

## Community Outcomes

Overall the community outcomes for Christchurch are:

### Sustainable Christchurch

- a city with a sustainable natural environment
- a learning city
- a prosperous city
- a well governed city

### and a city

- with inclusive and diverse communities, that have a strong sense of place and identity
- with healthy and active people
- which is safe
- which is cultural and fun
- which is liveable

The tables which follow provide summary details for each outcome. The “Outcomes” column provides more detail on the outcome itself. “Challenges and Opportunities” describe the challenges and opportunities the City has for better achieving the outcome. “Council Activity Groups ” describe the groups of activities the Council will provide in support of the outcome. The “Key Indicators” column identifies the kinds of indicators that will be used to measure progress towards achieving the outcomes.

## A Sustainable Natural Environment

| Outcomes   | Challenges and Opportunities  | Key Indicators   |
|--|---|--|
| <ul style="list-style-type: none"> <li>• Our people enjoy and value our natural environment and take responsibility for protecting and restoring it.</li> <li>• Our City’s natural resources, biodiversity, landscapes, and ecosystem integrity are protected and enhanced.</li> <li>• Our people recognize that the natural environment plays a significant role in our prosperity. The whole community ensures that negative impacts on the environment are managed to maintain environmental sustainability.</li> </ul> | <ul style="list-style-type: none"> <li>• Reducing what we extract from the earth’s crust (fossil fuels and minerals)</li> <li>• Waste minimization</li> <li>• Protection of the natural environment</li> <li>• Growing motor vehicle population</li> </ul>  | <ul style="list-style-type: none"> <li>• Soil and water quality</li> <li>• Solid waste management and recycling</li> <li>• Climate change</li> </ul> |
|  | <p style="text-align: center;"><b>Council Activity Groups</b></p> <ul style="list-style-type: none"> <li>• Art Gallery, Museum and Our City</li> <li>• City Development</li> <li>• Parks and Open Spaces</li> <li>• Refuse Minimisation and Disposal</li> <li>• Regulatory Services</li> <li>• Wastewater Collection, Treatment and Disposal</li> <li>• Streets and Transport</li> <li>• Water Supply</li> <li>• Waterways and Land Drainage</li> </ul> |  |

## A Learning City

| Outcomes  | Challenges and Opportunities   | Key Indicators  |
|---|--|---|
| <ul style="list-style-type: none"> <li>• Our people have the knowledge and skills needed to participate in society, and value lifelong learning.</li> <li>• Our City provides diverse opportunities for learning and innovation.</li> <li>• Our economy thrives on skills, knowledge and innovation.</li> </ul> | <ul style="list-style-type: none"> <li>• Increase educational achievement for all</li> <li>• Ensure a skilled and flexible workforce</li> <li>• Encourage lifelong learning</li> <li>• Foster research, innovation and technology</li> </ul>   | <ul style="list-style-type: none"> <li>• Educational qualifications at all levels</li> <li>• Employment in research and technology</li> <li>• Community education and lifelong learning</li> <li>• Training for employment</li> </ul> |
|   | <p style="text-align: center;">Council Activity Groups</p> <ul style="list-style-type: none"> <li>• Art Gallery, Museum and Our City</li> <li>• Community Services</li> <li>• Democracy and Governance</li> <li>• Economic Development</li> <li>• Library Services</li> <li>• Regulatory Services</li> </ul> |   |

## A Prosperous City

| Outcomes  | Challenges and Opportunities   | Key Indicators  |
|---|--|---|
| <ul style="list-style-type: none"> <li>• Our people have access to adequate income and opportunities to contribute to the City's well-being.</li> <li>• Our City has the infrastructure and environment to support a job rich economy, while protecting and enhancing our essential natural capital.</li> <li>• Our economy is based on a range of businesses which enable wealth creation and employment opportunities for all.</li> </ul> | <ul style="list-style-type: none"> <li>• Increase wealth creation</li> <li>• Increase number and range of quality jobs</li> <li>• Maintain and develop essential infrastructure</li> <li>• Reduce economic exclusion</li> </ul>  | <ul style="list-style-type: none"> <li>• Employment and income</li> <li>• Income and hours worked</li> <li>• Economic activity</li> </ul> |
|   | <p style="text-align: center;">Council Activity Groups</p> <ul style="list-style-type: none"> <li>• City Development</li> <li>• Economic Development</li> <li>• Streets and Transport</li> <li>• Refuse Minimisation and Disposal</li> <li>• Wastewater Collection, Treatment and Disposal</li> <li>• Water Supply</li> <li>• Waterways and Land Drainage</li> </ul> |   |

## A Well Governed City

| Outcomes  | Challenges and Opportunities  | Key Indicators   |
|---|---|--|
| <ul style="list-style-type: none"> <li>• Our people participate in decision making and enjoy the rights and responsibilities of living in a democracy.</li> <li>• Our City's infrastructure and environment are managed effectively, are responsive to changing needs and focus on long-term sustainability.</li> <li>• Our economy thrives on strong, proactive and ethical leadership.</li> </ul> | <ul style="list-style-type: none"> <li>• Develop leadership</li> <li>• Improve consultation and participation</li> <li>• Encourage civic responsibility</li> <li>• Strengthen treaty relationship</li> <li>• Improve stewardship</li> <li>• Build collaborative agencies</li> <li>• Develop triple bottom line reporting</li> </ul> | <ul style="list-style-type: none"> <li>• Community involvement in Council decision making</li> <li>• Council credit rating</li> <li>• Community confidence in Council decision making</li> </ul> |
|   | <p style="text-align: center;"><b>Council Activity Groups</b></p> <ul style="list-style-type: none"> <li>• Art Gallery Museum and Our City</li> <li>• City Development</li> <li>• Community Services</li> <li>• Democracy and Governance</li> </ul>   |  |

## A City of Inclusive and Diverse Communities

| Outcomes  | Challenges and Opportunities   | Key Indicators   |
|---|--|--|
| <ul style="list-style-type: none"> <li>• Our people participate in community life, have a sense of belonging and identity and have opportunities to contribute to the City's well-being.</li> <li>• Our City encourages a diversity of lifestyles, and a sense of social connection, place and identity.</li> <li>• Our economy provides opportunities for all people to participate in wealth creation, develop a sense of belonging and make a contribution.</li> <li>• We recognise our bicultural heritage in our multicultural society.</li> </ul> | <ul style="list-style-type: none"> <li>• Ensure a vibrant voluntary sector</li> <li>• Strengthen communities and neighbourhoods</li> <li>• Maintain and build a sense of identity and place</li> <li>• Reduce social inequalities</li> </ul>   | <ul style="list-style-type: none"> <li>• Social networks and groups</li> <li>• Satisfaction with the look and feel of the City, including the built environment and heritage protection</li> <li>• Voluntary work</li> <li>• Relationships with neighbours</li> <li>• Emotional health and well-being</li> </ul> |
|   | <p style="text-align: center;"><b>Council Activity Groups</b></p> <ul style="list-style-type: none"> <li>• Art Gallery, Museum and Our City</li> <li>• City Development</li> <li>• Community Services</li> <li>• Library Services</li> <li>• Parks and Open Spaces</li> <li>• Regulatory Services</li> <li>• Streets and Transport</li> <li>• Waterways and Land Drainage</li> </ul> |  |

## A City of Healthy and Active People

| Outcomes  | Challenges and Opportunities  | Key Indicators   |
|---|---|--|
| <ul style="list-style-type: none"> <li>• Our people live long and healthy lives.</li> <li>• Our City provides the natural and built environments that enable people to enjoy long and healthy lives.</li> <li>• Our economy is based on practices that promote and improve health.</li> </ul> | <ul style="list-style-type: none"> <li>• Increase healthy lifestyles</li> <li>• Ensure we have healthy homes</li> <li>• Improve environmental health</li> <li>• Reduce health inequalities</li> <li>• Improve mental well-being</li> <li>• Ensure effective health services</li> </ul>  | <ul style="list-style-type: none"> <li>• Mortality and morbidity</li> <li>• Life expectancy</li> <li>• Air and water quality</li> <li>• Frequency of physical activity</li> <li>• Public open space, including space for sport and recreation</li> <li>• Confidence in the public health system</li> </ul> |
|   | <p style="text-align: center;"><b>Council Activity Groups</b></p> <ul style="list-style-type: none"> <li>• Community Services</li> <li>• Parks and Open Spaces</li> <li>• Refuse Minimisation and Disposal</li> <li>• Regulatory Services</li> <li>• Wastewater Collection, Treatment and Disposal</li> <li>• Streets and Transport</li> <li>• Water Supply</li> <li>• Waterways and Land Drainage</li> </ul> |  |

## A Safe City

| Outcomes   | Challenges and Opportunities   | Key Indicators   |
|--|--|--|
| <ul style="list-style-type: none"> <li>• Our people are free from crime, violence, abuse and injury.</li> <li>• Our City's urban form and infrastructure maximise safety and security for all people from crime, injury and hazards.</li> <li>• Our economy invests in mitigating threats to safety and security.</li> </ul> | <ul style="list-style-type: none"> <li>• Improve road safety</li> <li>• Reduce crime</li> <li>• Ensure safe neighbourhoods and children, young people and families</li> </ul>  | <ul style="list-style-type: none"> <li>• Perceptions of safety, including child safety</li> <li>• Injury and crime rates</li> <li>• Road safety</li> <li>• Environmental safety</li> </ul> |
|  | <p style="text-align: center;"><b>Council Activity Groups</b></p> <ul style="list-style-type: none"> <li>• City Development</li> <li>• Community Services</li> <li>• Refuse Minimisation and Disposal</li> <li>• Regulatory Services</li> <li>• Wastewater Collection, Treatment and Disposal</li> <li>• Streets and Transport</li> <li>• Water Supply</li> <li>• Waterways and Land Drainage</li> </ul> |  |

## A Cultural and Fun City

| Outcomes   | Challenges and Opportunities  | Key Indicators   |
|--|---|--|
| <ul style="list-style-type: none"> <li>• Our people value leisure time and recognize that arts and leisure pursuits contribute to identity, connectedness and well-being.</li> <li>• Our City's infrastructure, facilities, open space and natural environments support a diverse range of arts and leisure activities.</li> <li>• Our economy is strengthened by the arts and leisure sectors.</li> </ul> | <ul style="list-style-type: none"> <li>• Increase participation in arts and cultural activities</li> <li>• Encourage sense of identity through arts and leisure activities</li> <li>• Develop our arts and cultural infrastructure</li> <li>• Develop our sports and leisure infrastructure</li> </ul>        | <ul style="list-style-type: none"> <li>• Participation in arts and cultural activities</li> <li>• Size of the arts and culture industry</li> <li>• Availability of leisure activities</li> </ul> |
|  | <p style="text-align: center;"><b>Council Activity Groups</b></p> <ul style="list-style-type: none"> <li>• Art Gallery, Museum and Our City</li> <li>• City Development</li> <li>• Community Services</li> <li>• Economic Development</li> <li>• Library Services</li> <li>• Parks and Open Spaces</li> </ul> |  |

## A Liveable City

| Outcomes  | Challenges and Opportunities   | Key Indicators  |
|---|--|---|
| <ul style="list-style-type: none"> <li>• Our people have appropriate housing and live in an attractive and well designed City and neighbourhoods.</li> <li>• Our City provides a choice of housing, easy mobility and access to open spaces, and a range of utilities that allow people to enjoy an acceptable quality of life.</li> <li>• Our economy invests in and benefits from enhancing the liveability of our City.</li> </ul> | <ul style="list-style-type: none"> <li>• Ensure appropriate and affordable housing</li> <li>• Develop liveable neighbourhoods</li> <li>• Ensure an effective transport system</li> </ul>   | <ul style="list-style-type: none"> <li>• Housing affordability; housing crowding</li> <li>• Accessibility of key local services</li> <li>• Availability of public open space</li> </ul> |
|   | <p style="text-align: center;"><b>Council Activity Groups</b></p> <ul style="list-style-type: none"> <li>• City Development</li> <li>• Community Services</li> <li>• Regulatory Services</li> <li>• Streets and Transport</li> <li>• Refuse Minimisation and Disposal</li> <li>• Wastewater Collection, Treatment and Disposal</li> <li>• Water Supply</li> <li>• Waterways and Land Drainage</li> </ul> |   |



*“Cycle lanes were extended by 17km to about 75km around the city this year.”*

## The Capital Endowment Fund

The Council established this fund to provide an ongoing income stream to be used for economic development, and civic and community projects. The objectives and policies set for it are detailed on page 50 in Volume 3 of the Council's 2004/14 LTCCP.

The Investment Objectives were met. This was achieved by minimising the risk of capital loss by retaining all funds in cash investments due to the volatility of the world's equity markets. This approach was consistent with eight of the ten Investment Objectives.

### Capital Endowment Fund – Funding Allocations

|  | 2005              |                     | 2004              |
|--|-------------------|---------------------|-------------------|
|  | Actual<br>\$000's | Estimate<br>\$000's | Actual<br>\$000's |
| Total Available Income from Fund                               | 3,288,819         | 2,582,847           | 2,815,310         |
| <b>Economic Development 70%</b>                                | 2,302,173         | 1,807,993           | 1,970,717         |
| Brought forward from previous year                             | 1,139,717         | -                   | 70,611            |
| Available to allocate  | <b>3,441,890</b>  | <b>1,807,993</b>    | <b>2,041,328</b>  |
| Less allocated:  |                   |                     |                   |
| Unspecified Economic Development Projects                      | (1,707,993)       | (1,707,993)         | (901,611)         |
| CDC - New economic development initiatives                     | (100,000)         | (100,000)           | -                 |
| Prior year residual funding paid                               | (1,139,717)       | -                   | -                 |
| Balance available for Economic Development Projects            | <b>494,180</b>    | <b>-</b>            | <b>1,139,717</b>  |
| <b>Civic and Community 30%</b>                                 | 986,646           | 774,854             | 844,593           |
| Brought forward from previous year                             | 593,012           | -                   | 282,278           |
| Available to allocate  | <b>1,579,658</b>  | <b>774,854</b>      | <b>1,126,871</b>  |
| Less already allocated   |                   |                     |                   |
| Unspecified Community Projects                                 | -                 | (42,354)            | -                 |
| Special Character Area Precinct Upgrade                        | (5,000)           | -                   | (1,391)           |
| City Heritage Policy   | (50,000)          | -                   | -                 |
| Canterbury Museum Trust Board Building and Development Project | (732,500)         | (732,500)           | (532,468)         |
| Balance available for Civic and Community Projects             | <b>792,158</b>    | <b>-</b>            | <b>593,012</b>    |
| Total Cash Carried Forward                                     | <b>1,286,338</b>  | <b>-</b>            | <b>1,732,729</b>  |

## Fund Capital

|  | 2005              | 2004              |
|--|-------------------|-------------------|
|  | Actual            | Actual            |
|  | \$000's           | \$000's           |
| Fund Capital at 1 July                               |                   |                   |
| Core Fund  | 75,353,309        | 75,575,200        |
| Fluctuation Reserve                                  | 3,500,000         | 3,500,000         |
| Unallocated Income                                   | 1,732,729         | 352,889           |
| <b>Total Fund Balance at 1 July</b>                  | <b>80,586,038</b> | <b>79,428,089</b> |
| During the year:                                     |                   |                   |
| Total Income Received by the Fund                    | 5,556,783         | 4,368,419         |
| Less Distributed                                     | (3,772,710)       | (1,510,470)       |
| Less Transferred to Capital for Inflation Provision  | (2,230,464)       | (1,478,109)       |
| <b>Balance to Unallocated Income</b>                 | <b>(446,391)</b>  | <b>1,379,840</b>  |
| Allocation from Council's Special Dividends Received |                   | - (1,700,000)     |
| Fund Capital at 30 June                              |                   |                   |
| Core Fund  | 77,583,773        | 75,353,309        |
| Fluctuation Reserve                                  | 3,500,000         | 3,500,000         |
| Unallocated Income                                   | 1,286,338         | 1,732,729         |
| <b>Total Fund Balance at 30 June</b>                 | <b>82,370,111</b> | <b>80,586,038</b> |



## CCC Equal Employment Opportunity Policy

(Reference to the Local Government Act 2002 schedule 7 clause 36(2))

### Management Plan for Equal Employment Opportunities 2004/2005

The Christchurch City Council is committed to having in place practices within the Council which work towards eliminating all forms of discrimination and which are consistent with the Council's Vision, Goals and Values. This includes eliminating barriers to the recruitment, retention, development and promotion of its employees.

### Statement of objectives and service performance

#### Objectives

Continue focusing the organisation on diversity and its integration with the organisation's vision, goals and values.

- 1 Learning and Development
  - a. Conduct Diversity training programme for all new staff to the organisation
  - b. Develop diversity awareness tools for use in teams
- 2 Improve system for collecting EEO Statistics
- 3 Encourage a more diverse workforce within the Council
- 4 Parenting Room
- 5 Continue to support Referral Advisors.
- 6 Utilise the council's On-line recruitment system – StaffCV - to improve access to vacancies. (new)

| Performance Indicators   | Actual Performance   |
|--|--|
| 1.1 Incorporate Diversity as an element of the Healthy Workplace Strategy.   | Ongoing  |
| 1.2 Profile and celebrate Diversity throughout the organisation on a regular basis.  | 2 events celebrated in 2005  |
| 1.3 Conduct 6 workshops by June 2005.  | 1 per month completed  |
| 1.4 Diversity tools are available through HR Team.   | Completed  |
| 1.5 Develop web-based database. Review conducted after 6 months of operation.  | Process now set up to collect and report as required on HRIS   |
| 1.6 2 Units pilot different ways of recruiting to encourage diverse groups within the community to apply for Council jobs. | StaffCV On-line recruitment system implemented   |
| 1.7 Target the advertising of jobs to a wider community base.  | 7 Talent Pools live on StaffCV. Every vacancy is now advertised internally or externally. New Collective Agreement now requires all selection decisions be based on merit. |
| 1.8 Monitor and evaluate use of the parenting room.  | Ongoing utilisation  |
| 1.9 Ensure that 4 meetings per year are held for information sharing, networking and skills development.                   | Incorporated in ongoing Learning and Development programme   |
| Conduct Treaty Workshops on regular basis for all staff  | 4 Treaty Workshops delivered   |
| Continue membership and support of EEO Trust   | Hosted EEO Trust launch of Diversity Game. 45 people from Christchurch businesses attended.  |

## Trading Enterprises and Other Organisations

Listed below are the trading enterprises which the Council has an interest in, together with the directors of the trading enterprises. Also listed are other major organisations on which the Council is represented.

### Christchurch City Holdings Limited (100% owned)

|                           |                        |
|---------------------------|------------------------|
| Paddy Austin (Cr) (Chair) | Oscar Alpers (Cr) ▼    |
| Craig Boyce               | Graham Condon (Cr) ◆   |
| Barry Corbett (Cr) ◆      | Pat Harrow (Cr) ▼      |
| Bruce Irvine              | Alister James (Cr) ▼   |
| Garry Moore (Mayor)       | Barbara Stewart (Cr) ▼ |
| David Stock               | Sue Wells (Cr) ◆       |

### Christchurch International Airport Limited (75% owned)

|                     |                     |
|---------------------|---------------------|
| Syd Bradley (Chair) | Sue Sheldon         |
| Jim Boulton         | Phillip Carter ■    |
| William Johnstone ☿ | Denis O'Rourke (Cr) |
| Gail Sheriff (Cr) ✓ |                     |

### Orion Group (87.625% owned)

|                         |                  |
|-------------------------|------------------|
| Linda Constable (Chair) | Craig Boyce      |
| John Dobson             | Don Elder        |
| George Gould            | Peter Rae        |
| Gail Sheriff (Cr) ■     | Sue Wells (Cr) ◆ |

### Lyttelton Port Company Limited (65.328% owned)

|                          |                |
|--------------------------|----------------|
| Barney Sundstrum (Chair) | Rodger Fisher  |
| Alan Grant               | Bill Luff      |
| Sue McCormack            | Donald Stewart |

### Red Bus Limited (100% owned)

|                           |                      |
|---------------------------|----------------------|
| Peter Rae (Chair)         | Ann Urlwin (Chair) ✕ |
| Gregory Campbell          | Evan Frew            |
| Ishwar Ganda (Cr) ◆       | Barry McFedries      |
| Christine Williams (Cr) ■ |                      |

### Selwyn Plantation Board Limited (39.32% owned)

|                    |                           |
|--------------------|---------------------------|
| Doug Marsh (Chair) | Allan Berge               |
| Peter Coakley      | Graham Heenan             |
| Heather Wild ▲     | Christine Williams (Cr) ● |

### City Care Limited (100% owned)

|                      |                   |
|----------------------|-------------------|
| David Spence (Chair) | Tony King         |
| Derek Crombie        | Bob Foster †      |
| Richard Lauder       | Doug Marsh †      |
| Hugh Martin ■        | Trevor Thornton ✕ |
| Ron Wright (Cr) ◆    |                   |

### Jade Stadium Limited (100% owned)

|                          |                      |
|--------------------------|----------------------|
| Hanlin Johnstone (Chair) | Paddy Austin (Cr) ◆  |
| Vicki Buck ◆             | Barry Corbett (Cr) ◆ |
| David Cox (Cr) ■         | Christopher Doig ■   |
| Dominique Dowding ■      | Bruce Irvine         |
| Simon Mortlock ■         |                      |

### Christchurch City Facilities Limited (100% owned)

|                        |                   |
|------------------------|-------------------|
| Bruce Irvine (Chair) ☆ | Peter Taylor ◆    |
| Graham Condon ◆        | David Cox (Cr)    |
| Christopher Doig ■     | Dominique Dowding |
| Hanlin Johnstone       | Simon Mortlock    |

### Jet Engine Facility Limited (100% owned)

|                      |                   |
|----------------------|-------------------|
| Peter Taylor (Chair) | Paddy Austin (Cr) |
| Craig Boyce          | Simon Mortlock    |

### Transwaste Canterbury Limited (37.85% owned)

|                           |                 |
|---------------------------|-----------------|
| Denis O'Rourke (Cr) Chair | R J Brine †     |
| Ray Harris                | Gerald Clemens  |
| Gill Cox                  | Jim Fulton      |
| Malcolm Hope              | Russell Wickham |
| Bill Woods *              |                 |

|   |                           |
|---|---------------------------|
| ▼ | resigned 8 December 2004  |
| ◆ | appointed 8 December 2004 |
| * | resigned 16 March 2005    |
| † | appointed 18 March 2005   |
| ● | resigned 31 March 2005    |
| ▲ | resigned 30 November 2004 |
| ◆ | resigned 21 March 2005    |
| ■ | appointed 21 March 2005   |
| ✓ | resigned 7 March 2005     |
| ☿ | appointed 1 June 2005     |
| ✕ | resigned 22 October 2004  |
| † | resigned 29 October 2004  |
| ✕ | appointed 29 October 2004 |
| ☆ | appointed 1 March 2005    |
| ◆ | resigned 1 March 2005     |