeting conduct

Every elected member needs to display acceptable behaviour in their dealings with each other, staff, the public and the media. This is detailed in the Code of Conduct (see below).

Standing orders

The Council has adopted a set of Standing Orders for the conduct of its meetings and those of its committees. These also apply to Community Boards and their committees. The current set of Standing Orders are available at:

ccc.govt.nz/assets/Documents/The-Council/How-the-Council-works/Standing-Orders-adopted-6-April-2017-Final-Formatted.pdf

Other meeting procedures and organisational matters are set out in Schedule 7 of the Local Government Act 2002 and in the Local Government Official Information and Meetings Act 1987.

In addition, the Mayor, Councillors and Community Board members must comply with other specific statutory obligations. These include:

- The Council's current Code of Conduct: ccc.govt.nz/codes-of-conduct
- The Local Authorities (Members' Interests) Act 1968 (conflicts of interest).
- The Secret Commissions Act 1910 (accepting gifts or rewards).
- The Crimes Act 1961 (improper use of official information).

The current Code of Conduct sets out general principles for conduct, standards of behaviour and conduct in particular circumstances. Its objectives are to:

- Create more effective working relationships.
- Enhance the Council's effectiveness, credibility and accountability within the community.
- Enhance the mutual trust, respect and tolerance between Councillors as a group, and between Councillors and Council staff.

The Code of Conduct makes provision for Councillors to complete a Register of Interests. The Register is completed at least each term and a summary published on the Council's website.

13 The role of the Chief Executive - Management structures and relationships

The Chief Executive and Council staff deliver Council services and implement its decisions.

The Chief Executive is the only employee who is directly employed by the Council. The Chief Executive's responsibilities under the Local Government Act can be summarised as the following:

- Implementing the Council's decisions.
- Ensuring that all functions, duties and powers delegated to him/her are properly performed or exercised.
- Determining the means to achieve the outcomes sought by the Council.
- Ensuring the effective and efficient management of the activities of the local authority.
- Maintaining systems to enable effective planning and accurate reporting of the financial and service performance of the local authority.
- Providing advice to councillors and members of community boards.
- Appointing and terminating staff, including negotiating their terms of employment.

The Chief Executive is the Principal Advisor for the Council and advises on administration and implementation matters at Council meetings.

An important role of the Chief Executive, as the principal administrative officer of the Council, is to ensure that the Council's management structure provides for the separation of regulatory responsibilities and decision-making processes from non-regulatory responsibilities and processes.

The Council organisation is made up of 2887 staff (at February 2023), spread across different management, advisory, technical, and service-delivery roles. All Council staff ultimately report to the Chief Executive through their line managers, helping the Chief Executive to fulfil the responsibilities set out above. See our organisation chart Appendix 5.

The organisation is comprised of four groups:

- Strategic Policy and Performance
- Resources
- Infrastructure Planning and Regulatory
- Citizens and Community

The managers of these groups report directly to the Chief Executive and make up the Council's Executive Leadership Team. They are the principal advisors to the Council's different committees.

The organisation's support to the committees includes developing a work programme for each committee and sub-committee. This is adopted at the first meeting of that committee. Principal advisors also help monitor committee agendas to ensure alignment with the agreed work programme and councillor priorities

Each community board is supported by a Community Governance Manager and team who can help source information for community board members and link them with other parts of the Council organisation. Community Governance Managers are part of the Community Support and Partnership Unit.

14 Working at Council

The Christchurch City Council strives to be a good employer – there are 24 internal policies which are listed on the staff intranet.

These include policies for diversity at work and recruitment and selection, bullying and harassment prevention, code of conduct, COVID-19 Risk Assessment and Vaccination Policy. The Council has a remuneration policy and maintains a consistent and transparent remuneration practice in line with Council business principles and relevant legislation.

Health, safety and wellbeing

The Council takes health, safety and wellbeing seriously and has a team of staff working to ensure we comply with all aspects of the Health and Safety at Work Act 2015.

The Act is designed to:

- Ensure everyone has a role to play.
- Make everyone's responsibilities clear.
- Focus on managing risk.
- Require those who create the risk to control the risk.
- Require businesses to engage with their workers and enable them to participate on an ongoing basis.
- Allow flexibility in managing health and safety risks.

For elected members, the most significant implication is the legislation's introduction of the role of officer and the requirement for officers to meet due diligence duties.

An officer is a person who holds a very senior leadership position, and has the ability to significantly influence the management of an organisation. At the Christchurch City Council, this includes elected members and the Chief Executive. Officers must exercise due diligence to ensure the organisation is meeting its health and safety duties. To do this, officers must take reasonable steps to:

- Acquire and update knowledge of health and safety matters.
- Understand the operations of the organisation and the associated health and safety risks.
- Ensure and check the organisation has appropriate resources and processes to comply with duties and obligations under the Act.

Christchurch City Council is proactively partnering with elected members to ensure the Council and its officials meet their responsibilities under the Act.



15

Key approved planning and policy documents

Long Term Plan (LTP)

The Council is required to develop a Long Term Plan (LTP) every three years. The Long Term Plan sets the strategic direction for the Council for the next 10 years – where we are going, what we want to achieve in the community, and how we'll pay for it.

The purpose of the LTP is to describe the activities carried out by the Council and the community outcomes it aims to deliver. The LTP provides an integrated decision-making process and aims to coordinate the resources of the Council, as well as provide a long term focus. Through its LTP the Council becomes accountable to the community. It is an opportunity for public participation in decision-making processes required for the activities to be undertaken by the Council.

The Council's 2021-31 Long Term Plan contains the following information:

- Financial strategy,
- Infrastructure strategy,
- Capital expenditure and funding impact statement for each group of activities undertaken by the Council,
- The Council-Controlled Organisations established by the Council, including their ownership and control, nature and scope of activities, and key performance measures,
- Steps taken to foster the contribution by Māori to the decision-making processes of the Council,
- Revenue and Financing Policy,
- Significance and Engagement Policy,
- Financial statements,
- Funding impact statement,
- Rating information,
- Reserve funds,
- Significant forecasting assumptions.

The 2021-31 LTP (including amendments) can be found at ccc.govt.nz/long-term-plan-and-annual-plans/long

If necessary, the Council can adjust the LTP. These processes are prescribed by the legislation and require us to undertake community consultation. Our current Long Term Plan is for 2021-31. The next Long Term Plan will need to be signed off by the Council by 30 June 2024.

Annual Plan

In the years in between Long Term Plans, the Council develops an Annual Plan. It's our budget for one financial year, and explains how we intend to finance our activities and services during that year, as directed by the Long Term Plan. The Annual Plan focuses on the small adjustments the Council needs to make in light of the previous year's financial performance, updated financial figures, cost increases and inflation. The Annual Plan contributes to the Council's accountability to its community. The next Annual Plan needs to be adopted by 30 June 2023.

District Plan

The other major plan we develop and implement is the Christchurch District Plan, which determines land use and subdivision within the city boundaries. It contains our objectives, policies, rules and maps that set out what activities can take place, and where, in the city. The Resource Management Act 1991 requires councils to prepare a District Plan. A District Plan must be reviewed once every 10 years and give people the opportunity to make submissions on its proposals through hearings before the plan is finalized.

The District Plan became operative in December 2017 (although the coastal hazard provisions in the Christchurch City Plan and the Banks Peninsula District Plan still apply). The Plan can be accessed from the Council's website:

districtplan.ccc.govt.nz/pages/plan/book.aspx?exhibit=DistrictPlan

Infrastructure Strategy

The Infrastructure Strategy sets out how we plan to manage our infrastructure assets over the next 30 years. It includes our water supply, wastewater, storm water, transport, facilities, parks, information and communication technology and solid waste.

It is updated every three years as part of the Long Term Plan process, and as part of the Annual Plan process if there are significant changes to capital expenditure.

Financial Strategy

Councils must, as part of the Long Term Plan, prepare and adopt a financial strategy for all the consecutive financial years covered by the Plan.

The strategy needs to:

- Provide a guide for Council to consider proposals for funding and expenditure against; and
- Provide a context for consultation on the local authority's proposals for funding and expenditure by showing the overall effects of the proposals on the local authority's services, rates, debt and investment.

Reporting

Our long term and annual plans are the basis on which the community can monitor and review our performance. Each year, an Audited Annual Report provides information on the financial and service performance against the Long Term Plan and the Annual Plan.

Community Board Plans

Community Board Plans set out a community board's aspirations over a set period of time, based on the priorities identified with local communities.

The views of the community are gathered through local meetings, community conversations, consultations and deputations made to the community board. Because the Community Board Plans are developed closely with the community, there is a greater sense of ownership.

The Plans are not statutory documents like the Council's Long Term or Annual Plans, however their completion is a valuable process for community boards and the council is required to treat the board plan as a strategic document.

Community Board Plans include the following sections:

- Community Board Vision and Outcomes
- Descriptions and analysis of local issues
- Objectives and Priority Actions
- Community Funding
- Capital programme of local works.

16 Bylaws

The Local Government Act 2002 provides the Council with the power to make bylaws (or rules) in respect of any one or more of the following purposes:

- Protecting the public from nuisance;
- Protecting, promoting, and maintaining public health and safety;
- Minimising the potential for offensive behaviour in public places.

A schedule of the current bylaws is attached as Appendix 6.

17 Legislation applicable to the Council

A list of the principal Acts of Parliament that are applicable to the Christchurch City Council is provided in Appendix 9.

In addition, the Council is also bound by Acts of local legislation (Acts that only apply within Christchurch). These are listed in Appendix 10.

The Canterbury earthquakes and aftershocks since 4 September 2010 had a significant impact on the activities of the Council. The Government passed legislation that assisted the Council with its response to these events, the latest being the Greater Christchurch Regeneration Act 2016. This includes Orders in Council that have been made to give the Council exemptions from, modify or extend a number of existing statutory provisions.

18 Public access to the Council and its Elected Members

Information about current elected members and their contact details is contained in Appendix 1. The contact details for the Council offices are set out in Appendix 2: ccc.govt.nz/contact-us

Requests for Service

Residents can request services by:

- Visiting the Civic Offices or a service centre for assistance with any general enquiries or requests for service.
- By telephone – the customer call centre can be contacted 24 hours a day on 03 941-8999 or 0800 800 169. (See below)

- In writing - including letters, and emails - to the relevant Council unit.
- Using the Snap Send Solve app to report a problem.
- Contacting elected members - the Mayor, Councillors or Community Board members.

The Council has a system that enables the public, through customer call centre staff or the Council's website, to submit an enquiry or request for information/service. Customer call centre staff are trained to respond to the majority of general enquiries from a wide ranging database system or request for service forms that can be completed on the Council's website. The customer call centre can be contacted 24 hours a day 365 days by phone on 03 941 8999 or 0800 800 169, or residents can go to their local service centre for assistance with any general enquiries or requests for services.

Requests for information from the Council can be made via the Local Government Official Information and Meetings Act 1987. The guiding principle is to make information available to the public unless there is good reason under the Act to withhold. Requests are best made in writing and should be directed to the Council. It is recommended that any request be specific in identifying the information requested. Requests for information are to be responded to within 20 working days unless the time frame is extended under the Act. There may be a charge but this must be reasonable and requestors should be told in advance of any cost, or an estimate of any cost before the information is provided. More information can be found at the Ministry of Justice website: justice.govt.nz/official-information-act-requests

Individuals, groups or organisations are entitled to seek speaking rights at Council, Committee or Community Board meetings. For details on how to seek speaking rights, refer to section 10 of this Governance Statement. Residents are encouraged to raise a local issue - for example, one that relates to their street, community or neighbourhood - with their local Community Board in the first instance. Community Boards can forward issues to the Council or a Committee if necessary.

The Council regularly seeks community input on a range of issues, including for example draft policies, local capital works projects, and the Council's Long Term Plan. All information for making a submission is available on the Council's Have Your Say website at:

ccc.govt.nz/the-council/have-your-say

Members of the public can also obtain a hard copy of any of the relevant documents from any Christchurch City Council library or service centre, or by calling the customer call centre to request that the information is sent to them.

19

Key partners and relationships

Christchurch City Council has a number of key partners and relationships. While the Chief Executive and staff hold a number of relationships on behalf of the Council, there are also some that the Mayor holds on behalf of the Council.

20

Council-controlled organisations – the Council “family”

Christchurch City Council owns, or partially owns a number of organisations and trusts – known as the Council “family”.

Christchurch City Holdings Ltd (CCHL)

CCHL is the wholly owned commercial and investment arm of the Council. It holds shares in various trading companies for which it undertakes monitoring and other governance functions.

CCHL was set up in 1993 in response to calls for an independent non-political buffer between the council and the companies it owned. It was established to manage the Council’s commercial interests under one umbrella and to provide an interface between the council and its companies.

CCHL supports the future growth of Christchurch by investing in key infrastructure assets that are commercially viable and environmentally and socially sustainable. Its core role is to monitor the Council’s existing investments, which service the region’s infrastructure needs, with the general objective of delivering strong financial returns and dividends to the Council.

CCHL has two debt bonds listed on the NZX Debt market and as such it is subject to continuous disclosure requirements under the NZX listing rules.

The six key trading companies are:

- City Care Ltd (provision of water and property maintenance services)
- Christchurch International Airport Ltd
- EcoCentral Ltd (resource recovery and transfer station operations)
- Enable Services Ltd (fibre network)
- Lyttelton Port Company Ltd
- Orion New Zealand Ltd (electricity distribution)

The current structure has two councillors on the CCHL board, together with six independent board members.

CCHL’s activities are monitored by the Council, and it reports to the Council’s Finance and Performance Committee on a quarterly basis.

In 2022 the CCHL Group realised a Net Profit after Tax of \$121 million. At June 2022 the assets of the CCHL Group were \$5.25 billion, with total liabilities of \$2.8 billion. CCHL paid dividends to the Council of \$16.1million in the 2022 financial year. The dividends received from CCHL are treated as operational revenue to the Council and as such have a direct impact on rates increases.

In December 2021, Christchurch City Council issued CCHL with a Letter of Expectations which asked CCHL to consider its role and to reflect whether its original core purpose is still relevant after 30 years existence, in light of the current environment, the city’s experiences over the last 10 years and future national and global challenges we are facing. The Council has received a report from an independent reviewer. Council meeting held on 7/12/2022 – Item 19 Council’s Strategic Review of Christchurch City Holdings Ltd - Attachment Review of CCHL 2022 – Northington Report (infocouncil.biz)

ChristchurchNZ Holdings Ltd (CNZHL)

ChristchurchNZ Holdings is the city’s economic development agency, responsible for delivering sustainable economic growth to Ōtautahi Christchurch on behalf of the Council. Its subsidiary, ChristchurchNZ, is its operational entity charged with stimulating economic activity and attracting visitors. In December 2021, Council requested ChristchurchNZ to undertake urban development activities. Initially that involves management of the land assets owned by Development Christchurch Ltd, an entity currently owned by CCHL.

ChristchurchNZ is currently developing an overall strategy and destination management plans for Christchurch and Banks Peninsula to which the new Council will have an opportunity to contribute.

ChristchurchNZ reports on its performance to the Finance and Performance committee quarterly.

ChristchurchNZ has two councillors on its board, together with five independent board members.

Venues Ōtautahi

Venues Ōtautahi is a venues and event management company that owns, manages and operates major venue assets on behalf of the city. It owns or manages Christchurch Arena, Hagley Oval, the Air Force Museum and OrangeTheory Stadium (Addington), and will operate Te Kaha. The board currently includes two councillors and three independent members.

Civic Building Ltd

Civic Building Ltd is the Council's unincorporated joint venture partner with Ngāi Tahu Property Ltd, which owns the Council's Civic Offices building at 53 Hereford Street and leases it to the Council. The company has three councillor directors and no independents.

Transwaste Canterbury Ltd

Transwaste Canterbury Ltd is a company owned 50 per cent by Waste Management NZ Ltd and 50 per cent by Canterbury local authorities. The Council's stake in Transwaste is 38.9 per cent. Transwaste owns and operates the Kate Valley landfill. The board has eight members, of which four are appointed by the Council shareholders, and two of those appointees are councillors nominated by Council shareholders.

Te Kaha Project Delivery Ltd

Te Kaha Project Delivery Ltd is the Council's governance entity responsible for the delivery of the Te Kaha project. Its responsibilities include governing the delivery of planning, design, execution, monitoring and control through to practical completion of the project. The board has no councillors, and five independent directors all appointed by the Council.

Council trusts

- Mayor's Welfare Fund
- Rod Donald Banks Peninsula Trust
- Riccarton Bush Trust
- Central Plains Water Trust (owned 50% with Selwyn District Council)

Other key partners not owned by the Council

Ōtautahi Community Housing Trust (OCHT)

Established in 2016, out of the Council's wish for a financially sustainable model for its social housing portfolio. The Council passed the management of about 2300 units to the Trust, capitalising them with \$50 million in land and social housing. As a Charitable Trust, its surpluses are reinvested into community housing.

The trust leases the Council's social housing portfolio but also owns, and manages their own properties. Over the last two years, the trust has built new community homes as they look to improve social housing in our community.

The Trust provides tenancy management services, and undertakes minor property maintenance and major maintenance and refurbishment work across all homes they manage. In addition they maintain the properties they lease from the council as a contractor to the council.

21

External relationships

Other councils in the Canterbury region

Ashburton District,
Hurunui District,
Kaikōura District,
Mackenzie District,
Selwyn District,
Timaru District,
Waimakariri District
Waimate District,
Waitaki District.

The regional Council is Environment Canterbury.

Environment Canterbury (ECan)

The relationship between ECan and the Christchurch City Council is an important one. The two councils work closely at both governance and officials' levels across a range of environmental issues.

The main opportunities for the two Councils to work together at a governance level are:

- Regional and sub-regional governance bodies: ECan and Christchurch councillors sit together on a number of governance bodies. See 22. **External bodies** for details.
- Council/ECan quarterly meetings: the two councils have met quarterly in a series of forums to discuss issues of shared interest. Usually two of the forums are dedicated to water issues, with the other forums covering issues such as public transport, quarrying, air quality, civil defence and diversity.

In the past the two councils have got together soon after the election to decide how they are going to work together over the next term. ECan councillors elect their Chair and Deputy Chair at their first meeting.

External bodies

There are a number of regional and sub-regional bodies that the Council, mainly through the Mayor, is invited to sit on. These bodies are platforms for collaboration and unified leadership on key issues and an opportunity to align local and regional priorities with the central government agenda.

Key external bodies on which the Mayor and/or elected councillors can sit, include:

- Greater Christchurch Partnership Committee and Whakawhanake Kāinga Komiti (Urban Growth Partnership for Greater Christchurch)
- Canterbury Regional Transport Committee
- Canterbury Mayoral Forum
- Canterbury Civil Defence Emergency Management Joint Committee
- Local Government New Zealand – Zone 5 and Metro

Greater Christchurch Partnership Committee and Whakawhanake Kāinga Komiti (Urban Growth Partnership for Greater Christchurch)

The Greater Christchurch Partnership is a voluntary coalition of local government, mana whenua and government agencies working collaboratively foster and facilitate a collaborative approach between the Partners to address strategic challenges and opportunities for Greater Christchurch.

In 2022, the Crown (represented by the Minister of Housing and Minister of Local Government), joined the existing Greater Christchurch Partners and established an Urban Growth Partnership for Greater Christchurch – the Whakawhanake Kāinga Committee. These Urban Growth Partnerships are part of the Government's urban growth agenda to improve housing, land use and infrastructure planning co-ordination and alignment between central and local government and mana whenua in New Zealand's high growth urban areas.

The priorities for this Committee are to create a sustainable and well-functioning urban environment through decarbonising the transport system, increasing resilience to natural hazards and the effects of climate change, accelerating the provision of quality, affordable housing, and improving access to employment, education and services. These priorities are being progressed through its first joint project – the development of a joint Greater Christchurch Spatial Plan, which will integrate with work already underway on an Indicative Business Case for high capacity and frequency public transport (Mass Rapid Transit) and the development of a Greater Christchurch Transport Plan.

The Greater Christchurch Partnership Committee operates alongside the Whakawhanake Kāinga Committee to advance its wider strategic objectives in the context of intergenerational wellbeing where a collaborative approach amongst local partners is beneficial for current and future communities. It also provides a powerful, single voice to advocate on issues of relevance to the Greater Christchurch area.

Canterbury Regional Transport Committee

The Canterbury Regional Transport Committee (RTC) comprises representatives from the region's councils as well as Waka Kotahi. The primary role of the RTC is to develop and implement the Canterbury Regional Land Transport Plan (RLTP).

Canterbury Mayoral Forum

The Canterbury Mayoral Forum members are the region's 10 Mayors and the chair of Environment Canterbury. Christchurch is the only metropolitan council on the forum.

The forum initiated and provides governance oversight to the Canterbury Water Management Strategy and leads the Canterbury regional development strategy.

Members of the forum speak in their own right rather than as representatives of their councils. Decisions of the Mayoral Forum are not binding on member councils.

The Mayoral Forum meets at least quarterly and over two days. Chief Executives attend to support their Mayor/Chair. The forum is supported by a permanent secretariat hosted by ECan.

Canterbury Civil Defence Emergency Management (CDEM) Joint Committee

All Canterbury Mayors or their nominated councillors are members of the Canterbury Civil Defence Emergency Management Joint Committee.

This joint committee is responsible for the strategic direction and delivery of Civil Defence and Emergency Management in the Canterbury region.

The Coordinating Executive Group (CEG), responsible for CDEM planning and implementation, includes the Chief Executives of all member councils, along with representatives from NZ Police, Fire and Emergency New Zealand, health authorities, Ngāi Tahu, Ministry of Primary Industries, Canterbury Lifelines Group and the Rural Advisory Group.

The Regional Manager/Group Controller of the Canterbury CDEM Group reports to both committees and is directly responsible to the chair of the CEG.

Local Government New Zealand – Zone 5 and Metro

All 78 local authorities in New Zealand are members of Local Government New Zealand (LGNZ).

LGNZ's member councils are arranged into zone and sector groups. Christchurch is a member of the National Council, Metropolitan (metro) sector, and also the Zone 5 group which is made up of the top of the south, West Coast and Canterbury councils. Zone and Sector groups meet quarterly.

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Engaging with Central Government Health Authorities and community and business sectors

The Mayor has primary responsibility for managing the Council's overall relationship with central Government and for maintaining open channels of communication with individual ministers.

Under this, Council staff at all levels maintain working relationships with central government officials on a full suite of national policy, regulatory and technical issues impacting the city. We have strong collaborative relationships with government agencies in Christchurch, including the New Zealand Police, the Ministry of Social Development, the Ministry of Education, and more. We work together on a number of projects and initiatives across the city. Recent Council submissions on a variety of policy, regulatory and technical issues are on the Council's website at:

ccc.govt.nz/council-submissions-to-external-agencies

Health Authorities

July 1, 2022 marked the first day of Te Whatu Ora | Health New Zealand and Te Aka Whai Ora | Māori Health Authority. These new entities are the beginning of a unified health system which partners with hauora Māori to provide services and support more equitably across Aotearoa.

We have a strong relationship and work closely with health authorities locally on public and environmental health initiatives across the city and Banks Peninsula.

Community and business sectors

Christchurch has strong community and business sectors, and we welcome opportunities to work alongside them. We support and partner with a range of businesses, communities and community organisations through a number of initiatives. Appendix 11– stakeholder map.

24

Civil Defence emergencies

Where possible, before a disaster occurs, the Mayor will receive information from the local controller as to the nature of the approaching hazard (e.g. tsunami, storm, pandemic, etc.).

Activating the Emergency Operations Centre (EOC)

In most emergencies, the initial activation of the EOC will be authorised by the Local Controller in liaison with the Head of CDEM & Rural Fire Unit and the CDEM Duty Officer.

The Mayor will be briefed by the Controller about the emergency, and on relevant information from other organisations, including emergency services.

The Mayor or an elected member acting on behalf of the Mayor, or in their absence, the Chair of the Canterbury Region Civil Defence Emergency Management (CDEM) Group Joint Committee, is responsible for declaring a state of local emergency, if necessary.

The legal authority to declare a state of local emergency and carry out measures necessary in a disaster is identified in the Civil Defence Emergency Management Act 2002.

If a Mayoral Relief Fund is required, we engage the Christchurch Foundation who has an established mechanism for managing large amounts of donations.

Elected members' roles during an emergency

The Mayor or their representative is responsible for setting tasks for the elected representatives.

Elected Members are the eyes and ears of the community and the voice between the affected community or communities and the EOC. They fulfil an important function in an emergency by providing intelligence to the EOC. Communication into the EOC will usually be via a Community Governance Manager in the local area.

Business continuity plans

Council business units have prepared business continuity plans which outline how they will continue to effectively cover all activities and services in the event of a major business disruption to the Council. The amount of information in each plan varies depending on whether the unit has critical services or activities which are prioritised or non-critical services.

Resilience

In 2013 Christchurch was one of the first cities in the world to be included in the 100 Resilient Cities network, pioneered by the Rockefeller Foundation.

The network funded the appointment of a Chief Resilience Officer who led the development of our Resilience Plan which was adopted by Greater Christchurch. The issues covered in this plan are still relevant.

As one of the initial cities to be included in the network, we have benefited from the experiences and learnings of other cities. We remain part of the network, but we no longer receive funding.

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APPENDIX 1

Council and Community Board members

Christchurch City Council Elected Members 2022-2025

	Phone	Email	Postal Address
Mayor			
Phil Mauger	03 941 8999	mayor@ccc.govt.nz	PO Box 73016, Christchurch 8154
Deputy Mayor			
Pauline Cotter Innes Ward	027 296 8811	pauline.cotter@ccc.govt.nz	PO Box 73016, Christchurch 8154
Councillors			
Tyrone Fields Banks Peninsula Ward	021 100 4590	tyrone.fields@ccc.govt.nz	PO Box 73016, Christchurch 8154
Tim Scandrett Cashmere Ward	027 693 5155	tim.scandrett@ccc.govt.nz	PO Box 73016, Christchurch 8154
Jake McLellan Central Ward	027 844 0296	jake.mclellan@ccc.govt.nz	PO Box 73016, Christchurch 8154
Kelly Barber Burwood Ward	021 086 76195	kelly.barber@ccc.govt.nz	PO Box 73016, Christchurch 8154
James Gough Fendalton Ward	027 231 4393	james.gough@ccc.govt.nz	PO Box 73016, Christchurch 8154
Andrei Moore Halswell Ward	027 632 5823	andrei.moore@ccc.govt.nz	PO Box 73016, Christchurch 8154
Aaron Keown Harewood Ward	021 822 766	aaron.keown@ccc.govt.nz	PO Box 73016, Christchurch 8154
Sara Templeton Heathcote Ward	021 036 7672	sara.templeton@ccc.govt.nz	PO Box 73016, Christchurch 8154
Mark Peters Hornby Ward	028 409 5615	mark.peters@ccc.govt.nz	PO Box 73016, Christchurch 8154
Celeste Donovan Coastal Ward	021 289 9880	celeste.donovan@ccc.govt.nz	PO Box 73016, Christchurch 8154
Yani Johanson Linwood Ward	021 799 321	yani.johanson@ccc.govt.nz	PO Box 73016, Christchurch 8154
Victoria Henstock Papanui Ward	027 224 2075	victoria.henstock@ccc.govt.nz	PO Box 73016, Christchurch 8154
Sam MacDonald Waimairi Ward	027 333 9215	sam.macdonald@ccc.govt.nz	PO Box 73016, Christchurch 8154
Melanie Coker Spreydon Ward	021 156 9281	melanie.coker@ccc.govt.nz	PO Box 73016, Christchurch 8154
Tyla Harrison-Hunt Riccarton Ward	021 276 7682	tyla.harrisonhunt@ccc.govt.nz	PO Box 73016, Christchurch 8154

COMMUNITY BOARDS cont'd

Te Pātaka O Rākaihautū/Banks Peninsula Community Board

	Phone	Email	Postal Address
Chairperson			
Reuben Davidson	0272 555 899	reuben.davidson@ccc.govt.nz	PO Box 73028, Christchurch 8154
Nigel Harrison	022 089 7019	nigel.harrison@ccc.govt.nz	PO Box 73028, Christchurch 8154
Cathy Lum-Webb	020 4092 1247	cathy.LumWebb@ccc.govt.nz	PO Box 73028, Christchurch 8154
Luana Swindells	020 4105 9882	luana.Swindells@ccc.govt.nz	PO Box 73028, Christchurch 8154
Lyn Leslie	027 392 8458	lyn.Leslie@ccc.govt.nz	PO Box 73028, Christchurch 8154
Howard Needham	021 256 7524	howard.needham@ccc.govt.nz	PO Box 73028, Christchurch 8154
Asif Hussain	022 098 5812	asif.Hussain@ccc.govt.nz	PO Box 73028, Christchurch 8154
Councillor Appointee			
Tyrone Fields	021 100 4590	tyrone.fields@ccc.govt.nz	PO Box 73016, Christchurch 8154

Waitai Coastal-Burwood-Linwood Community Board

	Phone	Email	Postal Address
Chairperson			
Paul McMahon	021 184 1072	paul.mcmahon@ccc.govt.nz	PO Box 73023, Christchurch 8154
Deputy Chairperson			
Jackie Simons	027 473 2795	jackie.simons@ccc.govt.nz	PO Box 73023, Christchurch 8154
Tim Baker	027 727 6111	Tim.Baker@ccc.govt.nz	PO Box 73023, Christchurch 8154
Alex Hewison	027 277 9810	Alex.Hewison@ccc.govt.nz	PO Box 73023, Christchurch 8154
Greg Mitchell	027 302 3812	Greg.Mitchell@ccc.govt.nz	PO Box 73023, Christchurch 8154
Jo Zervos	021 077 6604	Jo.Zervos@ccc.govt.nz	PO Box 73023, Christchurch 8154
Councillor Appointees			
Kelly Barber	021 086 76195	Kelly.barber@ccc.govt.nz	PO Box 73016, Christchurch 8154
Yani Johanson	021 799 321	Yani.johanson@ccc.govt.nz	PO Box 73016, Christchurch 8154
Celeste Donovan	021 289 9880	Celeste.donovan@ccc.govt.nz	PO Box 73016, Christchurch 8154

Waimāero Fendalton-Waimairi-Harewood Community Board

	Phone	Email	Postal Address
Chairperson			
Bridget Williams	027 698 6383	bridget.williams@ccc.govt.nz	PO Box 73020, Christchurch 8154
Deputy Chairperson			
Jason Middlemiss	021 257 0433	jason.middlemiss@ccc.govt.nz	PO Box 73020, Christchurch 8154
David Cartwright	027 4965 977	david.cartwright@ccc.govt.nz	PO Box 73020, Christchurch 8154
Linda Chen	027 844 9087	linda.chen@ccc.govt.nz	PO Box 73020, Christchurch 8154
Shirish Paranjape	021 246 0308	shirish.paranjape@ccc.govt.nz	PO Box 73020, Christchurch 8154
Nicola McCormick	021 235 4511	Nicola.mccormick@ccc.govt.nz	PO Box 73020, Christchurch 8154
Councillor Appointees			
James Gough	027 231 4393	james.gough@ccc.govt.nz	PO Box 73016, Christchurch 8154
Aaron Keown	021 822 766	aaron.keown@ccc.govt.nz	PO Box 73016, Christchurch 8154
Sam MacDonald	027 333 9215	sam.macdonald@ccc.govt.nz	PO Box 73016, Christchurch 8154

Waipuna Halswell-Hornby-Riccarton Community Board

	Phone	Email	Postal Address
Chairperson			
Helen Broughton	027 640 4935	helen.broughton@ccc.govt.nz	PO Box 73022, Christchurch 8154
Deputy Chairperson			
Marie Pollisco	021 0901 4149	Marie.pollisco.CBM@ccc.govt.nz	PO Box 73022, Christchurch 8154
Sarah Brunton	021 022 17483	Sarah.brunton@ccc.govt.nz	PO Box 73022, Christchurch 8154
Debbie Mora	022 371 9687	debbie.mora@ccc.govt.nz	PO Box 73022, Christchurch 8154
Henk Buunk	027 372 3338	Henk.buunk@ccc.govt.nz	PO Box 73022, Christchurch 8154
Gamal Fouda	022 044 0718	gamal.fouda@ccc.govt.nz	PO Box 73022, Christchurch 8154
Councillor Appointees			
Mark Peters	028 409 5615	Mark.peters@ccc.govt.nz	PO Box 73016, Christchurch 8154
Andrei Moore	027 632 5823	Andrei.moore@ccc.govt.nz	PO Box 73022, Christchurch 8154
Tyla Harrison-Hunt	021 276 7682	Tyla.harrisonhunt@ccc.govt.nz	PO Box 73016, Christchurch 8154

COMMUNITY BOARDS cont'd**Waipapa Papanui-Innes-Central Community Board**

	Phone	Email	Postal Address
Chairperson			
Emma Norrish	027 404 3093	emma.norrish@ccc.govt.nz	PO Box 73024, Christchurch 8154
Deputy Chairperson			
Simon Britten	027 787 5241	simon.britten@ccc.govt.nz	PO Box 73024, Christchurch 8154
Sunita Gautam	021 0243 5756	Sunita.gautam@ccc.govt.nz	PO Box 73024, Christchurch 8154
John Miller	027 427 9565	John.miller@ccc.govt.nz	PO Box 73024, Christchurch 8154
Emma Twaddell	027 288 6334	emma.twadell@ccc.govt.nz	PO Box 73024, Christchurch 8154
Ali Jones	027 247 3112	ali.jones@ccc.govt.nz	PO Box 73024, Christchurch 8154
Councillor Appointees			
Pauline Cotter	027 296 8811	pauline.cotter@ccc.govt.nz	PO Box 73016, Christchurch 8154
Victoria Henstock	027 224 2075	Victoria.henstock@ccc.govt.nz	PO Box 73016, Christchurch 8154
Jake McLellan	027 844 0296	Jake.mclellan@ccc.govt.nz	PO Box 73016, Christchurch 8154

Waihoru Spreydon-Cashmere-Heathcote Community Board

	Phone	Email	Postal Address
Chairperson			
Callum Ward	022 311 5994	callum.ward@ccc.govt.nz	PO Box 73021, Christchurch 8154
Deputy Chairperson			
Keir Leslie	027 309 3322	keir.leslie@ccc.govt.nz	PO Box 73021, Christchurch 8154
Lee Sampson	021 772929	Lee.sampson@ccc.govt.nz	PO Box 73021, Christchurch 8154
Roy Kenneally	021 889 199	Roy.kenneally@ccc.govt.nz	PO Box 73021, Christchurch 8154
Will Hall	021 674 255	Will.Hall@ccc.govt.nz	PO Box 73021, Christchurch 8154
Tim Lindley	021 707 198	Tim.lindley@ccc.govt.nz	PO Box 73021, Christchurch 8154
Councillor Appointees			
Tim Scandrett	027 693 5155	tim.scandrett@ccc.govt.nz	PO Box 73016, Christchurch 8154
Melanie Coker	021 156 9281	melanie.coker@ccc.govt.nz	PO Box 73016, Christchurch 8154
Sara Templeton	021 036 7672	Sara.templeton@ccc.govt.nz	PO Box 73016, Christchurch 8154

APPENDIX 2

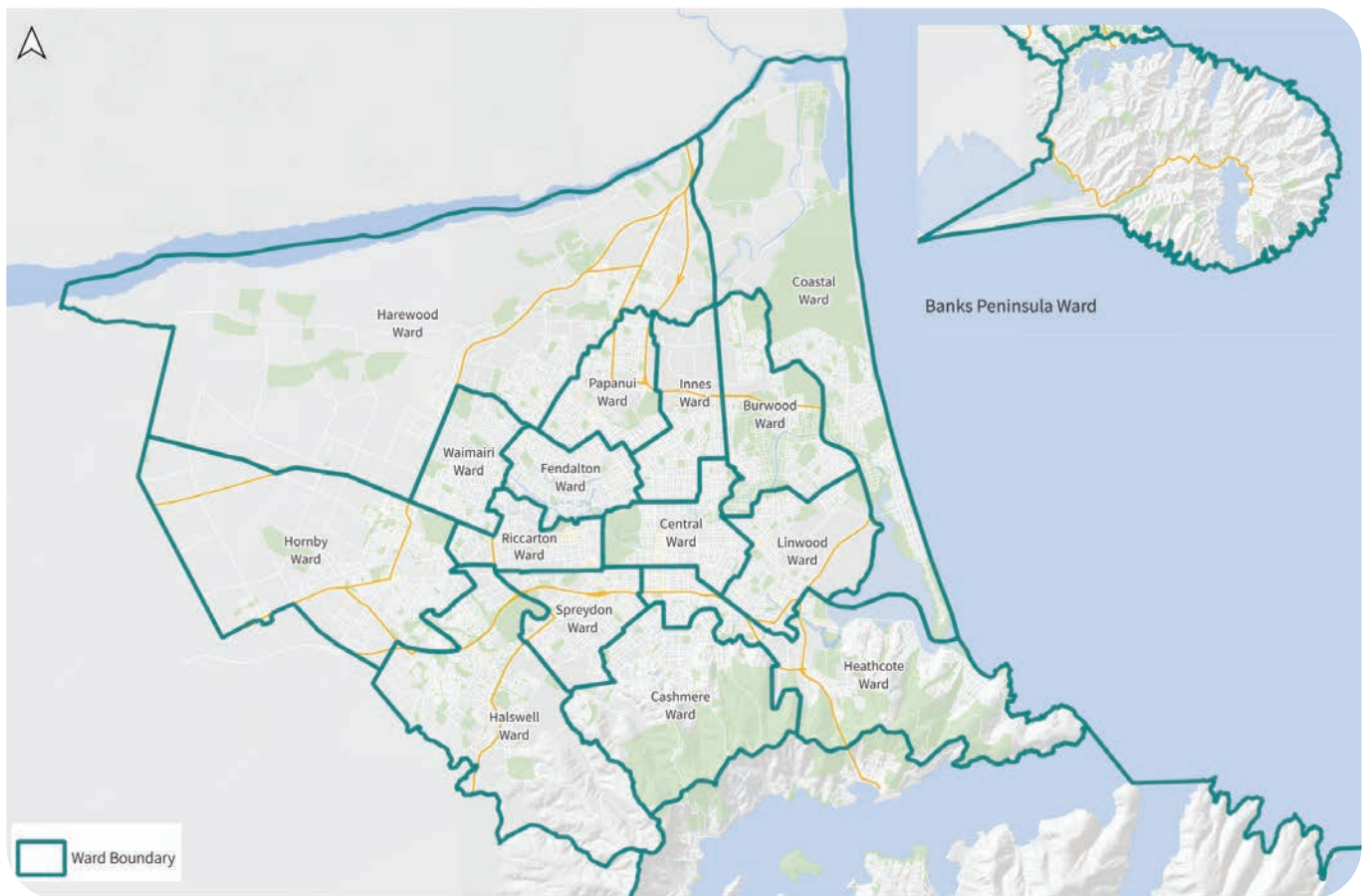
Service Centre open hours

Service Centre	Address	Business hours
Akaroa	78 Rue Lavaud PO Box 73028, Akaroa 7520	Mon-Fri, 10am–2pm
Beckenham	66 Colombo St, Beckenham PO Box 73021, Christchurch 8154 South Library	Mon-Fri, 9am–5pm
Civic Offices	53 Hereford Street PO Box 73012, Christchurch Central	Mon-Fri, 8am–5pm
Fendalton	4 Jeffreys Rd, Fendalton (Cnr Jeffreys & Clyde Rds) PO Box 73020, Christchurch 8154 Fendalton Library	Mon-Fri, 9am–5pm
Hornby	2/8 Goulding Ave, Hornby PO Box 73045 Christchurch 8154 Hornby Library	Mon-Fri, 9am–5pm
Linwood	Eastgate Mall 1st Floor (Cnr Buckley's Rd and Linwood Ave) PO Box 73025, Christchurch 8154 Linwood Library	Mon-Fri, 9am–5pm
Little River	4236 Christchurch Akaroa Rd RD 1, Little River 7591	Mon-Fri, 8:30am–12:30pm and 1:30pm–4:30pm Closed 12:30pm–1:30pm
Lyttelton	18 Canterbury Street PO Box 73027, Christchurch 8154	Mon-Fri, 10am–2pm
Papanui	5 Restell St, Papanui (Cnr Langdons Rd & Restell St) PO Box 73024, Christchurch 8154 Papanui Library	Mon-Fri, 9am–5pm
Riccarton	199 Clarence Street, Riccarton PO Box 73022, Christchurch 8154	Mon-Fri, 9am–5pm
Shirley	36 Marshland Rd, Shirley PO Box 73023, Christchurch 8154 Shirley Library	Mon-Fri, 9am–5pm
Te Hāpua: Halswell Centre	341 Halswell Road PO Box 73045, Christchurch 8154 Te Hāpua: Halswell Library	Mon-Fri, 9am–5pm

ccc.govt.nz/contact-us

APPENDIX 3

Christchurch City Council ward map



Te Pātaka o Rākaihautū Banks Peninsula

One councillor and seven board members representing an estimated population of 9390

Waitai Coastal-Burwood-Linwood

Three councillors and six board members representing an estimated population of 73,200

Waimāero Fendalton-Waimairi-Harewood

Three councillors and six board members representing an estimated population of 74,800

Waipuna Halswell-Hornby-Riccarton

Three councillors and six board members representing an estimated population of 78,800

Waipapa Papanui-Innes-Central

Three councillors and six board members representing an estimated population of 75,200

Waihoru Spreydon-Cashmere-Heathcote

Three councillors and six board members representing an estimated population of 78,800

ccc.govt.nz/representation

APPENDIX 4

Membership of Committees, Sub-committees, Working Parties, Joint Committees and Groups, and Community Boards and their Terms of Reference and Delegations as at 31 March 2023.

Brief details are provided below; the Council's Delegations Register can be found on the Council's website: ccc.govt.nz/register-of-delegations

The Council's committee structure, membership and terms of reference will be updated as necessary on the Council's website: ccc.govt.nz/council-committees

The Mayor exercised his powers under Section 41A of the Local Government Act 2022 in establishing the committees of the territorial authority.

In a memorandum to the first Council meeting he said: "the committee structure is designed to ensure Council business is managed efficiently and effectively. My committee structure is designed to ensure Council business is managed efficiently and effectively. This term I want us to make effective decisions and spend more time in the community.

"I developed the structure following my discussions with councillors and I have assigned responsibilities that reflect the experience, skills and unique perspective each Councillor brings to their role. We are all here to represent the people of Christchurch, govern the Council and service the city.

I have taken the following governance principles into consideration:

1. Our governance structure should enable the efficient and effective exercise of functions and powers.
2. Decisions should be made once, not twice.
3. Council decision-making should be transparent and facilitate community participation.
4. All Councillors should be involved in significant strategic and operational matters, but those matters not requiring the oversight of all Councillors should be delegated to smaller committees that meet less regularly and report to Council.
5. The Council and all committees exercise their powers and functions in accordance with the Local Government Act 2002, other applicable legislation and the Standing Orders.
6. Each committee's powers are restricted to the areas of responsibility of that committee.
7. A decision made by a committee under delegation from the Council has the same effect as if it was made by the Council.
8. A committee is not obliged to exercise a power or function delegated to it; where appropriate the power or function can be referred back to the Council for a decision.
9. All members are expected to attend the meetings for which they are appointed members."

COMMITTEES

Committees of Council

Committee	Chair/Deputy Chair	Members
Finance & Performance	Chair – Councillor MacDonald Deputy Chair – Councillor Coker	Committee of the Whole (all Councillors)
Funding	Chair – Councillor Templeton Deputy Chair – Councillor Donovan	Committee of the Whole (all Councillors)
Audit & Risk	Chair – K Wallace Deputy Chair – Councillor McLellan	Councillor Fields Councillor MacDonald Councillor Scandrett Mrs Hilary Walton Ms Jacqueline Robertson Cheyne
Health, Safety & Wellbeing	Chair – Councillor Scandrett Deputy Chair – Councillor Peters	Councillor Barber Councillor Moore Mr Bevan Killick Mr Paul Coleman
CE Performance & Employment	Chair – Mayor Mauger Deputy Chair – Councillor Gough	Deputy Mayor Cotter Councillor MacDonald
Civic Awards	Chair – Councillor Johanson Deputy Chair – Councillor Donovan	Councillor Fields Councillor Moore Councillor Peters
Te Pae Pīkari Youth Committee	Chair – TBC Deputy Chair – TBC	Councillor Coker Councillor Donovan Councillor Harrison-Hunt Councillor McLellan Councillor Moore

Co-Governance Committees of Council

Committee	Chair/Deputy Chair	Members
Te Hononga	Co-Chairs – Mayor Mauger Professor Te Marie Tau	Councillor Fields Councillor Templeton Deputy Mayor Cotter Councillor Harrison-Hunt Councillor Coker Councillor McLellan 6x Papatipu Runanga representatives
ŌARC Co-governance Establishment Committee	Co-Chairs – Hon Lianne Dalziel Professor Te Maire Tau	Councillor Barber Tania Wati Dr John Reid Thomas Hildebrand Tutehounuku Korako Hayley Guglietta Cynthia Roberts Julyan Falloon

Sub-committee of Finance and Performance

Committee	Chair/Deputy Chair	Members
Insurance Sub Committee	Chair – Councillor MacDonald Deputy Chair – Councillor Henstock	Councillor Barber Councillor McLellan

Portfolios

The Mayor has introduced the use of portfolios to ensure Council engages appropriately with particular population groups/issues. Portfolios will allow Councillors to be the champion for a particular population group or issue. The portfolio holders will help ensure these matters are considered in Council's planning and decision-making.

Portfolio	Portfolio Lead
Accessibility	Councillor Keown
Central City Revitalisation	Councillor Gough
Climate Change	Councillor Templeton
Multicultural	Councillor Harrison-Hunt
Youth	Councillor Harrison-Hunt

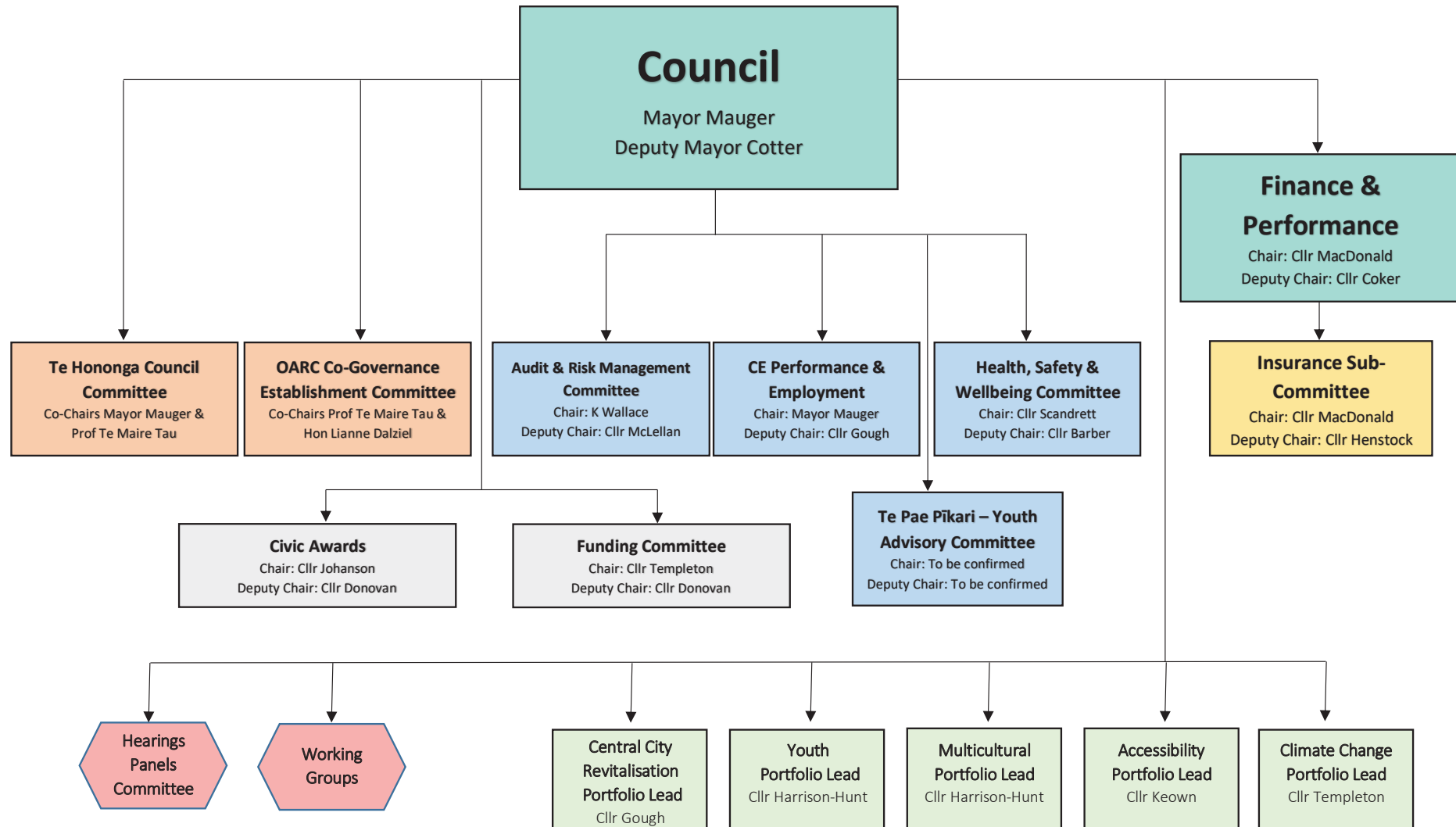
Working Groups

Working Groups may be established, as needed, to address special or particular issues, and report directly to Council or the relevant committee. Working Groups will be oriented to be “task and finish”, with a definitive sunset provision. The purpose of a working group is to bring together membership to work on a specific topic in order to achieve a set objective. The Group will then report their findings to the appropriate committee, or to Council, as the case may be. They will not be delegated decision-making powers.

Hearings Panel Committee

The Hearings Panel Committee provides a pool of elected members available to hearings panels as and when required. Those constituted under the Resource Management Act are approved by the Deputy Mayor and Chief Executive jointly with the others being appointed by the Team Leader Hearings and Council support or the Council Secretary. This is in accordance with the Council's Delegations Register.

2022-2025 Christchurch City Council Committee Structure



Finance and Performance Committee of the Whole – Terms of Reference-Ngā Ārahina Mahinga

Chair	Councillor MacDonald
Deputy Chair	Councillor Coker
Membership	The Mayor and all Councillors
Quorum	Half of the members if the number of members (including vacancies) is even, or a majority of members if the number of members (including vacancies) is odd.
Meeting Cycle	Monthly
Reports To	Council

Delegations

The Council delegates to the Finance and Performance Committee authority to oversee and make decisions on:

Capital Programme and operational expenditure

- Monitoring the delivery of the Council's Capital Programme and associated operational expenditure, including inquiring into any material discrepancies from planned expenditure.
- As may be necessary from time to time, approving amendments to the Capital Programme outside the Long-Term Plan or Annual Plan processes.
- Approving Capital Programme business and investment cases, and any associated operational expenditure, as agreed in the Council's Long-Term Plan.
- Approving any capital or other carry forward requests and the use of operating surpluses as the case may be
- Approving the procurement plans (where applicable), preferred supplier, and contracts for all capital expenditure where the value of the contract exceeds \$15 Million (noting that the Committee may sub delegate authority for approval of the preferred supplier and /or contract to the Chief Executive provided the procurement plan strategy is followed).
- Approving the procurement plans (where applicable), preferred supplier, and contracts, for all operational expenditure where the value of the contract exceeds \$10 Million (noting that the Committee may sub delegate authority for approval of the preferred supplier and/or contract to the Chief Executive provided the procurement plan strategy is followed).

Non-financial performance

- Reviewing the delivery of services under s17A.
- Amending levels of service targets, unless the decision is precluded under section 97 of the Local Government Act 2002.

- Exercising all of the Council's powers under section 17A of the Local Government Act 2002, relating to service delivery reviews and decisions not to undertake a review.

Council Controlled Organisations

- Monitoring the financial and non-financial performance of the Council and Council Controlled Organisations.
- Making governance decisions related to Council Controlled Organisations under sections 65 to 72 of the Local Government Act 2002.
- Exercising the Council's powers directly as the shareholder, or through CCHL, or in respect of an entity (within the meaning of section 6(1) of the Local Government Act 2002) in relation to –
 - (without limitation) the modification of constitutions and/or trust deeds, and other governance arrangements, granting shareholder approval of major transactions, appointing directors or trustees, and approving policies related to Council Controlled Organisations;
- and
- in relation to the approval of Statements of Intent and their modification (if any).

Development Contributions

- Exercising all of the Council's powers in relation to development contributions, other than those delegated to the Chief Executive and Council officers as set out in the Council's Delegations Register.

Property

- Purchasing or disposing of property where required for the delivery of the Capital Programme, in accordance with the Council's Long-Term Plan, and where those acquisitions or disposals have not been delegated to another decision-making body of the Council or staff.

COMMITTEES cont'd

Loans and debt write-offs

- Approving debt write-offs where those debt write-offs are not delegated to staff.
- Approving amendments to loans, in accordance with the Council's Long-Term Plan.

Insurance

- All insurance matters, including considering legal advice from the Council's legal and other advisers, approving further actions relating to the issues, and authorising the taking of formal actions (Sub-delegated to the Insurance Subcommittee as per the Subcommittees Terms of Reference

Annual Plan and Long Term Plan

- Provides oversight and monitors development of the Long Term Plan (LTP) and Annual Plan.
- Approves the appointment of the Chairperson and Deputy Chairperson of the External Advisory Group for the LTP 2021-31.

Submissions

The Council delegates to the Committee authority:

- To consider and approve draft submissions on behalf of the Council on topics within its terms of reference. Where the timing of a consultation does not allow for consideration of a draft submission by the Council or relevant Committee, that the draft submission can be considered and approved on behalf of the Council.

Limitations

The general delegations to this Committee exclude any specific decision-making powers that are delegated to a Community Board, another Committee of Council or Joint Committee. Delegations to staff are set out in the delegations register.

The Council retains the authority to adopt policies, strategies and bylaws.

The following matters are prohibited from being subdelegated in accordance with LGA 2002 Schedule 7 Clause 32(1):

- the power to make a rate; or
- the power to make a bylaw; or
- the power to borrow money, or purchase or dispose of assets, other than in accordance with the long-term plan; or
- the power to adopt a long-term plan, annual plan, or annual report; or

- the power to appoint a chief executive; or
- the power to adopt policies required to be adopted and consulted on under this Act in association with the long-term plan or developed for the purpose of the local governance statement; or
- the power to adopt a remuneration and employment policy.

Chairperson may refer urgent matters to the Council

As may be necessary from time to time, the Committee Chairperson is authorised to refer urgent matters to the Council for decision, where this Committee would ordinarily have considered the matter. In order to exercise this authority:

- The Committee Advisor must inform the Chairperson in writing the reasons why the referral is necessary.
- The Chairperson must then respond to the Committee Advisor in writing with their decision.

If the Chairperson agrees to refer the report to the Council, the Council may then assume decision-making authority for that specific report.

Urgent matters referred from the Council

As may be necessary from time to time, the Mayor is authorised to refer urgent matters to this Committee for decision, where the Council would ordinarily have considered the matter, except for those matters listed in the limitations above.

In order to exercise this authority:

- The Council Secretary must inform the Mayor and Chief Executive in writing the reasons why the referral is necessary.
- The Mayor and Chief Executive must then respond to the Council Secretary in writing with their decision.

If the Mayor and Chief Executive agree to refer the report to the Committee, the Committee may then assume decision-making authority for that specific report.

Audit and Risk Management Committee – Terms of Reference-Ngā Ārahina Mahinga

Chair	Kim Wallace (Independent)
Deputy Chair	Councillor McLellan
Membership	Councillor Fields Councillor MacDonald Councillor Scandrett External Members Mrs Hilary Walton Ms Jacqueline Robertson Cheyne
Quorum	Half of the members if the number of members (including vacancies) is even, or a majority of members if the number of members (including vacancies) is odd.
Meeting Cycle	Quarterly and as required
Reports To	Council

Purpose

To assist the Council to discharge its responsibility to exercise due care, diligence and skill in relation to the oversight of:

- the robustness of the internal control framework;
- the integrity and appropriateness of external reporting, and accountability arrangements within the organisation for these functions;
- the robustness of risk management systems, process and practices;
- internal and external audit;
- accounting policy and practice;
- compliance with applicable laws, regulations, standards and best practice guidelines for public entities; and
- the establishment and maintenance of controls to safeguard the Council's financial and non financial assets.

The foundations on which this Committee operates, and as reflected in this Terms of Reference, includes: independence; clarity of purpose; competence; open and effective relationships and no surprises approach.

Procedure

- In order to give effect to its advice the Committee should make recommendations to the Council and to Management.
- The Committee should meet the internal and the external auditors without Management present as a standing agenda item at each meeting where external reporting is approved, and at other meetings if requested by any of the parties.

- The external auditors, the internal audit manager and the co-sourced internal audit firm should meet outside of formal meetings as appropriate with the Committee Chair.
- The Committee Chair will meet with relevant members of Management before each Committee meeting and at other times as required.

Responsibilities

Internal Control Framework

- Consider the adequacy and effectiveness of internal controls and the internal control framework including overseeing privacy and cyber security.
- Enquire as to the steps management has taken to embed a culture that is committed to probity and ethical behaviour.
- Review the processes or systems in place to capture and effectively investigate fraud or material litigation should it be required.
- Seek confirmation annually and as necessary from internal and external auditors, attending Councillors, and management, regarding the completeness, quality and appropriateness of financial and operational information that is provided to the Council.

Risk Management

- Review and consider Management's risk management framework in line with Council's risk appetite, which includes policies and procedures to effectively identify, treat and monitor significant risks, and regular reporting to the Council.
- Assist the Council to determine its appetite for risk.

COMMITTEES cont'd

- Review the principal risks that are determined by Council and Management, and consider whether appropriate action is being taken by management to treat Council's significant risks. Assess the effectiveness of, and monitor compliance with, the risk management framework.
- Consider emerging significant risks and report these to Council where appropriate.

Internal Audit

- Review and approve the annual internal audit plan, such plan to be based on the Council's risk framework. Monitor performance against the plan at each regular quarterly meeting.
- Monitor all internal audit reports and the adequacy of management's response to internal audit recommendations.
- Review six monthly fraud reporting and confirm fraud issues are disclosed to the external auditor.
- Provide a functional reporting line for internal audit and ensure objectivity of internal audit.
- Oversee and monitor the performance and independence of internal auditors, both internal and co-sourced. Review the range of services provided by the co-sourced partner and make recommendations to Council regarding the conduct of the internal audit function.
- Monitor compliance with the delegations policy.

External Reporting and Accountability

- Consider the appropriateness of the Council's existing accounting policies and practices and approve any changes as appropriate.
- Contribute to improve the quality, credibility and objectivity of the accounting processes, including financial reporting.
- Consider and review the draft annual financial statements and any other financial reports that are to be publicly released, make recommendations to Management.
- Consider the underlying quality of the external financial reporting, changes in accounting policy and practice, any significant accounting estimates and judgements, accounting implications of new and significant transactions, management practices and any significant disagreements between Management and the external auditors, the propriety of any related party transactions and compliance with applicable New Zealand and international accounting standards and legislative requirements.

- Consider whether the external reporting is consistent with Committee members' information and knowledge and whether it is adequate for stakeholder needs.
- Recommend to Council the adoption of the Financial Statements and Reports and the Statement of Service Performance and the signing of the Letter of Representation to the Auditors by the Mayor and the Chief Executive.
- Enquire of external auditors for any information that affects the quality and clarity of the Council's financial statements, and assess whether appropriate action has been taken by management.
- Request visibility of appropriate management signoff on the financial reporting and on the adequacy of the systems of internal control; including certification from the Chief Executive, the Chief Financial Officer and the General Manager Corporate Services that risk management and internal control systems are operating effectively;
- Consider and review the Long Term and Annual Plans before adoption by the Council. Apply similar levels of enquiry, consideration, review and management sign off as are required above for external financial reporting.
- Review and consider the Summary Financial Statements for consistency with the Annual Report.

External Audit

- Annually review the independence and confirm the terms of the audit engagement with the external auditor appointed by the Office of the Auditor General. Including the adequacy of the nature and scope of the audit, and the timetable and fees.
- Review all external audit reporting, discuss with the auditors and review action to be taken by management on significant issues and recommendations and report to Council as appropriate.
- The external audit reporting should describe: Council's internal control procedures relating to external financial reporting, findings from the most recent external audit and any steps taken to deal with such findings, all relationships between the Council and the external auditor, Critical accounting policies used by Council, alternative treatments of financial information within Generally Accepted Accounting Practice that have been discussed with Management, the ramifications of these treatments and the treatment preferred by the external auditor.
- Ensure that the lead audit engagement and concurring audit directors are rotated in accordance with best practice and NZ Auditing Standards.

Compliance with Legislation, Standards and Best Practice Guidelines

- Review the effectiveness of the system for monitoring the Council’s compliance with laws (including governance legislation, regulations and associated government policies), with Council’s own standards, and Best Practice Guidelines.

Appointment of Independent Members

- Identify skills required for Independent Members of the Audit and Risk Management Committee. Appointment panels will include the Mayor or Deputy Mayor, Chair of Finance & Performance Committee and Chair of Audit & Risk Management Committee. Council approval is required for all Independent Member appointments.

- The term of the Independent members should be for three years. (It is recommended that the term for independent members begins on 1 April following the Triennial elections and ends 31 March three years later. Note the term being from April to March provides continuity for the committee over the initial months of a new Council.)
- Independent members are eligible for re-appointment to a maximum of two terms. By exception the Council may approve a third term to ensure continuity of knowledge.

Long Term Plan Activities

- Consider and review the Long Term and Annual Plans before adoption by the Council. Apply similar levels of enquiry, consideration, review and management sign off as are required above for external financial reporting.



Health, Safety and Wellbeing Committee – Terms of Reference-Ngā Ārahina Mahinga

Chair	Councillor Scandrett
Deputy Chair	Councillor Barber
Membership	Councillor Moore Councillor Peters External Members: Mr Bevan Killick Mr Paul Coleman
Quorum	Half of the members if the number of members (including vacancies) is even, or a majority of members if the number of members (including vacancies) is odd.
Meeting Cycle	Quarterly
Reports To	Council

Purpose

Maintain and continually improve Health, Safety & Wellbeing by promoting consultation, co-operation and coordination between Management and Council. Ensuring active engagement in the ongoing development of a health, safety and wellbeing programme.

Objective

The role of the Health, Safety and Wellbeing Committee of Council (Committee) is to assist Council to provide leadership in discharging its health and safety management responsibilities within the organisation.

Secretarial and Meetings

- The committee may have in attendance such members of management, including the Chief Executive and such other persons as it considers necessary to provide appropriate information and explanations.
- Meetings shall be held at least quarterly. Further meetings will be arranged on an as-needed basis.
- The Chair of the Committee will report all recommendations, key issues and findings to the Council.

Responsibilities

- To assist the Council in discharging its due diligence responsibilities as a Person Conducting a Business or Undertaking (PCBU), by taking reasonably practicable steps to understand the health and safety risks, and ensure that they are managed so that the organisation meets its legal obligations.
- Review and monitor the robustness of the organisation's health, safety and wellbeing risk management framework.

- Seek assurance that the organisation is effectively structured to manage health and safety risks.
- Review progress with completion of organisational Health and Safety Plan objectives. Monitor compliance with policies and relevant legislation.
- Seek assurance that systems used to identify and manage health and safety hazards and risk are fit for purpose, effectively implemented, regularly reviewed and continuously improved.
- Ensure that the Council is properly and regularly informed and updated on matters relating to health and safety risks.
- Enquire as to the steps management have taken to embed a proactive culture through engagement with workers and provide reasonable opportunities for workers to participate in health, safety & wellbeing.
- Seek assurance that Council are working in partnership so far as reasonably practical with other PCBU's as a primary duty of care to ensure the health and safety of workers.
- Seek advice periodically from internal and external auditors regarding the effectiveness and completeness of the health and safety systems.
- Ensure management are keeping the Committee fully apprised of all independent sources of assurance, via the health and safety framework including any internal or external audits undertaken.
- Consider whether appropriate actions are being taken by management to mitigate Council's significant health and safety risks.

- Ensure that management is kept apprised of the Council's governance body's views on health and safety issues.
- Any other duties and responsibilities that have been assigned to it from time to time by the Council.

Appointment Process for External Members

Principles

The following principles guide the appointment process for External Members of the Committee:

- The Head of Human Resources will provide candidates to the Chief Executive and GM Resources/CFO for consideration.
- The Chair of the Committee and Chief Executive will endorse the nominations, if appropriate.

Candidates will be contacted at the appropriate time to confirm their willingness to serve for the term for which External Members are appointed as set out below. If they are willing to serve, independence and confidentiality requirements and a background check will be conducted. They will also be informed of Council policies.

The Chair of the Committee and the Health and Safety Manager or Head of Human Resources will review the candidates to develop a shortlist by assessing the following:

- Professional credentials and relevant experience
- Their understanding of current Health and Safety legislative requirements
- Experience with prevention, and response to compliance risks; education, auditing and monitoring concepts
- Experience overseeing or assessing the performance of organisations with respect to their health and safety compliance or risk function
- Understanding implications for compliance and culture in a changing regulatory environment
- Potential conflicts for the candidate
- Affiliations or connections with the Council and its related entities
- Reference and background check reports

The results of the review of the candidates will be reported to the Committee's External Members Appointments Panel, who will select from the shortlist which External Members are appointed to the Committee.

Term

- External Members of the Committee will be appointed for a term of three years (subject to the terms of their contract and the Council failing to resolve anything that would by implication necessarily shorten that term). The term for External Members shall, unless the Chief Executive specifies otherwise, begin on 1 April following the Triennial elections and end on 31 March three years later to provide continuity for the Committee over the initial months of a new Council.
- External Members are eligible for re-appointment by the Committee's External Members Appointments Panel for one further term. However, the Council may approve the re-appointment of External Members for any number of subsequent terms to ensure continuity of knowledge.

Delegations

External Members Appointments Panel:

- The Committee delegates to its External Members Appointments Panel (Panel) the authority to consider shortlisted candidates for appointment as the External Members of the Committee and to appoint 2 External Members.
- The Chair of the Panel shall be the Chair of the Committee, and the further members of the Panel shall be the elected members of the Committee.
- The quorum of the Panel shall be half of the members if the number of members (including vacancies) is even, or a majority of members if the number of members (including vacancies) is odd.

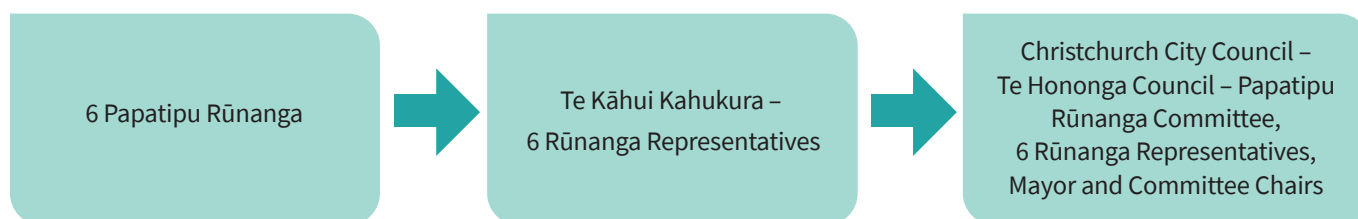
Te Hononga Council Papatipu Rūnanga Committee – Terms of Reference-Ngā Ārahina Mahinga

Joint Chairs	Mayor Mauger and Dr Te Maire Tau
Membership	Deputy Mayor Cotter Councillor Donovan Councillor Fields Councillor Harrison-Hunt Councillor Templeton Chair of the Finance and Performance Committee or Deputy Chair of the Finance and Performance Committee (as alternate) The Chairperson (or alternate) of <ul style="list-style-type: none"> • Te Rūnanga o Wairewa • Te Ngāi Tūāhuriri Rūnanga • Te Rūnanga o Koukourārata • Te Taumutu Rūnanga • Te Hapū o Ngāti Wheke • Ōnuku Rūnanga
Quorum	Half of the members if the number of members (including vacancies) is even, or a majority of members if the number of members (including vacancies) is odd.
Meeting Cycle	Quarterly, with additional meetings as required
Reports To	Council

Context

There are four Rūnanga whose takiwā or territories lie within the Christchurch City Council’s area of jurisdiction. Two, Te Taumutu Rūnanga and Te Ngāi Tūāhuriri Rūnanga, have boundaries that include Christchurch City but also extend beyond the City Council’s jurisdiction.

Representatives from each Rūnanga come together to form Te Kāhui Kahukura, a body which has the authority to exercise decision making powers on behalf of Ngā Papatipu Rūnanga. Through its various regulatory functions, such as District Planning and others prescribed by the Resource Management Act, the Christchurch City Council has a direct relationship with Te Kāhui Kahukura.



In this context, the Christchurch City Council established Te Hononga Council – Papatipu Rūnanga Committee, which includes representatives from the Council and the six Rūnanga, to further enhance the relationship between the Council and Ngāi Tahu.

There are three intrinsic values which are fundamental to Ngā Papatipu Rūnanga. These are protecting and enhancing water quality, protecting Māori Reserve Land, and safeguarding the interests of future generations. These are closely aligned with three equivalent values held by the Christchurch City Council. The Council has statutory responsibility for meeting the needs of future generations, providing safe drinking water and protecting its parks and reserves. The committee will work to seek alignment of these values and work towards them for the benefit of everyone in Christchurch and Banks Peninsula.



The takiwā of the six Papatipu Rūnanga was described in Schedule 1 of the Te Rūnanga o Ngāi Tahu Act 1996, which has since been superseded by the Te Rūnanga o Ngāi Tahu (Declaration of Membership) Order 2001:

Te Ngāi Tūāhuriri Rūnanga

The takiwā of Te Ngāi Tūāhuriri Rūnanga centres on Tuahiwi and extends from the Hurunui to Hakatere, sharing an interest with Arowhenua Rūnanga northwards to Rakaia, and thence inland to the Main Divide.

Rapaki Rūnanga (Te Hapū o Ngāti Wheke)

The takiwā of Rapaki Rūnanga centres on Rapaki and includes the catchment of Whakaraupo and Te Kaituna.

Te Rūnanga o Koukourārata

The takiwā of Te Rūnanga o Koukourārata centres on Koukourārata and extends from Pohatu Pā to the shores of Te Waihora including Te Kaituna

Wairewa Rūnanga

The takiwā of Wairewa Rūnanga centres on Wairewa and the catchment of the lake Te Wairewa and the hills and coast to the adjoining takiwā of Koukourārata, Onuku Rūnanga, and Taumutu Rūnanga.

Te Rūnanga o Ōnuku

The takiwā of Te Rūnanga o Ōnuku centres on Ōnuku and the hills and coasts of Akaroa to the adjoining takiwā of Te Rūnanga o Koukourārata and Wairewa Rūnanga.

Taumutu Rūnanga

The takiwā of Taumutu Rūnanga centres on Taumutu and the waters of Te Waihora and adjoining lands and shares a common interest with Te Ngāi Tūāhuriri Rūnanga and Te Rūnanga o Arowhenua in the area south to Hakatere.

COMMITTEES cont'd

Responsibilities

Te Hononga Council – Papatipu Rūnanga Committee is responsible for the following:

- Leading the development of an enduring collaborative relationship between the Council and Ngā Papatipu Rūnanga.
- Building shared understanding and strong coordinated leadership on matters of mutual interest within the respective areas of jurisdiction.
- Having oversight of, and providing advice and assistance to the Council on, matters of significance or priority to Māori, and to inform Council decision making.

- Receiving regular updates from staff on Council programmes and projects of significance or priority to Māori.
- Operating in accordance with the Relationship Agreement between Christchurch City Council and Ngā Papatipu Rūnanga signed on 15 December 2016.

Delegations

This Committee can make recommendations to the Council but does not have delegated authority to make formal decisions on behalf of the Council.



Ōtakaro Avon River Corridor Co-Governance Establishment Committee

Co-Chairs	Hon Lianne Dalziel and Dr Te Maire Tau
Membership	Cllr Barber Tania Wati Dr John Reid Thomas Hildebrand Tutehounuku Korako Hayley Guglietta Cynthia Roberts Julyan Falloon
Quorum	Half of the members
Meeting Cycle	TBC
Reports To	Council and Te Rūnanga o Ngāi Tūāhuriri

Introduction

- The Ōtakaro/Avon River is a taonga which has been enjoyed by the people of Ōtautahi/Christchurch for generations.
- Ngāi Tūāhuriri is a principal hapū and Papatipu Rūnanga of Ngāi Tahu, and Ngāi Tahu recognise the tino rangatiratanga that resides within these bodies. The Ōtakaro Avon River Corridor sits within Ngāi Tūāhuriri takiwā. Ngāi Tahu hapū have exercised rangatiratanga throughout its rohe for centuries. Its rangatiratanga existed before Te Waipounamu was colonised after 1840. Te Tiriti o Waitangi confirmed the right of Ngāi Tahu to its rangatiratanga, and the Crown reconfirmed Ngāi Tahu rangatiratanga in the Ngāi Tahu Claims Settlement Act 1998. That Act also provided that the Crown would enter a new era of cooperation with Ngāi Tahu.
- Regenerating the 602-hectare Ōtakaro Avon River Corridor (the Corridor) is a once in a life lifetime opportunity to create a legacy which benefits present and future generations. Stretching from the city to the sea, the Corridor will provide a range of environmental, cultural, social, and economic benefits, focusing on the health and wellbeing of the Ōtakaro/Avon River (Te Mana O Te Wai) and ensuring a healthier place for people, the natural ecosystem (Te taiao) and the natural security of the people of Ōtautahi/Christchurch in preparation for climate change and the environmental changes during the 21st century and beyond.
- The regeneration of the Corridor is also an opportunity for Ōtautahi/Christchurch and Ngāi Tūāhuriri to demonstrate genuine partnership in a co-governance arrangement.
- While this agreement recognises the rangatiratanga of Ngāi Tūāhuriri, it also recognises the intergenerational investment and ownership of the people of Ōtautahi-Christchurch and the Christchurch City Council (the Council). This agreement does not undermine the authority of the Crown or local government but commits to a coordinated approach wherein the Corridor is forever protected and cloaked by both entities for the future well-being of the people of Ōtautahi Christchurch.
- The role of Ngāi Tūāhuriri is to ensure that both parties govern the Corridor so that the environmental integrity and mahinga kai is secured and protected for future generations by the custom of Tōpuni¹ whereby the Corridor and awa are secured and developed as an environmental taonga for all citizens of Ōtautahi-Christchurch.
- In 2019, the global settlement agreement was entered into by the Crown and the Council. It provided for the ownership of the Corridor to be transferred progressively to Council during 2022 as property title matters were resolved. Once the Council owns all or most of the land and exercises decision-making powers over the land, an enduring co-governance entity will be established by the Council and Ngāi Tūāhuriri. This entity will make decisions under the delegation of the Council.
- In December 2021, the Council confirmed its intent to establish such a co-governance entity to govern the Corridor. That entity will comprise equal membership by Ngāi Tūāhuriri and the Council, noting that the Council appointees would be drawn from the Council and the wider community. Council also agreed to set up a Co-governance Establishment Committee.

¹ The concept of Tōpuni derives from the traditional Ngāi Tahu tikanga (custom) of persons of rangatira (chiefly) status extending their mana and protection over a person or area by placing their cloak over them or it. ngaitahu.iwi.nz/ngai-tahu/the-settlement/settlement-offer/cultural-redress/ownership-and-control/mana-recognition

COMMITTEES cont'd

- The establishment of a co-governance entity and a partnership with Ngāi Tūāhuriri and the Council, provides for and enables the exercise of rangatiratanga and kaitiakitanga by mana whenua, and provides for the relationship of mana whenua and their cultures and traditions with their ancestral lands, mahinga kai, water, sites, wāhi tapu and other taonga.

Purpose

The purpose of the Committee is to:

- Provide strategic direction, leadership and decision-making to ensure the Ōtākaro Avon River Corridor (ŌARC, the Corridor) and the Ōtākaro/Avon River are developed, managed and maintained to provide the optimal ecological, cultural, social and economic benefits.
- Provide advice on the development of the enduring co-governance entity/framework for the ŌARC

Functions

Provide strategic direction

- Develop a collective understanding of current and proposed future land uses, the various agreements already in place, and the strategic direction of the Council.
- Set the strategic direction for the integrated development of the Corridor with reference to the ŌARC Regeneration Plan; Mahaanui Iwi Management Plan; the Christchurch District Plan; the Council's ŌARC Activity Plan; and other national, regional and Council policies and strategies.
- Provide governance over-sight for the implementation of the Ōtākaro Avon River Corridor Activity Plan.

Advise on the enduring co-governance entity for the ŌARC

- Provide advice on roles and functions of the co-governance entity and the potential legal structure of the entity.
- Investigate and develop advice on the development of a local bill to establish the entity and provide an enduring legal status for the Corridor within a local Act of Parliament.

Land uses and projects

- Make decisions on leases, licenses, and access authorities for use of the land within the Corridor.
- Review significant applications for land uses to determine their appropriateness for the proposed location; the benefits they offer for the environment, adjacent communities and all residents; and their

alignment with the Activity Plan and any regeneration plans.

- Approve project concept plans, feasibility and business cases.

Engagement and consultation

- Identify and understand stakeholder interests to be able to direct engagement for specific decisions.
- Establish and maintain effective dialogue and relationships with stakeholders to support the role of the Committee.
- Ensure appropriate engagement and consultation has occurred with communities and organisations.
- Provide information and report to the public using methods such as reports, meetings, and newsletters.

Funding

- Make financial decisions in accordance with the Council's delegations' policy.

Monitoring performance and reporting

- Receive regular performance reports on the Activity Plan
- Monitor the implementation of the Activity Plan including monitoring the delivery of the Levels of Service
- The Activity Plan describes capital projects that will be delivered in the Corridor through four other Council Activity Plans: Parks Activity Plan; Stormwater Drainage Activity Plan; Flood protection and Control Works Activity Plan; and Transport Activity Plan. The Council Parks Unit is responsible for the integrated planning and delivery of investment across Council.
- Consider and advise on conflicts and risks to achieving the Activity Plan.
- Report to Council quarterly, or more frequently if required.

Delegations

The Council delegates the following responsibilities to the Establishment Committee:

- To make decisions on land uses and activities on the Council-owned Ōtākaro Avon River Corridor land to be able to develop the land in accordance with the Committee's strategic direction.
- To make financial decisions in accordance with Council's delegations' policy.

Committee membership

- The Committee has eight to ten members selected for their relevant skills, knowledge and leadership capabilities.
- At least one member will be a City Councillor/Mayor, and half will be identified by Ngāi Tūāhuriri.
- Ngāi Tūāhuriri accepts the requirements under the LGA 2002. Council will work with Ngāi Tūāhuriri to ensure the tikanga of its four members is respected in the appointment process.
- Co-Chairs will be appointed jointly by the Council and Ngāi Tūāhuriri.
- A quorum comprises 50% of members.
- The Co-governance Establishment Committee will be discharged once the establishment of an agreed and co-governing entity over ŌARC is constituted.

Meetings

- The Committee will operate in accordance with the requirements of the Local Government Official Information and Meetings Act 1987. Meetings will be advertised, and an agenda published.
- The Committee will meet monthly
- The Committee will work to achieve consensus wherever possible, and work in a collaborative and cooperative manner taking into account the interests of all sectors of the community.
- Members will contribute their knowledge and perspective but not promote the views or positions of any particular interest or stakeholder group.
- The Committee may receive presentations by invitation or agreement of the Co-Chairs.

Committee remuneration

- Remuneration for chairs and members will be set annually.
- The participation of an elected member in the Committee is part of their remunerated role as a councillor or Mayor.

Support for the Committee

The Council and Te Rūnanga o Ngāi Tūāhuriri will provide support to the Committee including:

- A Council General Manager and an advisor from Ngāi Tūāhuriri as Principal Advisors
- A Committee Advisor from the Hearings and Council Support Team will provide administrative and procedural support to the Committee.
- Relevant staff from across the Council will provide advice to the Committee.

Limitation of powers

- The Committee does not have the authority to commit Council to any course of action or unbudgeted expenditure.
- The general delegations to this Committee exclude any specific decision-making powers that are delegated to a Community Board, another Committee of Council or Joint Committee. Delegations to staff are set out in the delegations register.
- The Council retains the authority to adopt policies, strategies and bylaws.

Appendix 1 of the ŌARC Committee terms of reference

Vision and objectives of the ŌARC Regeneration Plan

The Vision from the Regeneration Plan

The river is part of us, and we are part of the river.
It is a living part of our city.

A place of history and culture
where people gather, play, and celebrate together.

A place of learning and discovery
Where traditional knowledge, science and technology meet.

A place for ideas and innovation
where we create new ways of living and connecting.

Our vision is for the river to connect us together –
with each other, with nature and
with new possibilities.

Nōku te awa. The river is mine.
We all share in the future of this river.
Ōtākaro Avon River. Together we thrive.

The Objectives from the Regeneration Plan

For Christchurch:

- Support safe, strong and healthy communities that are well connected with each other and with the wider city.
- Provide opportunities for enhanced community participation, recreation and leisure.
- Create a restored native habitat with good quality water so there is an abundant source of mahinga kai, birdlife and native species.
- Create opportunities for sustainable economic activity and connections that enhance our wellbeing and prosperity now and into the future.

For New Zealand:

- Develop the Ōtākaro Avon River Corridor as a destination that attracts a wide range of domestic and international visitors.
- Establish a world-leading living laboratory, where we learn, experiment and research; testing and creating new ideas and ways of living.
- Demonstrate how to adapt to the challenges and opportunities presented by natural hazards, climate change and a river's floodplain.

Appendix 2 of the ŌARC Committee terms of reference

Guiding documents

Mahaanui Iwi Management Plan 2013

- The Mahaanui Iwi Management Plan 2013 and its successive plans outlined by Ngāi Tūāhuriri must be given effect to when Council prepares or changes a district plan. The section on Ihutai includes the catchments of the Ōtākaro/Avon River and Ōpāwaho/Heathcote River and is an essential resource and guide when making decisions on the ŌARC.

Ōtākaro Avon River Corridor Regeneration Plan

- The ŌARC Regeneration Plan (August 2018) and the Christchurch District Plan together contribute to the strategic direction for the Corridor. The Regeneration Plan provides examples of preferred land uses, and the variability of land use in different reaches of the ŌARC. The Regeneration Plan centres on the awa/river and the vital role that the river plays within the Corridor and within the city. The plan emphasises a restored natural environment, and strengthened connection between people, the river and the land.
- The Regeneration Plan requires the development of an Implementation Plan to provide greater certainty about the funding, sequencing and delivery of the Regeneration Plan, and ensure coherent and co-ordinated development of the ŌARC.

Christchurch District Plan

- Section 13.14 of the Christchurch District Plan is particularly relevant. It defines the Specific Purpose (Ōtākaro Avon River Corridor) Zone, and provides objectives, policies, rules, standards and assessment criteria which seek to manage activities in the Zone. It sets out specific provisions for each sub-area defined in the Development Plan in Appendix 13.14.6.1 of the District Plan.

Council's Ōtākaro Avon River Corridor Activity Plan

- Regeneration will be delivered through significant investment in projects within the Corridor that include regenerative planting, tidal wetland development, long-term stopbank construction, stormwater treatment facilities, bridges, landings, and walking and cycling corridors.
- The Council has prepared an Ōtākaro Avon River Corridor Activity Plan in its Draft Annual Plan 2022-23 which describes capital projects that will be delivered through four other of Council's activity plans: Parks Activity Plan; Stormwater Drainage Activity Plan; Flood protection and Control works Activity Plan; and Transport Activity Plan.
- The infrastructure and environmental investments identified within this Activity Plan will facilitate a broad range of uses and activities within the Corridor, generating significant social, ecological and economic benefits. Careful integrated planning and delivery of investment will be required to ensure the most beneficial and cost-effective implementation.
- The Council Parks Unit is responsible for coordinating the cross-Council programme, reporting to the co-governance Establishment Committee and engaging with the community.
- The success of the Activity Plan will be measured by the health of the river and the environment; the restoration of mahinga kai; and present and future generations' enjoyment of the river and the corridor. The regeneration of the Ōtākaro Avon River Corridor is an opportunity for Ōtautahi Christchurch and Ngāi Tūāhuriri to demonstrate genuine co-governance, alongside innovative environmental leadership.

Civic Awards Committee – Terms of Reference-Ngā Ārahina Mahinga

Chair	Councillor Johanson
Deputy Chair	Councillor Donovan
Membership	Councillor Fields Councillor Moore Councillor Peters
Quorum	Half of the members if the number of members (including vacancies) is even, or a majority of members if the number of members (including vacancies) is odd.
Meeting Cycle	Yearly
Reports To	Council

Areas of Focus

The Civic Awards Committee considers and reports to Council on the following matters:

- Reviewing civic awards processes and to report on the process for making civic awards
- Providing oversight and recommendations on Civic Awards processes
- Reviewing nominations for Civic Awards
- Recommending to Community Boards nominations considered worthy of a community award
- Recommending to the Council nominations to receive Civic Awards
- Other matters referred to it by the Council

Council’s Hearings Panel Committee – Terms of Reference-Ngā Ārahina Mahinga

Membership	Mayor Councillors Community Board Members
Purpose	The purpose of the Hearings Panel Committee is to provide a pool of elected members available for appointment to hearings panels as and when required. Those constituted under the Resource Management Act are appointed by the Deputy Mayor and Chief Executive jointly, with the others being appointed by the Team Leader Hearings & Council Support or the Council Secretary. This is in accordance with the Council’s Delegations Register.

Chief Executive Performance and Employment Committee – Terms of Reference-Ngā Ārahina Mahinga

Chair	The Mayor
Deputy Chair	Councillor Gough
Membership	Deputy Mayor Cotter Councillor MacDonald Councillor McLellan
Quorum	Half of the members if the number of members (including vacancies) is even, or a majority of members if the number of members (including vacancies) is odd.
Meeting Cycle	Quarterly and as required
Reports To	Council

Purpose

The purpose of the Committee is to enable the Council to meet its good employer obligations to its Chief Executive. These obligations, as well as those of the Chief Executive, are set out in the Local Government Act 2002, in employment law generally and in the Chief Executive's employment agreement.

Areas of Focus

The Committee acts for and advises the Council on all matters relating to the Chief Executive's employment including recruitment, remuneration, performance and relationship management.

Responsibilities and Delegations

- Recommend to Council for approval when required, a recruitment, selection and appointment process for a Chief Executive
- Oversee within the Council agreed process, Chief Executive recruitment and selection, and recommend candidates and proposed remuneration to Council for approval
- Conduct and complete a review of employment at least 6 months prior to the end of the Chief Executive's first term of employment (LGA 2002, Sch7, cl35) and recommend to Council whether or not the Chief Executive should be appointed for a second term of up to two years or that the position be declared vacant (LGA2002, Sch7, cl34)
- Negotiate an initial performance agreement, subsequent agreements and any variations with the Chief Executive and recommend to Council for approval

- Provide feedback and support to the Chief Executive and undertake performance reviews, all consistent with the process and timeline in the relevant performance agreement
- Report the outcome of the annual review of the Chief Executive's performance and make recommendations to Council on the outcome of that review for approval
- Review the Chief Executive's remuneration and package in accordance with the employment agreement and make recommendations to the Council for approval
- Provide updates on issues and progress to Council at other times and on request
- Engage relevant external advice including independent legal advice to assist the Committee with all or any of the matters within its delegations ensuring that such advisors are not otherwise contracted to Council for similar services
- Agree with the Chief Executive how the administration needs of the Committee will be met.

Limitations

The power to appoint a Chief Executive is one that is reserved for the Council to make and cannot be delegated (LGA 2002, Sch7, cl 32(1)(e)). The power to adopt a remuneration and employment policy also cannot be delegated by Council (LGA2002, Sch7, cl32(1)(h)).

Note: The following responsibility is removed from the Committee TOR and by default will now be a Council responsibility: Council remuneration and employment policy including the living wage.

Te Pae Pūkari Youth Committee – Terms of Reference-Ngā Ārahina Mahinga

Chair	To be confirmed
Deputy Chair	To be confirmed
Membership	Councillor Coker Councillor Donovan Councillor Harrison-Hunt Councillor McLellan Councillor Moore
Quorum	Two
Meeting Cycle	Twice yearly and as required
Reports To	Finance and Performance Committee of the Whole

Responsibilities and Delegations

- To be developed and reported back to the Council for confirmation

Insurance Sub-Committee – Terms of Reference-Ngā Ārahina Mahinga

Chair	Councillor MacDonald
Deputy Chair	Councillor Henstock
Membership	Councillor Barber Councillor McLellan
Quorum	Two
Meeting Cycle	Twice yearly and as required
Reports To	Finance and Performance Committee of the Whole

Responsibilities and Delegations

- Oversee the conduct and progress of the ongoing review of the Council’s 2010/11 insurance portfolio.
- Oversee the conduct and progress of any significant claim processes.
- Make interim decisions on the conduct of that review and associated actions.
- Work with Council officers and external advisors to determine any further actions.
- Instruct Council officers and external advisors in the implementation of any further actions.
- Report back to the Council with recommendations on any final resolution of the review or significant claims and associated actions.
- Full delegation to progress and settle the Wastewater Treatment Plan fire insurance claim up until the October 2022 Local Government elections.

Funding Committee – Terms of Reference-Ngā Ārahina Mahinga

Chair	Councillor Templeton
Deputy Chair	Councillor Donovan
Membership	Committee of the whole (all Councillors)
Quorum	Five
Meeting Cycle	Annually and as required
Reports To	Council

Responsibilities

The Funding Committee will consider and make decisions on the applications to the Metropolitan Strengthening Communities fund, where the decision is not already delegated to staff.

Portfolios – Terms of Reference-Ngā Ārahina Mahinga

Introduction

Portfolios complement the formal Council and Committee structure and ensure that the Council considers the impact of decisions on:

- particular population groups; or
- a strategic issue which span Council activities

Portfolios enable Councillors to be the champion for these matters and help ensure that these are considered in Council's decision-making.

Definition

A Portfolio Councillor is a Councillor who is formally assigned a portfolio by the Council. A Portfolio has one Councillor assigned to it.

Role

In addition to their responsibilities as a Councillor under the Local Government Act 2002, Councillors as portfolio holders are required to:

- 3.1 Champion the advancement of Council's key priorities and decisions relevant to their portfolio responsibilities
- 3.2 Keep abreast of Council proposals, issues and activities which are relevant to their portfolio;
- 3.3 Act as the official Council spokesperson or representative on portfolio relevant matters; and
- 3.4 Provide an elected representative's viewpoint and act as a sounding board for Council Officers on issues relating to the portfolio.

In discharging their responsibilities as Portfolio Councillors and consistent with their role under the Local Government Act 2002, Councillors should maintain a focus on strategic issues relevant to their portfolio, rather than the day to day operational matters.

4. Portfolio objective

To enable the appointed Councillor to champion portfolio matters, retain strategic oversight, and help ensure that the Council appropriately considers related matters in Council's planning and decision-making.

5. Responsibilities

Portfolio Councillors should:

- 5.1 Provide advice and guidance to the Council on portfolio matters through participation, discussion and debate at Council meetings
- 5.2 Keep the Mayor fully informed on portfolio matters and emerging issues
- 5.3 Ensure there is consistent communication and messaging on portfolio matters, including an annual report to Council on portfolio matters
- 5.4 Collaborate with Committee Chairs and other Portfolio Leaders where objectives are shared
- 5.5 Contribute to issues which cut across Portfolios or collective issues of responsibility
- 5.6 Raise issues of Council performance with assigned Executive Leadership staff member in the first instance, following up with the Chair, Mayor and Chief Executive if necessary.
- 5.7 Enhance relationships with key stakeholders and attend events or participate in external meetings in their portfolio area
- 5.8 Act as the Council's spokesperson and point of contact for those activities within their portfolio responsibility, unless deemed otherwise by the Mayor
- 5.9 Work effectively with the assigned Executive Leadership staff member.
- 5.10 Exercise any delegated powers and make decisions in respect of the relevant portfolio area to the extent authorised or delegated to do so by the Council.

Term

The Portfolio responsibility is for the period determined by the Council. Revocation, alteration of terms of reference or addition of new portfolios requires a decision by Council.

Delegations / Limitations

Portfolio Councillors do not hold any specific statutory or governance responsibilities related to their portfolio beyond those which they ordinarily hold as an elected Councillor.

A Portfolio Councillor does not assume any of the roles, powers and functions assigned to the Mayor under the Local Government Act 2002 unless delegated by the Mayor.

A Portfolio does not have the authority to make Council decisions, nor commit Council to any course of action or unbudgeted expenditure.

Relationship with Council officers

The assigned Executive Leadership staff member (or Head of Service if more appropriate) will be the key point of contact and advisor to the Portfolio Councillor

Reporting and accountability

Portfolio Councillors will report six monthly to Council on portfolio matters, regarding the previous year's progress and achievements, current matters underway and outstanding issues.

Portfolio Councillors will engage regularly with the Mayor to ensure current awareness.

They can also seek time for informal discussion with other Councillors, collectively or individually, if and when required to progress portfolio interests and ensure information-sharing that will support informed and effective decision-making.

10. External communication protocol

The Mayor has first right of refusal as the Council's principal spokesperson on significant issues.

Notwithstanding this, it is the role of Portfolio Councillors to act as the principal political spokesperson in communicating to the media and public the official policy of the Council, or in the absence of official policy, commenting in a manner consistent with the Council's strategic direction, on items relating to their portfolio are of responsibility.

Joint Committees

For membership of joint committees refer to:

ccc.govt.nz/council-committees

Banks Peninsula Water Management Zone

Canterbury Civil Defence Emergency Management Committee

Canterbury Regional Landfill Joint Committee

Canterbury Waste Joint Committee

Central Plains Joint Committee

Christchurch-West Melton Water Management Zone

Greater Christchurch Partnership Committee

Selwyn-Waihora Water Management Zone

Summit Road Protection Authority

includes the Summit Road Protection Authority Advisory Committee

Sister Cities Committees

Whakawhanaki Kāinga Komiti



COMMUNITY BOARDS

Te Pātaka O Rākaihautū-Banks Peninsula Community Board	
Chairperson	Reuben Davidson
Membership	Nigel Harrison Cathy Lum-Webb Luana Swindells Lyn Leslie Asif Hussain Howard Needham Tyrone Fields

Waitai Coastal-Burwood Community Board	
Chairperson	Paul McMahon
Membership	Jackie Simons Tim Baker Alex Hewison Greg Mitchell Jo Zervos Kelly Barber Yani Johanson Celeste Donovan

Waimāero Fendalton-Waimairi-Harewood Community Board	
Chairperson	Bridget Williams
Membership	Jason Middlemiss David Cartwright Linda Chen Shirish Paranjape Nicola McCormick Sam MacDonald James Gough Aaron Keown

Waipuna Halswell-Hornby-Riccarton Community Board	
Chairperson	Helen Broughton
Membership	Marie Pollisco Sarah Brunton Debbie Mora Henk Buunk Gamal Fouda Mark Peters Andrei Moore Tyla Harrison-Hunt

Waipapa Papanui-Innes Community Board	
Chairperson	Emma Norish
Membership	Simon Britten Sunita Gautam John Miller Emma Twaddell Ali Jones Pauline Cotter Victoria Henstock Jake McLellan

Waihoru Spreydon-Cashmere Community Board	
Chairperson	Callum Ward
Membership	Keir Leslie Lee Sampson Roy Kenneally Will Hall Tim Lindley Melanie Coker Tim Scandrett Sara Templeton

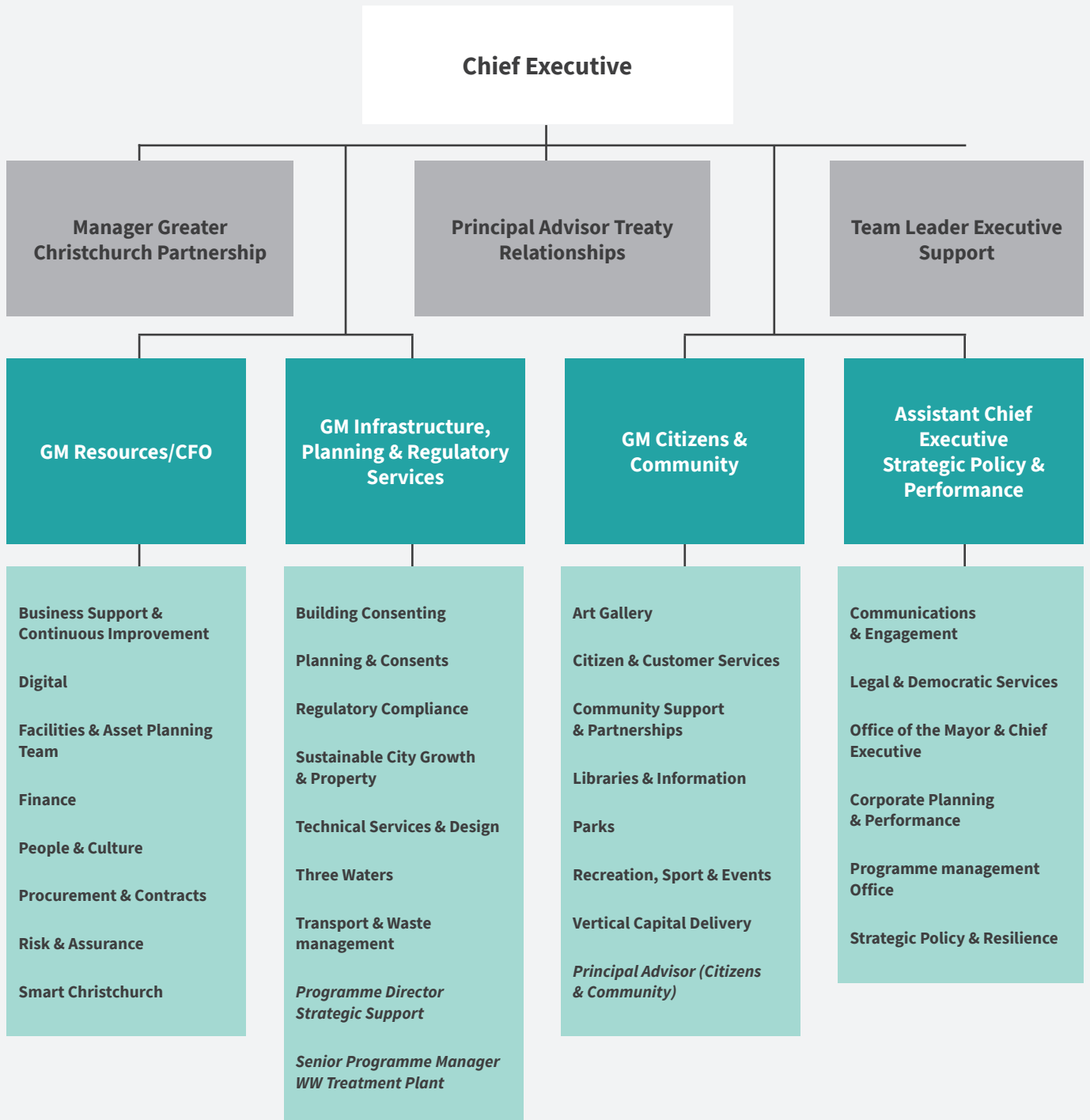
Delegations to Community Boards

The Delegations Register sets out the delegations to Community Boards. The Delegations Register can be found at: ccc.govt.nz/governance

Examples of matters that will be considered by Community Boards would include:

- Granting of leases or licences on reserves
- Proposed developments or activities on parks, reserves and waterways
- Removal of trees from parks, reserves, streets or other Council land
- Granting of rights of way and other easements
- Implementation and oversight of local capital work projects
- Control signs on streets (eg, stop, give way, etc)
- Traffic control and constraint measures on streets, including parking
- Bus-stops and shelters
- Neighbourhood improvements
- Closure of lanes consistent with Council policy
- Living Streets
- Erection of garages, platforms and structures on legal roads
- Naming of roads, streets and parks.

Appendix 5 Organisation structure



Appendix 6

Ten year bylaw review timetable (October 2022)

Elections	October 2022	October 2025	October 2028
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Terms and elections

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
2022										Election 2022		
2023		AP	AP	AP	AP	AP						
2024		LTP	LTP	LTP	LTP	LTP						
2025		AP	AP	AP	AP	AP				Election 2025		
2026		AP	AP	AP	AP	AP						
2027		LTP	LTP	LTP	LTP	LTP						
2028		AP	AP	AP	AP	AP				Election 2028		

Bylaw	Planned review timing	Statutory review deadline	Group	Unit	General Manager	NEW: Requirements / comments
Election – October 2022 Next term: 2022-2025						
Cruising and Prohibited Times on Roads Bylaw 2014	2022-2023 (underway)	13 Nov 2024	Infrastructure, Planning & Regulatory Services	Transport & Waste Management (Traffic Operations)	Jane Davis	Must be done in upcoming term (2022-2025) Deadline Nov 2024
Cleanfill and Waste Handling Bylaw 2015	2021-2022 (underway)	26 Nov 2025	Infrastructure, Planning & Regulatory Services	Transport & Waste Management (Resource recovery)	Jane Davis	Review to combine two bylaws Must be done in upcoming term (2022-2025)
Waste Management Bylaw 2009	2021-2022 (underway)	26 Nov 2025	Infrastructure, Planning & Regulatory Services	Transport & Waste Management (Resource recovery)	Jane Davis	Deadline Nov 2025 (Note: election Oct 2025)

Bylaw	Planned review timing	Statutory review deadline	Group	Unit	General Manager	NEW: Requirements / comments
Dog Control Bylaw 2016 & Dog Control Policy 2016 Note: Large project	2023-2024	23 June 2026	Infrastructure, Planning & Regulatory Services	Regulatory Compliance (Animal Management)	Jane Davis	Must be done in upcoming term (2022-2025). Public commitment to review in 2023. Complete before 2025 election. Review due June 2026 (extremely hard to complete by mid-July of a new term)
Trade Waste Bylaw 2015	2024-2025	26 Nov 2025	Infrastructure, Planning & Regulatory Services	Three Waters	Jane Davis	Must be done in upcoming term (2022-2025). Deadline Nov 2025 (election Oct 2025). Uncertainty due to three waters reforms. Water Services Entities Bill establishes new entities on 1 July 2024 (uncertain what this means for bylaws).
Parks and Reserves Bylaw 2016 Note: Large project NOTE: Large project	2023-2024	14 July 2026	Citizens & Community	Parks	Mary Richardson	Review due Jul 2026. Complete before 2025 election (extremely hard to complete by mid-July of a new term) on 1 July 2024 (uncertain what this means for bylaws).

Election – October 2025 Next term: 2025-2028

Stormwater and Land Drainage Bylaw 2022	2026-2027	9 June 2027	Infrastructure, Planning & Regulatory Services	Three Waters	Jane Davis	Three waters reform uncertainty. Considered a new bylaw, as per Legal. LGA requires a review after five years
Marine, River and Lake Facilities Bylaw 2017	2024-2025	23 Nov 2027	Citizens & Community	Parks (Regional Parks)	Mary Richardson	
Stock on Roads Bylaw 2017	2025-2026	23 Nov 2027	Infrastructure, Planning & Regulatory Services	Transport & Waste Management (Traffic Operations)	Jane Davis	

Bylaw	Planned review timing	Statutory review deadline	Group	Unit	General Manager	NEW: Requirements / comments
Traffic and Parking Bylaw 2017	2025-2026	23 Nov 2027	Infrastructure, Planning & Regulatory Services	Transport & Waste Management (Traffic Operations)	Jane Davis	Associated policies may also require review
General Bylaw 2008	2025-2026	23 Nov 2027	Strategic Policy & Performance	Legal Services	Lynn McClelland	
Alcohol Restrictions in Public Places Bylaw 2018	2026-2027	22 Nov 2028	Strategic Policy & Performance	Strategic Policy	Lynn McClelland	Must be done before October 2028 Election – complete by Jun/Jul 2028
Brothels (Location and Commercial Sexual Services Signage)Bylaw 2013	2026-2027	22 Nov 2028	Strategic Policy & Performance	Strategic Policy	Lynn McClelland	Must be done before October 2028 Election – complete by Jun/Jul 2028
Public Places Bylaw 2018	2027-2028	22 Nov 2028	Strategic Policy & Performance	Strategic Policy	Lynn McClelland	Large number of associated policies that may also require review. Must be done before October 2028 Election – complete by Jun/Jul 2028.
Cemeteries Bylaw 2013 and handbook	2027-2028	22 Nov 2028	Citizens & Community	Parks (Community Parks)	Mary Richardson	Must be done before October 2028 Election – complete by Jun/Jul 2028 Review will include the Cemeteries Handbook (equivalent to a policy) may also require review

Election – October 2028 Next term: 2028-2031

Freedom Camping Bylaw 2021	2028-2029	11 Nov 2031	Strategic Policy & Performance	Strategic Policy	Strategic Policy	Must be done before October 2028 Election – complete by Jun/Jul 2028
Water Supply and Wastewater Bylaw 2022	2029-2030	9 June 2032	Infrastructure, Planning & Regulatory Services	Three Waters	Three Waters	Review will include the Cemeteries Handbook (equivalent to a policy)

Other known bylaws work for the 2022-2025 term of Council

Likely amendments to bylaws due to legislative changes

Bylaw	Likely timing	Reason	Group	Unit	General Manager
Election – October 2022 Next term: 2022-2025					
Traffic and Parking Bylaw 2017	2022	Legislative change. Setting of Speed Limits Land Transport Rule 2022 has changed to how speed limits can be set. Will need to revoke speed limit setting parts of the bylaw once new Speed Management Plan is adopted. Expected in early 2023.	Infrastructure, Planning & Regulatory Services	Transport & Waste Management (Traffic Operations)	Jane Davis
Water Supply and Wastewater Bylaw 2022; Stormwater and Land Drainage Bylaw 2022; and Trade Waste Bylaw 2015	Next term of Council	Uncertainty. May require bylaw changes (review and / or revocation). Awaiting progression of three waters legislation – expected July 2023. Lack of clarity about Trade Waste in relation to three waters reform.	Infrastructure, Planning & Regulatory Services	Three Waters	Jane Davis
Freedom Camping Bylaw 2021	2023	Legislative changes to the regulatory system for self-contained vehicles, and changes to bylaw-making powers. Uncertainty as changes are underway / not confirmed. May require bylaw changes. Timing also uncertain.	Strategic Policy & Performance	Strategic Policy	Lynn McClelland

Other bylaws work coming up

Bylaw	Likely timing	Reason / issue	Group	Unit	General Manager
Election – October 2022 Next term: 2022-2025					
Alcohol Restrictions in Public Places Bylaw 2018	Next term of Council	InfoCouncil action to trial a temporary alcohol ban area at Woolston Village. May lead to a bylaw amendment.	Strategic Policy & Performance	Strategic Policy	Lynn McClelland

Appendix 7

Significance & Engagement Policy 2019

Policy Statement

The Council seeks meaningful exchange with the community through engagement on local decision-making. Genuine engagement will be encouraged in a manner that is consistent with the significance of the issue, proposal or decision, is transparent and clearly communicated.

Under the Local Government Act 2002 Amendment Act 2014 (LGA), Councils are required to develop a policy on significance and engagement. The intent of this is to give greater clarity and certainty to the community about how and when it can expect to be engaged. Refer to Appendix 1 for definitions.

Principles

This policy is guided by the following principles:

- Decision-makers are well informed, aware of and take into account the community's views.
- The Council will use a consistent approach to establishing the significance of a matter requiring a decision.
- The level of engagement will be tailored to the level of significance for each issue, proposal or decision.
- Decision-making and engagement processes are transparent and clearly expressed.
- The community will have clarity on the range of engagement methods the Council may use relative to the significance of a matter.
- Engagement is proactive, inclusive, accessible, a two-way dialogue, and people are aware of and understand the final decisions taken.

General Approach to Determining Significance and Level of Engagement

The Council will follow a three-step process to inform decision-making:

1. Determine significance – the Council will use agreed criteria to decide if a matter is of higher or lower significance.
2. Link level of significance to level of engagement – the level of significance will link to a corresponding level of engagement to be undertaken.
3. Consider methods of engagement – each level of engagement will have a range of methods that the Council is able to choose from to undertake the engagement required.

As well as the views of communities and affected and interested parties, there is a wide range of information sources, considerations and perspectives that informs the Council's decisions, including the requirements of Government policy, technical matters and the financial implications. Refer to Appendix 1 for legislative requirements and commitment to engaging with Māori.

The three steps

1. Determine Significance

The Council is responsible for judging for itself how it achieves compliance with the decision making requirements of the LGA. This must be largely in proportion to the significance of the matters affected by decisions to be made. The Council will assess the importance of an issue, proposal or decision on the basis of its likely impact on the people expected to be most affected by or to have an interest in the matter, as well as the Council's capacity to perform its role, and the financial and other costs of doing so.

All of the following criteria will be considered when determining the level (low to high) of significance of an issue, proposal or decision. The greater the cumulative impact of the decision as assessed by these criteria, the more significant the issue, proposal or decision will be:

- Number of people affected and/or with an interest;
- Level of impact on those people affected;
- Level of community interest already apparent for the issue, proposal or decision; or the potential to generate community interest;
- Level of impact on Māori, Māori culture and traditions;
- Likely impact and consequences on the current and future social, economic, environmental, or cultural well-being of the district or region;
- Possible costs/risks to the Council, ratepayers and wider community of carrying out the decision;
- Possible benefits/opportunities to the Council, ratepayers and wider community of carrying out the decision;
- Level of impact on the capacity of the Council to carry out its role and functions;
- Whether the impact of a decision can be easily reversed;
- Whether the ownership or function of a strategic asset(s) is affected.

Examples of decisions of low significance are:

- Plans for a new or renewed playground in a suburban area (e.g. Seager Park – new, Richmond Village Green – renewal);
- Upgrade of a reserve area (eg. Chester St East Reserve);
- Finalising Lyttelton’s civic square design – a decision delegated to the Community Board.

Examples of decisions of high significance are:

- Decision to introduce the three bin system for kerbside waste collection;
- Plan to construct the ocean outfall waste water pipeline;
- Decision to create a social housing entity as a means to benefit from the Government’s income related rents scheme.

Urgency and Confidentiality

Sometimes the nature and circumstances of a decision to be made may not allow the Council the opportunity to engage or consult with the community. This could be where urgency is required or the matter is commercially sensitive. The health and safety of people or the immediate need to protect property are reasons for making urgent decisions, as well as to avoid the loss of opportunities that may contribute to achieving the Council’s strategic objectives. Confidential decision-making may be required when engagement is likely to considerably increase the cost of a commercial transaction to the Council.

In these situations the Council will either not engage at all, or tailor its engagement to suit the circumstances in which the decision is to be made.

In the period covered by the Canterbury Earthquake Recovery Act a number of decisions are being made by Central Government. For many of these decisions the Central Government processes do not allow time for the Council to engage with the community, when in other circumstances it would choose to do so.

2. Link level of significance to level of engagement

The significance of the issue, proposal or decision will influence how much time, money and effort the Council will invest in exploring and evaluating options and obtaining the views of affected and interested parties. In linking the level of significance to the level of engagement it is important to find the right balance between the costs of engagement and the value it can add to decision-making.

The Council will consider the extent of community engagement that is necessary to understand the community’s view before a particular decision is made and the form of engagement that might be required. This also includes the degree to which engagement is able to influence the decision and therefore the value of investing

in engagement (e.g. if there is only one or very limited viable options such as a specific change required by new legislation).

Using the International Association of Public Participation engagement spectrum (Appendix 2, Figure 1) as a basis, the method(s) of engagement adopted by the Council before it makes a decision may depend on whether or not:

- A. The matter is of low or no significance (e.g. technical and/or minor amendments to a bylaw or Council policy) and there may be a very small group of people affected by or with an interest in the decision;
- B. The matter is significant only to a relatively small group of people or is of low impact to many. They should be **informed** about the problem, alternatives, opportunities and/or solutions and/or **consulted** so that any concerns, alternatives and aspirations they have are understood and considered;
- C. The matter is significant not only to a small group of people particularly affected but also to a wider community that may have an interest in the decision to be made. They may be **informed**, **consulted** and/or **involved** to seek public input and feedback on analysis, alternatives and/or decisions.

For more significant matters the Council may elect to **collaborate**, or partner, with a community in any aspect of a decision including the development of alternatives and the identification of preferred solutions. This is more likely to occur where there is a distinct group of affected or particularly interested people.

Depending on the level of significance and the nature of the issue, proposal or decision being made, by using a range of engagement methods communities may be **empowered** to participate in the decision-making process.

3. Consider Methods of Engagement

There is a variety of ways in which the Council engages with the community. In this policy, the types of engagement described relate specifically to Council, Community Board and delegated decision-making. Once the level of significance of an issue, proposal or decision has been determined, the Council will consider the level and form of community engagement. Depending on the matter being considered and the stakeholders involved, the preferred method(s) or combination of engagement tools will be identified and applied to meet the goals of the specific engagement.

The Council will build on existing relationships and networks with individuals and communities, and look to extend the range of parties involved in the community engagement as appropriate. The Council will consider engagement methods and tools relative to the level of significance. These will support communities’ participation through an engagement spectrum approach, as set out in the table in Appendix 3, Table 1.

Differing levels and forms of engagement may be required during the varying phases of consideration and decision-making on an issue or proposal, and for different community groups or stakeholders. The Council will review the appropriateness and effectiveness of the engagement strategy and methods as the process proceeds.

There may be occasions in which the Council chooses to carry out engagement at a level higher than that indicated by the significance of the decision as part of its commitment to promote participatory democracy.

The Council will work to ensure the community is sufficiently informed to understand the issue(s) or proposal, options and impacts and has time to respond, so they are able to participate in engagement processes with confidence.

Strategic Assets

An important objective of the Council is to achieve or promote outcomes that it believes are important to the current or future well-being of the community. Achieving these outcomes may require the provision of roads, water, wastewater and stormwater collection as well as libraries, museums, reserves and other recreational facilities and community amenities.

Council-owned assets that provide these services are considered to be of strategic value and the Council has determined they need to be retained if its objective is to be met. These assets must be listed in the Council's Significance and Engagement policy. A decision to transfer the ownership or control of a strategic asset cannot be made unless it is explicitly provided for in the Council's Long Term Plan (LTP) and the public is consulted through the Special Consultative Procedure (SCP).

Other assets considered by the Council to be strategic or deemed to be so by the LGA include its shareholding in Christchurch City Holdings Ltd (CCHL) and, through CCHL, Lyttelton Port Company, Christchurch International Airport Ltd and Orion NZ Ltd. Although the Council's statutory responsibility is to exercise its powers wholly or principally for the benefit of its district, it nevertheless recognises that decisions on respect of these assets in particular might have a strategic value to the Canterbury region as well.

The Council's strategic assets are set out in Schedule 1 to this policy.

The list of strategic assets in this policy will be updated as required following any changes to the Annual Plan or LTP.

Approval Date: 14 November 2019

Approval Date: 23 July 2015

Approval Date: 27 November 2014

Appendix 1 to Appendix 7

Supporting and contextual information

Definitions

Community	<p>A community, for the purposes of this policy, is a group of people with shared or common interest, identity, experience or values. For example, cultural, social, environmental, business, financial, neighbourhood, political or spatial groups.</p> <p>The community refers to the people that make up the diverse communities that live in Christchurch.</p>
Engagement	<p>Is a term used to describe the process of establishing relationships, and seeking information from the community to inform and assist decision making.</p> <p>Engagement is an important part of participatory democracy within which there is a continuum of community involvement.</p>
Consultation	<p>A subset of engagement; a formal process where people can present their views to the Council on a specific decision or matter that is proposed and made public.</p> <p>(The Council must consult in ways that meet the consultation principles in the Local Government Act 2002 LGA, section 82 (1) and any other legislation relevant to the decision or matter proposed.)</p>
Decisions	<p>Refers to all the decisions made by or on behalf of the Council including those made by officers under delegation.</p>
Significance	<p>The degree of importance of the issue, proposal, decision, or matter, as assessed by the Council, in terms of its likely impact on, and likely consequences for; the district or region; any persons who are likely to be particularly affected by, or interested in the matter; the capacity of the local authority to perform its role, and the financial and other costs of doing so (as described by the LGA).</p>
Special Consultative Procedure (SCP)	<p>A formal consultation process prescribed in section 83 of the LGA that must be used to consult on certain matters and can be chosen by the Council to consult on other matters as considered appropriate</p>
Strategic Asset	<p>An asset or group of assets that the local authority needs to retain if the local authority is to maintain the local authority's capacity to achieve or promote any outcome that the local authority determines to be important to the current or future well-being of the community (as described by the LGA).</p>

Legislative considerations

Many of the decisions made by the Council will be made under legislation that prescribes the consultation and decision-making procedures required. This includes the procedures to be used for public notification, considering submissions and making decisions. Examples of such legislation are the Resource Management Act 1991, the Biosecurity Act 1993, the Civil Defence Emergency Management Act 2002, or the Land Transport Act 1998.

Even if a decision is clearly a significant one, this policy does not apply to the requirements for decision-making prescribed in any other enactments, such as the Resource Management Act 1991 and the Biosecurity Act 1993 on the following matters:

- resource consents or other permissions
- submissions on plans
- decisions required when following the procedures set out in Schedule 1 of the RMA
- references to the Environment Court
- decisions about enforcement under various legislation including bylaws (unless these are specifically included in this policy).

There is a number of decisions that can only be made if they are explicitly provided for in the Council's LTP as set out by the LGA 2002 Amendment Act 2014. These are:

- a) to alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the Council, including a decision to commence or cease any such activity;
- b) to transfer the ownership or control of a strategic asset to or from the Council.

In addition, the Council is required to use the SCP set out in section 83 of the LGA in order to adopt or amend a LTP. If the Council is carrying out consultation in relation to an amendment to its LTP at the same time as, or combined with, consultation on an Annual Plan, the SCP must be used for both matters.

There may be other situations where the Council deems it appropriate to use a SCP.

Engaging with Māori

The LGA provides principles and requirements that are intended to facilitate participation by Māori in local authority decision-making processes. The Council must act in accordance with the principle that it should provide opportunities for Māori to contribute to its decision-making processes.

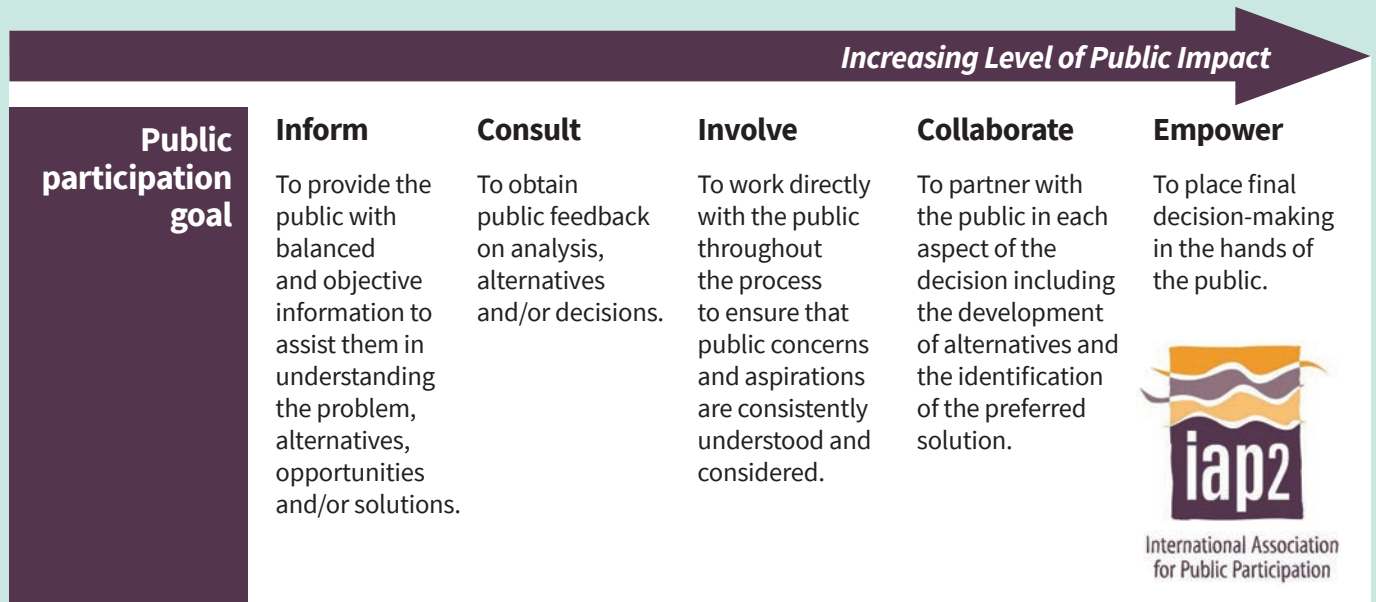
If the Council is proposing to make a significant decision in relation to land or a body of water, it will take into account the relationship of Māori and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga.

The Council's goal for engagement with Māori is for strengthened and ongoing partnerships. This aims to ensure the Council receives appropriate information, advice and understanding about the potential implications and/or effects of proposals on tangata whenua values.

Appendix 2 to Appendix 7

Figure 1

IAP2 Spectrum of Public Participation



Appendix 3 to Appendix 7

Table 1

Examples of Engagement Activities (Adapted from IAP2 spectrum of engagement)

Engagement Level	Inform	Consult	Involve	Collaborate	Empower
What does it involve	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making is in the hands of the public.
Examples of tools the Council might use (Note: these tools may be applicable across many levels of engagement)	<ul style="list-style-type: none"> • Email newsletter to local communities and networks • Information flyers to neighbourhoods • Public notices/info in community newspapers, website 	<ul style="list-style-type: none"> • Formal submissions and hearings or the Special Consultative Procedure • Focus groups • Community meetings • Online opportunities to submit ideas/ feedback 	<ul style="list-style-type: none"> • Workshops • Focus/ stakeholder groups' meetings • Public meetings, drop-in sessions • Online surveys/ forums 	<ul style="list-style-type: none"> • External working groups (involving community experts) • Community Advisory Groups (involving community representatives) • Forums 	<ul style="list-style-type: none"> • Binding referendum • Local body elections • Delegation of some decision-making to a community
When the community is likely to be involved	Once a decision is made and is being implemented.	Once the Council has determined an initial preferred position it would endeavour to provide the community with sufficient time to participate and respond.	The community or specific communities could be engaged throughout the process, or at specific stages of the process as appropriate.	The community or specific communities will be engaged from the outset, including the development of alternatives to the identification of the preferred solution.	The community or communities will be engaged throughout the process to ensure ownership of the development of alternatives, identification of the preferred solution(s) and delegated decision-making on the preferred solution.

Schedule 1

CCC Strategic Assets

The Council-owned assets listed as strategic are set out below, grouped according to their nature of activity:

Infrastructure

- (a) its stormwater collection and disposal system;
- (b) its wastewater collection, treatment and disposal system;
- (c) its water collection, storage, treatment and distribution system;
- (d) its waste management system;
- (e) its roading network;
- (f) all public transport infrastructure owned or operated by the Council;

Shareholdings

- (g) its shareholding in Christchurch City Holdings Ltd, Civic Building Ltd and Transwaste Canterbury Ltd, and VBase Ltd;
- (h) the shares Christchurch City Holdings Ltd holds in Lyttelton Port Company Ltd, Christchurch International Airport Ltd, Orion New Zealand Ltd, Enable Services Ltd, Eco Central Ltd;

Community Facilities

- (i) Christchurch Town Hall;
- (j) Christchurch Art Gallery and its permanent collection;
- (k) all land and buildings comprising the Council's social housing portfolio;
- (l) all public library facilities;
- (m) all parks and reserves owned by or administered by the Council;
- (n) all public swimming pools;
- (o) all waterfront land and facilities owned or operated by the Council, including wharves, jetties, slipways, breakwaters and seawalls;
- (p) cemeteries and listed heritage buildings and structures.

“All” or “its” means the asset as a whole.

Where a strategic asset is a network or has many components, decisions may be made in respect of individual components within the network without those components being regarded as strategic, unless such decisions are considered to significantly alter the level of service provided by the Council.

Appendix 8

List of Principal Acts of Parliament applicable to the Christchurch City Council

- Biosecurity Act 2002
- Building Act 2004
- Burial and Cremation Act 1964
- Bylaws Act 1910
- Civil Defence Emergency Management Act 2002
- Conservation Act 1987
- Crimes Act 1961
- Disabled Persons Community Welfare Act 1975
- Dog Control Act 1996
- Environment Act 1986
- Gambling Act 2003
- Greater Christchurch Regeneration Act 2016
- Hazardous Substances and New Organisms Act 1996
- Health and Safety Work Act 2015
- Heritage New Zealand Pouhere Taonga 2014
- Housing Act 1955
- Impounding Act 1955
- Land Transport Act 1998
- Litter Act 1979
- Local Authorities (Members' Interests) Act 1968
- Local Electoral Act 2001
- Local Government Act 1974
- Local Government Act 2002
- Local Government Official information and Meetings Act 1987
- Local Government (Rating) Act 2002
- Marine and Coastal Area (Takutai Moana) Act 2011
- Privacy Act 1993
- Prostitution Reform Act 2003
- Public Works Act 1981
- Rates Rebate Act 1973
- Rating Valuations Act 1998
- Reserves Act 1977
- Residential Tenancies Act 1986
- Resource Management Act 1991
- Sale and Supply of Alcohol Act 2012
- Secret Commissions Act 1910

Appendix 9

Local legislation applicable within Christchurch

The following is a list of local legislation relevant to the Christchurch City Council:

- Banks Peninsula District Council (Rates Validation, Empowering and Trust Removal) Act 1994
- Canterbury Museum Trust Board Act 1993
- Canterbury Public Library Act 1948
- Christchurch City Council (Robert McDougall Gallery) Land Act 2003
- Christchurch City Council (Lancaster Park) Land Vesting Act 2008
- Christchurch City Empowering Act (No.2) 1946
- Christchurch City Empowering and Special Rates Consolidation Act 1941
- Christchurch City (Old Municipal Chambers) Empowering Act 1989
- Christchurch City Council (Rates Validation) Act 2015
- Christchurch City Reclamation and Empowering Act 1964
- Christchurch City Reserves Amendment Act 1929
- Christchurch City (Reserves) Empowering Act 1971
- Christchurch District Drainage Act 1951
- Christchurch Market Reserves Act 1878
- Riccarton Bush Act 1914 and amendments
- Riccarton Racecourse Act 2016
- Riccarton Racecourse Development Enabling Act 2016
- Selwyn Plantation Board Empowering Act 1992
- Summit Road (Canterbury) Protection Act 2001
- Sumner Borough Empowering Act 1936
- Sumner Borough Land Vesting Act 1929

Appendix 10

Orders in Council relevant to the Christchurch City Council made under the Canterbury Earthquake Recovery Act 2011 and continued by the Greater Christchurch Regeneration Act 2016

- Canterbury Earthquake (Christchurch Replacement District Plan) Order 2014
- Canterbury Earthquake (Earthquake Commission Act) Order 2012
- Canterbury Earthquake (Historic Places Act) Order 2011
- Canterbury Earthquake (Local Government Act 2002 – Retaining Walls) Order 2013
- Canterbury Earthquake (Rating) Order 2012
- Canterbury Earthquake (Reserves Legislation Order (No 2) 2011
- Canterbury Earthquake (Resource Management Act Permitted Activities) Order 2011
- Canterbury Earthquake (Resource Management Act – Burwood Resource Recovery Park) Order 2011

Appendix 11 – Stakeholder map

Overview map: the Council network of partners and stakeholders

