

23. 8. 2012

**COMMUNITY, RECREATION AND CULTURE COMMITTEE
31 JULY 2012**

**A meeting of the Community, Recreation and Culture Committee
was held in Committee Room 1, Civic Offices, 53 Hereford Street
on Tuesday 31 July 2012 at 9am.**

PRESENT: Councillor Yani Johanson (Chairperson),
Councillors Peter Beck, Helen Broughton, Tim Carter, Barry Corbett, Jimmy Chen, and
Glenn Livingstone.

APOLOGIES: An apology for absence was received and accepted from Councillor Gough.

An apology for lateness was received and accepted from Councillor Beck, who
arrived at 10.48am and was absent for clause 3 and part of clause 5.

Councillor Carter left the meeting at 12.18pm and was absent for clause 2.

The Committee reports that:

PART A - MATTERS REQUIRING A COUNCIL DECISION

The Committee considered the venue for its meetings, and requested that Council consider for all
future meetings of the Committee to be held in the Council Chamber.

(**Note:** Councillor Broughton requested that her vote against this motion be reordered.)

1. TEMPORARY REPAIR OF CENTENNIAL RECREATION AND SPORTS CENTRE

General Manager responsible:	General Manager Community Services, DDI 941-8607
Officer responsible:	Recreation and Sports Manager
Author:	John Filsell Recreation and Sports Manager

PURPOSE OF REPORT

1. The purpose of this report is to seek confirmation that the Council spend \$170,000 on Stage 1
of investigating the potential temporary repair of Centennial Recreation and Sports Centre.

EXECUTIVE SUMMARY

2. Centennial Recreation and Sports Centre (Centennial) was extensively damaged in the
February and June 2011 earthquakes and is closed indefinitely. On 26 June 2012 the Council
resolved to:

*“Request that staff report back on the feasibility and cost within two months of a temporary
repair to the Centennial Pool to provide central city swimming facilities whilst stage 1 of the
Central City Multi-Sport facility is being constructed.”*

1 Cont'd

3. In February 2012 at a cost of \$49,000 Beca produced a report on the damage to Centennial to quantify whether the level of damage exceeded sum insured. The sum insured is \$7,200,000. This report is attached as **Attachment 1** of this report. Section 9 on page 9 concludes that:
 - The estimated cost of repair exceeds the sum insured, \$7,200,000.
 - At least \$9,500,000 should be allowed to have a high level of confidence in the total cost of the assumed scope of the repair (this does not allow for geotechnical land remediation).
 - There is an overarching risk that the assumed scope of the repair is low, i.e. more damage will be discovered increasing the cost.
 - It may not be possible to repair some elements to the level of insurance entitlement, i.e. same condition as pre-quake.
4. In April 2012 the Council received a Statement of Position from its insurers confirming that the cost of the damage exceeded the sum insured, \$7,200,000.
5. In July 2012 Beca provided the Council officers information of the key issues, timeframe and cost of a process to potentially effect a temporary repair to Centennial. Beca propose a three stage approach that is summarised in the table below:

Stage	Scope	Timeframe	Cost
Stage 1	<ul style="list-style-type: none"> ▪ Discuss and agree with CCC the acceptable standards of a repair ▪ Safety audit for facility access to enable investigation ▪ Initial structural modelling ▪ Preliminary foundation / geotech design ▪ Site survey ▪ Preliminary estimate of construction costs if repair possible 	5 to 8 weeks	\$150,000 Plus Council costs of \$20,000
Stage 2	<ul style="list-style-type: none"> ▪ Comprehensive site and building investigations ▪ Develop the design of options ▪ Cost estimate with more confidence 	15 weeks	\$165,000 to \$245,000
Stage 3	<ul style="list-style-type: none"> ▪ Detailed design and construction documentation, ready to tender 	8 to 10 weeks	\$185,000 to \$275,000

6. Beca stand by the conclusions of their report of February 2012 (see section 3 of this report above) but stress that it is highly probable that the cost of a repair will be greater. This is primarily because investigations could potentially find more damage and the severity of the damage could be greater than anticipated.
7. The Council aim to repair buildings to 100 per cent New Building Standard (NBS) especially those buildings that are extensively used by vulnerable populations. Centennial fits into this category as many users are children. At present Centennial does not meet 100 per cent NBS so additional rehabilitation of the building may be necessary over and above the cost of repair resulting in increased cost. It may not be possible through a repair, to meet 100 per cent NBS.
8. If repair is possible and the Council chooses to proceed, the tendering and construction would be about 50 weeks including a period of four weeks to report to the Council with the relevant decision making information. The Council will have to decide whether the project is "significant". If so, a further consultative process will be necessary.
9. The best indication to date of capital cost of a repair is \$9,500,000. This is from the Beca report of February 2012 and comes with significant uncertainties with cost implications. Insurance proceeds total \$7,200,000. However the insurance proceeds from Centennial have been identified to contribute to the cost of the Central City Multi-Sport Facility. This means the capital cost of a Centennial repair will have to be funded by additional borrowing or prioritised over another project.

1 Cont'd

10. The gross operational cost of Centennial pre-quake was \$2,087,757 per annum this was off-set against a revenue of \$1,342,296. The nett operating cost being \$745,461. Centennial relied on free-heat from the neighbouring Whispertech plant to off set energy costs. The Whispertech plant has now been demolished.
11. Centennial relied on three main areas of revenue. Memberships from central city workers, a swim school and patronage of inner city residents. The swim school has been successfully transferred to the neighbouring Graham Condon Recreation and Sport Centre; swim education is now operating at higher than pre-quake levels. The number of inner city residents and workers has fallen dramatically and is not predicted to rebound until the central city re-build gathers momentum in three years plus. This is when the new Central City Multi-Sport Facility will open.
12. Should the Council decide to repair Centennial there is a high probability of a significantly higher nett operating cost due to an increase in costs (primarily energy) and a reduction in revenue. Officers have investigated lowering the service level from a potentially repaired Centennial. Due to the compact nature and design of the facility this is not practical.
13. In order to obtain further information on the scale and feasibility of a temporary repair, it is recommended that the Council engage Beca to carry out further investigations identified as Stage 1 in section 5 of this report. The cost is a total of \$170,000 and the timeframe is five to eight weeks. This will give the Council a clearer picture on the probability of success and cost of a repair. Officers would report back to the Council within 10 weeks with a recommendation on whether to proceed with Stage 2.

FINANCIAL IMPLICATIONS

14. There is uncertainty in the cost of a repair and if a repair is possible. There is a high probability that operating costs will not be sufficiently off-set by revenue to avoid a significantly increased operating deficit over and above pre quake levels (see sections 10, 11 and 12 of this report).
15. Should the costs of a temporary repair come to less than the insured value of \$7,200,000, the insurance settlement will amount to the actual cost to repair and not the full insured value.
16. The cost of the report will be an unbudgeted item in the Recreation and Sports budget.

Do the Recommendations of this Report Align with 2009-19 LTCCP budgets?

17. No. There is \$593,000 of OPEX in the LTP for years 2013-2014 and 2014-2015. This is insufficient (see sections 10, 11 and 12 of this report).
18. No. There is no capital funding for this project in the Long Term Plan (LTP). Potential insurance proceeds of \$7,200,000 have been allocated elsewhere (see section 9 of this report).

LEGAL CONSIDERATIONS

19. Care will need to be taken to effect a repair that meets all consenting and policy requirements as the Council knows Centennial is extensively damaged, sits on geologically unstable land and is used by a vulnerable population.

Have you considered the legal implications of the issue under consideration?

20. Yes. The investigation of a repair of Centennial has been consulted on through the 2012-2013 Annual Plan Process. Should the Council decide to progress with the repair, the Council will need to follow its decision making process and determine whether the project is significant. If the project is significant a consultative process will be necessary.

ALIGNMENT WITH LTCCP AND ACTIVITY MANAGEMENT PLANS

21. Yes. The operation of Centennial is a level of service in Activity Management Plan 7.0.1.

1 Cont'd

Do the recommendations of this report support a level of service or project in the 2009-19 LTCCP?

22. Yes. The operation of Centennial is a level of service in the 2009-2019 LTCCP. The decision to request that staff report back on the feasibility and cost within two months of a temporary repair to the Centennial Pool to provide central city swimming facilities whilst stage 1 of the Central City Multi-Sport facility is being constructed was made as a result of the 2012-2013 Annual Plan process.

ALIGNMENT WITH STRATEGIES

23. Aligns with the Physical Recreation and Sport Strategy 2002.

Do the recommendations align with the Council's strategies?

24. Aligns with the Physical Recreation and Sport Strategy 2002.

CONSULTATION FULFILMENT

25. The consultation requirement for investigation into a temporary repair of Centennial was met through the 2012-2013 Annual Plan process.

STAFF RECOMMENDATION

That the Council:

- (a) Engage Beca to carry out further investigations identified as Stage 1 in section 5 of this report at a cost of \$150,000 and the Council's project management costs of \$20,000 to be funded as an unbudgeted item in the Recreation and Sports budgets.
- (b) Request that staff report back on the feasibility and cost within 10 weeks of a temporary repair to Centennial Recreation and Sports Centre.

COMMITTEE RECOMMENDATION

That the Council:

- a) Note that the Committee seek assurances around value for money and the scope of works in regards to the engagement of Beca as the consultant.
- b) Subject to (a) being achieved to the satisfaction of the Council, that the Council Engage Beca to carry out further investigations identified as Stage 1 in section 5 of this report at a cost of \$150,000 and the Council's project management costs of \$20,000 to be funded as an unbudgeted item in the Recreation and Sports budgets.
- c) Request that when staff report back on the feasibility and cost, that this makes reference to the transitional needs of the local community, within 10 weeks of a temporary repair/ permanent repair/ replacement to Centennial Recreation and Sports Centre.

2. HERITAGE GRANT APPROVAL – 284-294 KILMORE STREET, CHRISTCHURCH

General Manager responsible:	General Manager, Strategy and Planning Group, DDI: 941-8281
Officer responsible:	Programme Manager, District Planning
Author:	Neil Carrie, Principal Advisor Heritage

PURPOSE OF REPORT

1. The purpose of this report is to obtain approval for a Heritage Incentive Grant (HIG) for "Pomeroy's" 284–294 Kilmore Street, (Wards Brewery) Christchurch.

2 Cont'd

EXECUTIVE SUMMARY

2. The buildings at 284-294 Kilmore Street are part of the Wards Brewery's complex which is listed as Group 2 in the City Plan and is an Historic Area registered by the New Zealand Historic Places Trust (refer to the Statement of Heritage Significance in **Attachment 1**). The applicants for the grant are Murray Collings and Tim Scott who are the current owners of the building. A sitemap and photograph of the building can be found in **Attachment 2**.
3. The buildings which are the subject of this Heritage Incentive Grant (HIG) fund application comprise two double storey brick buildings and a single storey section to the east, which date from the 1880s. There is a later warehouse addition to the south which has not been included with the application. The HIG application has been restricted to an assessment of those conservation, code compliance and seismic strengthening measures which have not been included in the insurance settlement. The works include an increase in seismic strengthening from 34 per cent to 67 per cent of New Building Standard (NBS) (where 34 per cent NBS meets the Building Code requirement for an earthquake strengthened building). It is the Policy of the Council under the "Earthquake-Prone Dangerous and Insanitary Buildings Policy, 2010" for buildings to be strengthened to 67 per cent NBS as proposed in this application. The works have a resource consent, RMA 92019130.
4. The buildings have not been the subject of a previous application to the Council HIG Fund but has been awarded a grant from the Canterbury Earthquake Heritage Building Fund Trust. This grant assisted with the repairs and replacement of the slate roofs.
5. The work described below for which the applicants are seeking heritage grant support will ensure the future protection and continuing use of these significant heritage buildings. The application has been determined to meet the relevant criteria for a grant as provided in the Heritage Incentive Grants Policy – Operational Guidelines.
6. The grant from the Canterbury Earthquake Heritage Building Fund (CEHBF) Trust included a requirement for a covenant with the Council. A conservation covenant to meet the Operational Guidelines for HIG funding has been provided for under the CEHBF Trust for this heritage property.

SCOPE OF WORK

7. A summary of conservation and maintenance works include:
 - (a) strengthening the buildings described above the 34 per cent NPS to comply with the Council Policy for Earthquake-Prone buildings at 67 per cent of NBS of the current Building Code requirement
 - (b) installation of fire detectors and alarms to current Building Code requirements
 - (c) electrical upgrade to existing electrical reticulation
 - (d) emergency lighting and refitting of lighting fixtures to allow for insertion of new structural frames.

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2 Cont'd

8. Costs for conservation, including code compliance and maintenance works are outlined in the table below:

Particulars	Costs
Structural strengthening from 34% to 67% of NBS	\$43,000
Conservation of external sealing and painting of brick work (existing painted)	\$25,880
SubTotal	\$68,880
Fire sprinklers and alarms	\$34,350
Electrical upgrade work	\$72,510
Subtotal	\$106,860
Total of conservation, seismic strengthening and Building Code works	\$175,740

HERITAGE INCENTIVE GRANTS POLICY

9. The Operational Guidelines for the Policy provide for a grant of up to 40 per cent of the total heritage related costs for a 'Group 2' heritage building.

Proposed heritage grant (40% of conservation and strengthening works),	\$27,552
Proposed heritage grant (20% of electrical and fire protection works)	\$21,372
Total Grant	\$48,924

FINANCIAL IMPLICATIONS

- 10.

	2012/13
Annual Budget for the Heritage Incentive Grant (HIG) fund	\$763,684
Funds remaining from 2011/12 financial year	\$505,499
Balance of 12/13 funds	\$1,269,183
Proposed grant to 284 – 294 Kilmore Street	\$48,924
Total Available Funds 2011/12	\$1,220,259

Do the Recommendations of this Report Align with 2009-19 LTCCP budgets?

11. Yes. The Heritage Incentive Grant budget is an annual fund provided for in the 2009-19 LTCCP.

LEGAL CONSIDERATIONS

12. Limited Conservation Covenants are required under the Heritage Conservation Policy for properties receiving Heritage Incentive Grants of \$5,000 to \$49,999. A Full Covenant is required for grants of \$50,000 or more.

2 Cont'd

Have you considered the legal implications of the issue under consideration?

13. Yes. Covenants in most circumstances are a more comprehensive form of protection of the buildings because they are registered against the property title, ensuring that the Council's investment is protected. A conservation covenant to meet the Operational Guidelines for HIG funding has been provided for under the CEHBF Trust for this heritage property.

ALIGNMENT WITH LTCCP AND ACTIVITY MANAGEMENT PLANS

14. The Heritage Incentive Grants Scheme is aligned to the Community Outcome 'An attractive and well-designed City' (LTCCP 2009-19, page 50). 'Community Outcome 9. Development' provides for, among other things, ensuring "our lifestyles and heritage are enhanced by our urban environment" (page 54). One of the success measure is that "Our heritage is protected for future generations" (page 54). "Progress will be measured using these headline indicators ... number of heritage buildings, sites and objects." (page 54). Heritage Incentive Grants contribute towards the number of protected heritage buildings, sites and objects, which is the measure under the outcome.
15. Within the 'Activities and Services' section of the LTCCP, is 'City planning and development' which aims to help improve Christchurch's urban environment, among other things. One of the activities included in 'City planning and development' is 'Heritage protection'. "A city's heritage helps to sustain a sense of community identity, provides links to the past, and helps to attract visitors. The Council is committed to protecting the heritage of our city and works with developers, landowners and other stakeholders to conserve heritage buildings, areas and other items" (page 187).
16. 'Heritage Protection', requires the Council to "Research and promote the heritage of Christchurch and Banks Peninsula. Work with developers, landowners and other stakeholders to conserve heritage areas, buildings, and other items. Promote development that is sensitive to the character and heritage of the city and existing communities." (page 192). The Council provides information, advice and funding for city heritage and heritage conservation, and will be expected to continue to do so, as part of its objective to retain heritage items.

Do the recommendations of this report support a level of service or project in the 2009-19 LTCCP?

17. Yes.

ALIGNMENT WITH STRATEGIES

18. Alignment of the requirement for Heritage Incentive Grants and Conservation Covenants stems from the Heritage Conservation Policy which in turn is relevant to:

Greater Christchurch Urban Development Strategy (UDS)

Heritage development projects provide opportunities for increased commercial and residential activity in the City while at the same time enhancing the heritage townscape. The UDS considers heritage as an integral part of Christchurch and an aspect of growth management provided for is through the protection, maintenance and enhancement of heritage.

2 Cont'd

Christchurch City Plan

Heritage redevelopment projects are consistent with the Heritage provisions of the City Plan: Volume 2, Section 4, City Identity, Objective 4.3 Heritage Protection provides for objectives and policies in relation to Heritage protection. It recognises that Christchurch is a cultural and tourist centre, a role mainly dependent on its architectural, historic and scenic attractions. Much of its distinctive character is derived from buildings, natural features, other places and objects which have over time, become an accepted part of the cityscape and valued features of the City's identity. Protection of heritage places includes cultural, architectural, areas of character, intrinsic or amenity value, visual appeal or of special significance to the Tangata Whenua, for spiritual, cultural or historical reasons. This protection may extend to include land around that place or feature to ensure its protection and reasonable enjoyment. A heritage item may include land, sites, areas, buildings, monuments, objects, archaeological sites, sacred sites, landscape or ecological features in public or private ownership.

Central City Revitalisation Strategy

Inner city heritage improvement projects are consistent with the vision for the Central City to cultivate a distinct identity that is unique to the city's environment and culture. This strategy places particular emphasis on the heritage of our Central City. The Christchurch Central City contains over half of the city's entire heritage assets.

New Zealand Urban Design Protocol

Heritage projects improve the quality and design of the urban environment by protecting the heritage of the city, which is stated in the Protocol as being an attribute of successful towns and cities. Limited Conservation Covenants will contribute towards the implementation of the New Zealand Urban Design Protocol of March 2005 of which the Council is a signatory body.

Heritage Conservation Policy

The Heritage Incentive Grants are provided for under section 8 of the Heritage Conservation Policy. As noted above under the LTCCP heading, the Heritage Conservation Policy aligns with the Community Outcome "An attractive and well-designed City" through the indicator "Number of heritage buildings, sites and objects".

The Heritage Grants Policy is aligned with the ICOMOS New Zealand Charter 1993 for the Conservation of Places of Cultural Heritage Value, which the Council has adopted. The concept of places incorporates landscape, buildings, archaeological sites, sacred places, gardens and other objects. ICOMOS considers that countries have a "general responsibility towards humanity" to safeguard their heritage for present and future generations.

Do the recommendations align with the Council's strategies?

19. Yes.

CONSULTATION FULFILMENT

20. There is no requirement for community consultation for Heritage Incentive Grants or Covenants.

STAFF RECOMMENDATION

That the Council approve a Heritage Incentive Grant of up to **\$48,924** for conservation and maintenance, fire detectors and alarms, and electrical upgrade work for the protected heritage building at 284-294 Kilmore Street, subject to certification of compliance with the above scope of works outlined in paragraph 7 of this report.

2 Cont'd

COMMITTEE RECOMMENDATION

That the Council:

- a) Adopt the staff recommendation.
- b) Approve that the delegated authority given to the former Heritage and Arts Committee in relation to Heritage Incentive Grants be granted to the Community, Recreation and Culture Committee, namely:

The power to approve individual heritage grants to owners of heritage buildings, places or objects listed in the City Plan or the Banks Peninsula District Plan of up to \$100,000 and in accordance with the Councils heritage grant policies, provided that:

- *Applications for such grants in excess of \$100,000 shall be considered by the Committee, but referred with a recommendation by the Committee to the Council for final approval; and*
- *That Committee is to report to the Council twice a year, listing heritage grants which have been approved by the Committee pursuant to its delegated powers within the preceding six months.*

3 MAYORAL TRAVEL IN SUPPORT OF CIVIC AND INTERNATIONAL RELATIONS

General Manager responsible:	General Manager Public Affairs, DDI 941-8982
Officer responsible:	Marketing Manager
Author:	Manager Civic and International Relations

PURPOSE OF REPORT

- 1. To seek approval for:
 - (a) An amendment to the Council's 2005 International Relations Policy specifying that Mayoral travel to Sister Cities is a key tool to maintain and develop these relationships for the benefit of the city and that approval is given for the Mayor to visit each Sister City once per three year term.
 - (b) In accordance with the Christchurch City Council Schedule of Elected Members Allowances and Expenses Rules approval is requested for the Mayoress to accompany the Mayor on visits to Sister Cities.
 - (c) Travel by the Mayor and Mayoress to the Asia/Pacific Sister City partners, in order to reaffirm Christchurch's commitment to Sister Cities in light of support received post-earthquake, and to set the conditions for economic development and exchange of best practice, during the remainder of the current electoral cycle.

EXECUTIVE SUMMARY

- 2. Christchurch City Council maintains and develops international relationships that contribute to the city's Community Outcomes and the Council's Strategic Directions. The Council's 2005 International Relations policy emphasises the following Outcomes:
 - (a) a Prosperous City (promoting international investment, access to best practice and technology, and educational opportunities)
 - (b) a City of Inclusive and Diverse Communities (bringing cultural experiences to the city and promoting cultural awareness about different communities both visiting and living in Christchurch); and

3 Cont'd

- (c) a City of Lifelong Learning (promoting international education exchanges and attracting high-calibre international students to study and research in Christchurch).
3. The cornerstone of the City's international relations is the Sister Cities relationships. Christchurch will continually enhance the quality of life of its citizens and understanding of diverse cultures from around the world through proactive Sister City relationships. The following objectives will assist in meeting this vision:
- (a) to promote relationships between the people of Christchurch and the people of its Sister Cities
 - (b) to continue to increase international understanding and opportunities for wider reaching relationships through the promotion of our Sister Cities in Christchurch
 - (c) to involve a range of community groups including schools and where appropriate local business under the auspices of key business facilitators; and
 - (d) to promote Christchurch as a city welcoming tourism and visitation and international economic development.
4. The majority of work on these important relationships is conducted remotely and at the staff level, through constant dialogue with counterparts overseas, work together on joint projects, and via cooperation and coordination with our six Sister City Committees and with other Christchurch organisations, particularly Christchurch Development Corporation (CDC), Christchurch and Canterbury Tourism (CCT), (Christchurch International Airport Limited (CIAL), the Chamber of Commerce, and Study Christchurch. This work can be given significant impetus, however, by travel by the Mayor. The presence of the Mayor at a key meeting or event can secure access to leaders and key decision-makers which would otherwise not be possible. It also attracts significantly more foreign media coverage and raises the profile both of the event and the City more widely. This is particularly the case in the Asian region, where Mayoral visits are accorded great significance. For this reason, a Mayoral travel programme is recommended as a key tool in developing the city's international relationships and an amendment to the 2005 International Relations Policy, to reflect this, is proposed.
5. During 2012, New Zealand will mark a number of important foreign policy milestones, and celebrations and events around these milestones will offer further opportunities for Christchurch to advance some key relationships in cooperation with central government. New Zealand's formal relations with China, Korea and Japan reach their 40th, 50th and 60th anniversaries this year. It is also 70 years since New Zealand established formal diplomatic relations with the United States of America. Travel to our Sister Cities in each of these countries offers the opportunity to honour these anniversaries, work with central government and advance our city-to-city links while setting the conditions for economic development to assist in the redevelopment of the city post-earthquake. Accordingly it is recommended that the Mayor visit the Sister Cities of Gansu, Wuhan, Kurashiki, Songpa-Gu and Seattle in the latter part of the year, leveraging on the Prime Minister's proposed visit to China to celebrate the 40th anniversary of diplomatic relations.
6. Sister City Chairs have encouraged consideration of a Mayoral visit in support of the Sister Cities programme. Staff have consulted a range of agencies and organisations to determine outcomes desired from the possible visit by Mayor to Sister Cities and the opportunities this presents in attracting economic development to support the city's recovery. These agencies and organisations include:
- (a) Ministry of Foreign Affairs and Trade
 - (b) Education New Zealand
 - (c) University of Canterbury

3 Cont'd

- (d) CPIT
 - (e) Canterbury Development Corporation
 - (f) Christchurch and Canterbury Tourism
 - (g) Christchurch International Airport.
7. Engagement with these agencies has been positive. CPIT, University of Canterbury and Education New Zealand see the Mayor's visit, to Asia in particular, as essential in publicising that Christchurch wants international students and has the ability and the institutions to provide quality education. Likewise Canterbury Development Corporation and Christchurch and Canterbury Tourism are enthusiastic of the Mayor's presence overseas in the attraction of investment in the redevelopment of the city, and getting the message to key markets that Christchurch is "open for business". Christchurch International Airport Limited see the Mayor's visit to the cities proposed as an essential tool to secure meetings with key contacts and in encouraging the return of tourists from key markets back to the city.
8. Subject to the decision of the Council the details of this travel will be confirmed over the next two months, based around the above anniversaries and key Sister City projects. The visits to several Sister Cities are being combined in order to minimise travel cost and time. A visit to our Sister City of Adelaide is not proposed in 2012; however an invitation to the Lord Mayor of Adelaide to visit Christchurch is under discussion, to mark the 40th anniversary of that Sister City connection and to advance a number of joint projects.

FINANCIAL IMPLICATIONS

9. There is provision for international travel by the Mayor and Mayoress within the mayoral travel budget of approximately \$42,000 per annum. It is expected that travel to Sister Cities would be allocated from within this budget.
10. Sister City hosts have in the past been extremely generous in meeting on the ground costs while visiting the city.
11. Any direct costs associated with meetings, receptions etc targeting economic development on behalf of other agencies and organisations will be the responsibility of that agency or organisation.

Do the Recommendations of this Report Align with 2009-19 LTCCP budgets?

12. Yes. There is provision within the CIR budget for international travel by a Civic and International Relations staff member, in order to support the Mayor and work with overseas counterparts.

LEGAL CONSIDERATIONS

13. Nil.

ALIGNMENT WITH LTCCP AND ACTIVITY MANAGEMENT PLANS

14. Civic and International Relations Activity 5.0 and LTP 2009-19 Economic Development, Civic and International Relations, page 150.

Do the recommendations of this report support a level of service or project in the 2009-19 LTCCP?

15. Yes. Maintain and develop strategic city to city programmes (LTP 2009-19 Economic Development, Civic and International Relations, page 150).

3 Cont'd

ALIGNMENT WITH STRATEGIES

16. This report reflects the following strategies:
- (a) 2005 International Relations Policy (**Separately Circulated** to Councillors)
 - (b) 2000 Sister Cities Strategy; and
 - (c) Schedule of Elected members Allowances and Expenses Rules (1 July 2011 to 30 June 2012) (**Separately Circulated** to Councillors).

Do the recommendations align with the Council's strategies?

17. Yes.

CONSULTATION FULFILMENT

18. Not applicable.

STAFF RECOMMENDATION

That the Council:

- (a) Approve an amendment to the Council's 2005 International Relations Policy specifying that Mayoral travel to Sister Cities is a key tool to maintain and develop these relationships for the benefit of the city and that approval is given for the Mayor to visit each sister city once per three year term.
- (b) In accordance with the Christchurch City Council Schedule of Elected Members Allowances and Expenses Rules approve travel by the Mayoress to accompany the Mayor on visits to sister cities.
- (c) Approve travel by the Mayor and Mayoress to the Asia/Pacific sister city partners, in order to reaffirm Christchurch's commitment to sister cities in light of support received from those Sister cities post-earthquake, and to set the conditions for economic development and exchange of best practice, during the remainder of the current electoral cycle.

COMMITTEE CONSIDERATION

It was **moved** by Councillor Johanson that the Committee recommend to the Council:

- a) *That no amendments are made to the International Relations policy as it notes there is an overdue need for a full review in conjunction with the Sister Cities Strategy and policies.*
- b) *That the Council establish a working party to review the International Relations policy and Sister Cities Strategy/policies and report back with in six months.*
- c) *The Committee notes that it does not have delegation to give approval for Mayoral/Mayoress travel under the Allowances and Expenses Rules and as such makes no resolution on this matter as it is more appropriate that this is done by the Council as a whole.*

The motion was seconded by Councillor Carter.

3 Cont'd

Councillor Broughton moved by way of amendment, that:

The Committee recommend that the Council:

- (a) *Approve an amendment to the Council's 2005 International Relations Policy specifying that Mayoral travel to Sister Cities is a key tool to maintain and develop these relationships for the benefit of the city and that approval is given for the Mayor to visit each sister city once per three year term.*
- (b) *Approve travel by the Mayor to the Asia/Pacific sister city partners, in order to reaffirm Christchurch's commitment to sister cities in light of support received from those Sister cities post-earthquake, and to set the conditions for economic development and exchange of best practice, during the remainder of the current electoral cycle.*

That the Committee recommend that the following issue is referred directly to the Council for a decision:

- (c) *In accordance with the Christchurch City Council Schedule of Elected Members Allowances and Expenses Rules approve travel by the Mayoress to accompany the Mayor on visits to sister cities.*

The amendments was seconded by Councillor Corbett.

The amendment when put to the meeting was declared **tied** 3 votes all on Division No.1, the voting being as follows:

For(3): Councillors Broughton, Chen and Corbett
Against (3): Councillors Carter, Livingstone and Johanson

The original motion when put to the meeting was declared **tied** 3 votes all, on Division No.2, the voting being as follows:

For(3): Councillors Carter, Livingstone and Johanson
Against (3): Councillors Broughton, Chen and Corbett

BACKGROUND (THE ISSUES)

Our Sister City Partners

19. Christchurch has six Sister City Relationships and one Strategic Partnership¹. Our Sister Cities are Adelaide, Australia (since 1972); Kurashiki, Japan (1973); Christchurch, UK (1975); Gansu, China (1984); and Songpa-Gu, Korea (1995). The Strategic Partnership with Wuhan, China was agreed in 2006.

¹ The 2005 International Relations Policy defines the difference between as Sister City and a Strategic Partnership. A Sister City relationship is defined as: "Sister City relationships will be developed with cities where there are diverse linkages in the areas of culture, education, and business. These relationships will be long term and have the support and of the community. Formalised by Council agreement, they will be managed locally by a community committee, and supported by Council resource at both ends of the relationship." A Strategic Partnership is defined as: "Strategic Partnerships may operate external to the Council but must fit with the Community Outcomes and Strategic Directions. It is likely a Strategic Partnership will contain a preponderance of proposed activity dedicated to commerce, education and access to markets and capital and only a small amount of activity in the arts, culture, sport and community awareness/support areas."

3 Cont'd

20. Each of the Sister City relationships are coordinated and promoted by a community-based Committee. Elected members may sit on these Committees - the Council's Sister Cities Strategy document, adopted in 2000, provides for each Committee to include a minimum of one and maximum of two elected members. The Committees also draw in representation from other key city agencies with an international focus – for example, the Christchurch/China Friendly Relations Committee² has a member from the Canterbury Development Corporation (CDC) and the Christchurch/Adelaide Sister City Committee has a member from Christchurch and Canterbury Tourism (CCT).
21. Council staff from Civic and International Relations (Marketing Unit/Public Affairs Group) oversee and assist the Committees and manage their annual applications for funds. The Sister City Committees receive a small annual administrative grant plus modest seed funding for new projects which meet the objectives of the Council's Sister Cities Strategy and International Relations policy. The Council provides each Committee with a free venue for meetings, under the terms of the 2000 Strategy.
22. Sister City relationships and other international partnerships provide diverse benefits and opportunities for the city. Independent research commissioned by the Auckland City Council in 2007 found that its international partnerships facilitated an additional \$55 million of GDP to the Auckland economy each year and while a detailed economic analysis of this nature has not been carried out for Christchurch's international partnerships, clear benefits have accrued for the city as a result of our longstanding Sister City links plus the more recent Strategic Partnership and additional international relationships, such as those developed in connection with our role as an Antarctic Gateway City.
23. **Gansu:**
 - (a) Sister City connections are a very significant concept within the Asian region.
 - (b) Christchurch has had a Sister City relationship with Gansu since 1983.
 - (c) This Sister City relationship reflects the historical ties between the Chinese province in which Rewi Alley lived and worked and his country of origin (he was born in Springfield). Rewi Alley is a highly revered figure in China, honoured for his dedication over 60 years in helping ordinary Chinese working people.
 - (d) As a result this Sister City relationship is frequently honoured by the Chinese side, including during the 2009 visit to Christchurch of the Chinese Vice-Premier Li Keqiang, and the visits by Chairman Jia in April 2012 and Governor Wang in June 2012.
 - (e) While the Chinese economy is growing rapidly, Gansu in the isolated north-east remains relatively poor and the work of the Committee frequently focuses on assistance, for example through the provision of teachers. Training opportunities for Gansu officials are also being explored with University of Canterbury. In addition, Gansu province offers two annual scholarships for young students/youth ambassadors nominated by the Sister City Committee, which offer a unique opportunity for young Cantabrians studying the Chinese language.
24. **Wuhan:**
 - (a) Christchurch has had a Strategic Partnership with Wuhan since 2006.
 - (b) Wuhan is one of China's top three scientific and educational centres, alongside Beijing and Shanghai. It has a population of approximately 10 million and more than 30 tertiary education institutions, with hundreds of thousands of students. Wuhan is an important centre for trade, finance, transport, education and research, and ICT development in China. It has several industrial zones devoted to the development of new technologies.

² The current name of the Christchurch/China Sister Cities Committee.

3 Cont'd

- (c) The Wuhan Government puts considerable resources into the relationship, including separate visits to Christchurch by both their Mayor and Deputy Mayor in 2009. The Strategic Partnership was a factor in the inclusion of Christchurch in the programme for the State Visit to New Zealand by Chinese Vice Premier Li Keqiang in November 2009, which gave Christchurch a high profile in Chinese national news at the time. The Chairman of the People's Congress of Hubei Province will visit Christchurch in July 2012.
- (d) The Strategic Partnership relationship assisted in the decision of the Chinese Government to fund New Zealand's second Confucius Institute at the University of Canterbury (UC)

which opened in 2009. In September 2009, UC concluded an agreement on a joint PhD programme with the China Scholarship Council, which enables PhD students from Wuhan to apply for scholarships to study at UC. A 'Friendship City Scholarship Programme', which has operated since 2006, has brought over 30 Wuhan students to study at UC. Another 20 Wuhan students will be joining UC in 2012. This is to be an annual programme with UC receiving groups every year from Wuhan's Zhongnan University of Economics and Law (ZUEL), who then complete their double-degree studies at UC after two and a half years of study in China.

- (e) Collaborative business ventures have grown out of the partnership with Wuhan, including a partnership recently formalised between local architectural firm Warren and Mahoney and the Central-South Architectural Design Institute (CSADI) in Wuhan. CSADI and Warren and Mahoney are now working together to jointly bid for architectural contracts in China. Canterbury Development Corporation is investigating the scope for collaborative work on 'green tech' projects with Wuhan Biolake, a high-tech start-up zone.
- (f) The Chinese Antarctic Centre of Survey and Mapping is based at Wuhan University and works with UC's Gateway Antarctica. The Chinese Antarctic Programme is growing rapidly and is now the largest Antarctic programme in the world. China has ambitious plans to build three bases on Antarctica and sends an icebreaker there every year (the *Xue Long* called at Lyttelton on its way to and from Antarctica during the 2009/2010 summer season). Positioning Christchurch as a key gateway to the ice and reinforcing our links with the Chinese programme will deliver opportunities and benefits to the city. (CDC research in 2007 found Antarctic-related activities contributed over \$87 million to the Canterbury economy.)
- (g) There have been many past visits designed to push along progress in Christchurch/Wuhan cooperation projects. Former Mayor Garry Moore visited Wuhan in 2006, as did Mayor Bob Parker in 2008. The Mayor of Wuhan visited Christchurch in 2009. Mayor Parker's 2008 delegation to Wuhan included representatives from the Universities of Canterbury and Lincoln, local business and Education Christchurch & Canterbury (now Study Christchurch) which represents the interests of all of Christchurch's educational institutions. A limited number of outstanding students from a range of Christchurch high schools also accompanied the delegation, in support of the Sister City programme's commitment to building understanding of our Sister City partners and equipping Christchurch young people with cross-cultural knowledge and skills.

25. **Kurashiki**

- (a) A Sister city since 1973, 2013 will mark the 40th anniversary of the Christchurch/Kurashiki Sister City relationship. When the Christchurch City Council signed its Sister City agreement with Kurashiki, it was the first New Zealand city to establish a formal sister city partnership with Japan.
- (b) The Japanese Ambassador is keen to develop this Sister City relationship further and the Sister City Committee has received a proposal to organise a Business Expo around activities marking the 40th anniversary. This proposal is in the process of being canvassed with Christchurch businesses.

3 Cont'd

- (c) Over the past 12 years, the relationship has enabled more than 250 Christchurch students to travel to Kurashiki on student exchanges, attending school in Kurashiki and staying with local families. This is a reciprocal arrangement, with Christchurch welcoming over 500 students from Kurashiki, who have attended school and stayed with local families.
- (d) In addition to student exchanges, five-yearly anniversaries of the relationship have been marked by larger delegations. More recently, during the 25th, 30th and 35th anniversaries of the Sister City relationship, a mayoral delegation has visited each other's city. During the 35th anniversary, Christchurch sent a delegation to Kurashiki and Kurashiki returned with 180 members including their Mayor and several Councillors.

26. Songpa:

- (a) A Sister City partner since 1995.
- (b) The Republic of Korea is New Zealand's fifth-largest trading partner and the world's 12th largest economy. Songpa is part of metropolitan Seoul, one of the largest cities in the world with a population of over 22.5 million people. Songpa is one of the greenest, most populous and most affluent of Seoul's 25 autonomous districts. It has a significant education sector and a vibrant arts and culture sector, including being home to Korea's National Photographic Museum. Songpa also has a substantial business sector and is home to Korea's third high-tech business zone (Munjeong-dong).
- (c) The Sister City Committee has supported many cultural and education exchanges with Songpa over the past decade. This year, for example, the Committee supported the Korean 'Sounds of Friendship' concert held in Christchurch, which was organised by the Korean Embassy to celebrate 50 years of friendship between Korea and New Zealand.
- (d) As well as benefitting schools and aiding in cultural awareness, Sister School relationships help encourage Korean students to consider study in Christchurch. Breens and Casebrook Intermediates have active relationships with Songpa schools with student exchange groups travelling in both directions. Breens and Kirkwood Intermediates will take 25-person student group to Songpa this year for the Baekje Festival.
- (e) Connections between Christchurch and Songpa have expanded into a strong relationship between our city and the Korean Antarctic Programme. The Korean Antarctic Programme relies on Christchurch as a 'gateway to the ice', and significant cooperation is underway between Korean Antarctic researchers and researchers in Christchurch, particularly through Gateway Antarctica at the University of Canterbury.
- (f) There is also potential to exchange best practice information in this Sister City relationship. Songpa is committed to energy conservation and use of renewable energy sources, and has a world-leading district heating system. Songpa's waterway enhancement programme is another world-leading project – waterway development will be a key feature of CBD redevelopment in Christchurch.
- (g) Songpa sent a Mayoral delegation to Christchurch in 2005 to celebrate the 10th anniversary of the Sister City relationship. Songpa's Mayor also visited Christchurch in 2008. The Mayor of Songpa has been invited to visit Christchurch again in 2012 for Cup and Show Week.

27. Seattle:

- (a) A Sister City of Christchurch since 1981.
- (b) The Sister City Committee has been active in promoting educational and business exchanges and cooperation over the past two decades.

3 Cont'd

- (c) The Human Interface Technology (HIT) Lab at the University of Canterbury was established as a result of academic cooperation supported by the Sister City programme. The HIT Lab is a human-computer interface research centre and is a partner of the world-leading HIT Lab based at the University of Washington in Seattle.
- (d) The Bone Marrow Transplant Unit at Christchurch Hospital is modelled on and has an ongoing relationship with the Fred Hutcheson Research Centre in Seattle.
- (e) Much of the logistics and other support underpinning the US Antarctic Programme's operations from Christchurch comes from McChord Air Force Base, located just outside of Seattle. The Sister City programme supports the US Antarctic Programme presence here, hosting an annual celebration of the first flights to Antarctica at the end of the long winter, and supporting networking with the New Zealand Antarctic community.
- (f) In 2011/12 the Seattle Sister City Committee supported the following exchanges:
 - (i) Chisnallwood and Shirley Intermediate schools to send students on national sports exchanges post-earthquake, ensuring they could attend and get a break
 - (ii) provided support for Seattle Busker to perform at Christchurch Buskers Festival
 - (iii) supported NZ performer Shay Hooray to perform at Moisture Festival Seattle; and
 - (iv) supported Christchurch Gymnasts attending an international competition in Seattle, who gave demonstrations at local schools and were welcomed by the Seattle Council at one of their meetings earlier in 2012.
- (g) Visits by Seattle delegations include a 21 person delegation led by VP Seattle SC Assn visited to celebrate 25th anniversary of relationship in 2006. More recently Seattle Councillor Tom Rasmussen, chairman of the Seattle Council transportation Committee visited Christchurch earlier this year after a conference in Auckland. New Zealand Honorary Consul to Seattle Rachel Jacobsen led a delegation visit for the 2012/22 February commemorations which included the St John rapid response vehicle presentation and a meeting with the Mayor and Councillors.
- (h) The last sister city mayoral visit by a Christchurch mayor was in 2005 by Mayor Moore. Mayor Parker accompanied by the Chief Executive and the General Manager Strategy and Planning visited Seattle in 2009 as part of the Mayor's North American Study Tour. The 2009 visit did not include a Sister Cities component and was dedicated to an investigation of efficient urban transport options.

28. Adelaide:

- (a) A Sister City of Christchurch since 1972.
- (b) Adelaide is the capital of South Australia and Australia's fifth-largest city, with a population of approximately 1.2 million. The state has large defence and manufacturing sectors. The city of Adelaide rates very highly on the UN's Liveable City scale, and is known for its festivals and sporting events, and food, wine and cultural sectors. Over 80,000 students study at institutions in the city. The city is very well-regarded for the quality of its city planning and also for its work on environmental management, water conservation and other 'green city issues'.
- (c) The Sister City Committee has worked to promote cooperation, exchanges, and business development over the four decades in which it has been active. The key contacts on the Adelaide side are the office of the Lord Mayor in the Adelaide City Council, the Australia-New Zealand Business Council (ANZBC - South Australia chapter), the Council for International Trade and Commerce South Australia (CITSCA) and Business South Australia.

3 Cont'd

- (d) The ANZBC organised an opportunity for the General Manager of Recover Canterbury to speak to Adelaide business leaders in October 2011 on the effect of the earthquake and opportunities to support Christchurch.
- (e) There is increasing tourism and business travel between Adelaide and Christchurch. Both Sister City partners are exploring ways to further boost this, for mutual benefit. Christchurch and Canterbury Tourism, the Christchurch International Airport Ltd (CIAL) and the Sister City Committee are working together on this.
- (f) The Director of the South Australia State Recovery Office (SRO), based in Adelaide, visited Christchurch in March 2012 for meetings with counterparts based here. Christchurch City Council staff involved in the 2011 earthquake rescue effort came together for a roundtable briefing for the SRO, coordinated by the Christchurch City Council Sister City team. This briefing focussed on lessons-learned in maintaining business continuity after a disaster. Council staff obviously have a great deal of recent post-disaster experience, so this was an opportunity for sharing our knowledge with our Sister City partner.
- (g) The Sister City Committee has been working with Recover Canterbury and the Canterbury Development Corporation, the Canterbury Employer's Chamber of Commerce and New Zealand Trade and Enterprise (NZTE), and counterpart organisations in Adelaide, on opportunities for Christchurch and Canterbury exporters in South Australia.
- (h) An annual school exchange between South Hornby Primary School and an Adelaide school has grown out of this connection, for which the Committee provides modest support and South Hornby raises some \$20,000 in community fundraising.
- (i) Education and cultural exchanges were a feature of the relationship in its early years, and the education and research sectors remain involved. In recent years, the Committee has encouraged increased cooperation between Lincoln University and the University of Adelaide's agricultural campus, including in the winemaking sector (cooperation with the Australian Wine Research Institute) and the biotech sector (the Director of BioSA, a bioscience business 'incubator', visited Christchurch in 2009).
- (j) A new Lord Mayor of Adelaide was elected in 2010 and responsibility for coordinating Sister City relationships was transferred from the office of the Lord Mayor to South Australia's Council for International Trade and Commerce, giving us access to a much wider area than just the Adelaide CBD, via an organisation with a strong business focus. The intention is for the Lord Mayor to be invited to visit Christchurch during ICEFEST later in 2012.

29. Christchurch Dorset:

- (a) A Sister City of Christchurch since 1975.
- (b) A gap year exchange programme has been run by the Committee for the past five years, involving Twynham School (Christchurch UK) and Linwood College (Christchurch NZ). The Committee provides modest seed funding and coordination assistance for this programme, which is otherwise fully funded by local organisations including the Lyttelton Port Company, Gary Clarke Engineering and the Rotary Club of Ferrymead. This programme selects an outstanding student from Linwood College who has the opportunity to travel to the UK to provide teaching assistance in Twynham for a 'gap year' between high school and university.
- (c) Linwood College and Twynham School also exchange visiting delegations every three years (usually some 20 students and two to three staff). Six groups from Christchurch UK have visited Christchurch so far.

3 Cont'd

- (d) In 2011, the Linwood College Orchestra "Phoenix Tour " visited and performed in the UK and Europe, including an ANZAC Day performance in our Sister City, Christchurch (UK), and another performance in Westminster Abbey. The Phoenix Tour, which included 60 students, also visited Salzburg, Paris, Rome, and Venice and aimed to spread the message of a Christchurch 'renaissance'. The Sister City Committee provided \$3000 in funding for the tour, and vigorous fundraising by the College meant donations flowed in from the community and local business.

Post Earthquake Support from Sister Cities

30. After the September 2010 and February 2011 earthquakes the city received substantial support from our Sister City partners. Financial contributions from all our Sister cities totalled just over \$466,000.
31. In February 2011 Kurashiki immediately dispatched a three member rescue team and sent dust masks, water canisters and tarpaulins. Kurashiki raised over \$350,000 for the Mayoral Relief Fund, which came from public fundraising and a donation from Kurashiki City.
32. Adelaide supported 127 University of Canterbury students to spend one semester of their studies at the University of Adelaide, so their studies would not be disrupted while University of Canterbury facilities were closed.
33. Seattle raised US\$45,000 in public fundraising in 2011. This money was pooled with funds from the China Sister Cities to purchase an emergency response vehicle for St John's Ambulance. In February 2012, a Seattle Sister City delegation visited Christchurch to attend the commemorations on the first anniversary of the earthquake and to present St John's with their new Rapid Response Vehicle.
34. Songpa contributed \$35,000 to the Mayoral Relief Fund, on top of their \$23,000 donation following the September 2010 earthquake.
35. In 2011, Wuhan donated \$19,600 to the Christchurch/China Sister City Committee, to be used for earthquake relief. The China Committee joined forces with the Christchurch/Seattle Sister City Committee, pooling the earthquake relief funded from their respective Sister Cities to purchase an emergency response vehicle for St. John's Ambulance.
36. The Twinning Association³ based in Christchurch, Dorset contributed \$6,000 that has been used to buy a wheelchair for St John's, together with a cash contribution of \$3,500 also given to St Johns.

4. COMMUNICATION AUDIT REPORT

General Manager responsible:	General Manager Public Affairs, DDI 941-8982
Officer responsible:	Communications Manager
Author:	Lydia Aydon, GM Public Affairs

PURPOSE OF REPORT

1. To present the communications audit and recommendations on the audit's findings.

EXECUTIVE SUMMARY

2. In January 2012 the Christchurch City Council commissioned an independent audit of the Council's communications. The purpose of the audit was to identify what is working well and what can be improved and to establish how the Council can best communicate to meet the expectations of ratepayers and enable staff to do their job effectively.

³ Twinning is the term used in the United Kingdom for Sister City relationships.

4 Cont'd

3. The audit produced by Felicity Price and Wilma Falconer was based on a review of current Council documents, policies and procedures together with interviews with 166 external and internal stakeholders and a public survey.
4. The audit's findings are divided into four themes: strategic communication; stakeholder relationships and community engagement; internal communication; and communication activities. They can be summarised as follows:
 - The audit finds that residents have low satisfaction levels with information about Council decisions and don't understand the decision making process and there is no communications strategy in place to address this.
 - It says that relationships with external stakeholders and community engagement are poor with no comprehensive plan in place for this and Council staff do not attend enough public meetings. Many stakeholders feel the Council is not customer focussed with delays in responding to enquiries. Response times for media inquiries are also too long.
 - The audit finds that the Council is doing an excellent job in promoting its individual services and events and that communications and marketing materials are informative and professional, but that fewer media statements and more direct the Council to resident communication is called for. The website is also outdated and difficult to navigate and there is no online strategy.
 - It states that internal communication works well for staff however there is a need to improve trust and understanding between Councillors and staff and for Councillors to receive information before anyone else.
 - The way the Council is structured means that the Public Affairs Group isn't accountable for directing or prioritising communications across the Council and the audit finds that this is hindering the ability of the Council to communicate effectively.
 - The audit says adopting a culture of open communication and engagement with the public will help build understanding and support for the Council's plans and decisions.
 - It also calls for the organisations responsible for the rebuild of Christchurch to work more closely together with consistent messages.
5. The audit makes 13 key recommendations, which are detailed in the table below. Staff support the audit's recommendations and the table includes staff comments and staff recommendations for how to implement the audit's findings.
6. There are a number of other smaller operational tasks recommended in the audit and these are captured within the intent of the 13 key recommendations.

FINANCIAL IMPLICATIONS

7. Not applicable.

Do the Recommendations of this Report Align with 2009-19 LTCCP budgets?

8. Not applicable.

LEGAL CONSIDERATIONS

9. Not applicable.

Have you considered the legal implications of the issue under consideration?

10. Yes.

4 Cont'd

ALIGNMENT WITH LTCCP AND ACTIVITY MANAGEMENT PLANS

11. 4.0.1 Percentage of residents that understand how Council makes decisions.

4.0.9 Proportion of residents that are satisfied with the opportunities to access information about Council decisions.

The report also aligns with the communication activity in the Public Affairs Activity Management Plans.

Do the recommendations of this report support a level of service or project in the 2009-19 LTCCP?

12. Yes.

ALIGNMENT WITH STRATEGIES

13. Not applicable.

Do the recommendations align with the Council's strategies?

14. Not applicable.

CONSULTATION FULFILMENT

15. No consultation was required.

STAFF RECOMMENDATION

It is recommended that the Committee recommend to the Council that it:

- (a) Accept the audit recommendations detailed in column one of the attached table
- (b) Agree the staff recommendations for action in response to the findings of the audit.

COMMITTEE RECOMMENDATION

That the Council:

- a) Receive the Communication Audit Review.
- b) Ask that an urgent open workshop be held prior to the matter going to full council, with all Councillors on the Communications Audit, to consider the Communications Audit Recommendations, the staff recommendations, and the Chairpersons Recommendations.
- c) Agree that the No Surprises section attached is inserted into the Charter and adopted at the next full Council meeting (**Attached**).

4 Cont'd

No.	Audit Recommendation	Staff Comment	Staff Recommendation
1.	An overarching communications strategy to inform residents about Council's vision for the city and how it is to be implemented.	Elected members, at the LTP committee, have discussed the need to revisit the vision for the city.	<p>Recommend staff arrange a facilitated workshop for Council to agree a new vision for the city.</p> <p>Recommend staff work on a draft Communications strategy to inform residents about how the vision for the city is to be implemented, and that this draft strategy be brought back to the Community, Recreation and Culture Committee.</p>
2.	A communications plan to explain the council's thinking, its programme of decision making, the rationale behind decisions and how they were made.	<p>Staff will review the effectiveness of the Your Council your Voice materials.</p> <p>Staff support the preparation of a communications plan that addresses the key findings of the residents survey that show the public do not understand how Council decisions are made.</p>	Recommend staff prepare a communications plan to explain the council's programme of decision making, the rationale behind decisions and how they were made, and that this draft plan be brought back to the Community, Recreation and Culture Committee for discussion by October 2012.
3.	Ensure the Public Affairs Group is responsible for prioritising and managing council-wide communications activity by rethinking the shared service model for Public Affairs and related budgeting and planning processes for marketing and public relations activity		Recommend that the General Manager Public Affairs review the operation of the shared service in discussion with the Executive Team.
4.	A recovery communication plan encompassing CERA, CCDU, the City Council, other local authorities and other recovery agencies, using international disaster recovery communication and expertise.	<p>CERA, as the government agency tasked with leading the recovery of Christchurch, is already working on a cross-agency public education programme.</p> <p>Council staff work closely with CERA staff at all levels and have good contacts with other agencies.</p>	Recommend staff continue to work closely with CERA.

COMMUNITY, RECREATION AND CULTURE COMMITTEE 31. 7. 2012

4 Cont'd

No.	Audit Recommendation	Staff Comment	Staff Recommendation
5.	An engagement strategy that sets measurable objectives for both management and elected members to interact with, listen to and respond appropriately to the Council's key stakeholders.	Communication and consultation staff propose preparing a draft engagement strategy using learnings from the successful Share an Idea community engagement initiative.	Recommend staff prepare a draft engagement strategy with input from community boards, by October 2012, for discussion with the Community, Recreation and Culture Committee.
6.	Provide Unit Managers and their frontline staff with training in customer service and in building community relationships.	<p>A customer service excellence programme run by HR for all staff began in 2009 but was put on hold due to the earthquakes. It was recently restarted.</p> <p>The programme aims to embed Council customer service principles and standards across the organisation, to help improve customer service.</p> <p>Some areas of the Council, including the Consenting team, now have a specific customer service strategy targeted at their work.</p> <p>The recently introduced call recording system in the call centre which also records the 'handshake' to back office staff is also helping to highlight to these staff where customer service can be improved.</p>	Note that staff will continue to roll out the customer service excellence training to all staff and ensure it reflects the findings of this audit.
7.	A no-surprise process for ensuring councillors and community board chairs are briefed prior to the public release of information.	<p>A No Surprises Policy for staff and elected members is being developed as an Appendix to the Charter.</p> <p>The elected members intranet has been revamped and turned into a one stop shop for the latest information on earthquake recovery and other Council initiatives.</p> <p>An action has been included in the performance plans for all Communication Advisers to: "Ensure elected members are informed of relevant communication activities".</p>	Note that staff will continue to monitor the effectiveness of the initiatives in place to ensure elected members are kept informed of Council activities.

COMMUNITY, RECREATION AND CULTURE COMMITTEE 31. 7. 2012

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4 Cont'd

No.	Audit Recommendation	Staff Comment	Staff Recommendation
8.	Reinstate the mayoral forum (or a similar stakeholder forum) so that elected members can re-engage with stakeholder groups outside periods of formal consultation.	Staff have discussed this with the Mayor and he would like to engage with stakeholder groups on a regular basis, similar to the business breakfasts that were held prior to the earthquakes.	Recommend staff set up regular Mayoral stakeholder meetings.
9.	Ensure that Councillors have responsibilities that enable them to speak formally on specific portfolio matters and engage in a more trusting relationship with staff on specific portfolio matters.	With the adoption of four new committees, committee Chairs are authorised to make statements within the terms of reference of their committees as outlined in the Charter.	Note that the new Committee structure gives Chairs responsibilities to speak formally on portfolio matters and engage with staff on these matters.
10.	Apply consistent standards of timeliness and substance in responding to requests for information.	<p>A process for dealing with Councillor requests is outlined in the new Charter.</p> <p>Other requests are handled under our customer service core standards which outline that staff will return a voicemail call within one working day and respond to written enquiries within ten working days. All Official Information Act (OIA) requests are to be responded to within 20 working days.</p> <p>Staff will initiate a process for monitoring requests to ensure they are responded to in a timely manner.</p>	Recommend that staff initiate a process for monitoring requests to ensure they are responded to in a timely manner.
11.	Improve current council project and event planning by combining marketing and communication plans into a single plan. Ensure all plans have measurable objectives that can be reported on.	The Communications Manager and marketing manager have actioned this recommendation and it will be included in their performance plan for the coming year.	Note that staff have actioned the recommendation to combine all marketing and communications plans into a single plan and ensure all plans have measurable objectives that can be reported on.
12.	<p>Significantly improve the Council's online communication tools to provide ratepayers with more direct access to information about council decision making and services.</p> <p><i>Continued over ...</i></p>	<p>The current ICT strategy prioritises improvements to online customer self service.</p> <p>A project is currently underway that will enable customers to lodge a consent application, pay online and then follow its progress online.</p> <p>Another project is underway that will enable all council business units to write and update website content in their unit's area in a more efficient and quicker way.</p>	<p>Note that staff will continue to roll out online customer self service projects as prioritised in the IM&CT strategy.</p> <p>Recommend the Committee set up a working party to look at possible options for making it easier for the public to access information on the web, including ward based web pages for the public to access specific local issues and council projects.</p>

4 Cont'd

No.	Audit Recommendation	Staff Comment	Staff Recommendation
	12. Continued	Staff will be evaluating new technology so that we are able to present council information to the public in a more mobile way e.g. Smartphones, tablets.	Recommend staff bring a recommendation to the Community, Recreation and Culture Committee for web-streaming council meetings and options for this by September.
13.	Significantly improve response times for media inquiries by streamlining approval processes.	<p>In the past month (18 June - 17 July), 80 per cent of media enquiries were responded to within the same working day. 15 per cent were responded to the following day, and five per cent took two days or more to respond to.</p> <p>All Unit Managers have had media training and have the authority to respond to media enquiries.</p> <p>The Communications Manager will produce a documented process for streamlining media inquiry response time and will review the media policy to ensure it emphasises prompt response times and includes the appropriate spokespeople.</p>	Recommend staff produce a documented process for streamlining media inquiry response time by September 2012.

PART B - REPORTS FOR INFORMATION

5. DEPUTATIONS BY APPOINTMENT

5.1 CHAIRPERSONS OF THE SISTER CITY COMMITTEES

The Committee received deputations from Keith Cowan Chairperson of the Adelaide Sister City Committee, David Bolams-Smith, Chairperson of the Kurashiki Sister City Committee and Bernard Duncan, Chairperson of the China Sister City Committee, in support of the travel by the Mayor to the Asia/Pacific Sister City partners, in order to reaffirm Christchurch's commitment to Sister Cities. Mr Duncan tabled a written submission on this matter.

Clause 5 (Part A) of these minutes details the Committees recommendation to the Council in relation to this matter.

5.2 SIMONE PEARSON

The Committee received a deputation from Simone Pearson, in relation to the Temporary repair of Centennial Pool at Clause 1 of these minutes.

Clause 1 (Part A) of these minutes details the Committees recommendation to the Council in relation to this matter.

5 Cont'd

5.3 DAVID LYNCH

The Committee received a deputation from David Lynch, in relation to the Communication Audit Review, at Clause 6 of these minutes. Mr Lynch tabled a written submission in response to the recommendations within the Audit review (**attached**).

Clause 6 (Part A) of these minutes details the Committees recommendation to the Council in relation to this matter.

The meeting was declared closed at 12.48pm.

CONSIDERED THIS 23RD DAY OF AUGUST 2012

MAYOR

No Surprises

- * The Mayor and Councillors will take all reasonable measures to ensure that the CEO, Council staff, Mayor and other Councillors are aware of issues that they wish to raise at the Council table.
- * The CEO and Council staff will take all reasonable measures to ensure that the Mayor and Councillors, at an early stage, are aware of any issues, across the city that are likely to affect them or have any potential to be controversial.
- * Important decisions are to come to full Council, as early and with as much information as possible.
- * The CEO or staff to do full and regular reporting to Council on important projects, from inception to completion, so the Council is aware of emerging risks.
- * Council to be provided with enough information to understand the risks and consequences of decisions before they make them, even if this involves 'robust enquiry of management' at times.
- * Managers are to operate on a 'no surprises' basis with the governance group.
- * Council to maintain a clear, up-to-date delegations policy so that decisions are taken at the right level and properly authorised.

Good Faith Relationship

- * The Councillors and the CEO commit to establishing a working relationship based on respect and trust.
- * Councillors and the CEO will endeavour to have a constructive relationship through regular communication and open discussion to address any emerging tensions as soon as they arise.
- * Councillors and the CEO will periodically consider whether this core relationship is operating well from each of their perspectives, and whether there are any aspects that can be improved.

Breach

In the event that something occurs which is in breach of the No Surprises section of the Charter, any concerns on the matter will be addressed in house.

SUBMISSION CHRISTCHURCH CITY COUNCIL

Community, Recreation and Culture Committee

Communication Audit Report

David Lynch: Momentus Public Relations Ltd

TUESDAY 31 JULY 2012

Introduction

I am making this submission in my professional capacity as a public relations consultant who has had significant experience in representing clients on local government matters at all levels and a variety of issues.

The opinions expressed are those of the author and do not necessarily reflect the views of Momentus PR clients. However I have sought views from a number of Momentus PR associates locally and nationally.

Opening Comment

Mr Chairman, firstly I would like to thank you for the opportunity to return today and address you on the Communication Audit report. This follows the deputation you invited me to make on the 20 February 2012 (attachment 1) to the Draft Terms of Reference for the Communications Audit to the former Communications Committee.

I am heartened that the Communication Audit Report endorses my concerns as communicated in the submission I made to the council in February 2012.

I endorse your statement following the release of the audit where you stated that:

"The true challenge and test for council is how we will respond and what we put in place to address the issues facing us," and that

"The right words can be said but the measure will be in the actions taken."

I also agree with Cr Tim Carter statement that:

"The organisation requires a cultural change, it needs to lose its fortress mentality and be prepared to engage with its ratepayers and stakeholders in an open, transparent and engaging way."

I would also acknowledge those councillors that have supported your respective statements.

It is said that we are judged by how we respond to criticism. I can understand why there will be those elected members and staff disappointed at last Thursdays Press front page reporting on the audit: "**Council's 'bunker mentality' slammed**". After all, this is supposed to be a Council that prides itself on its management style of 'no surprises. The findings of this audit seem to be at odds with this.

Sometimes the worst PR can come from the most unexpected source, in this case, a council commissioned independent audit. However, it seems most unfortunate that compounding is the public response from three of our city's leaders to this audit.

I refer you to the following:

**1. Tony Marryatt remarks on Radio NZ Checkpoint 25/07/2012
(Refer to: Attachment 2)**

Tony Marryatt: (not verbatim) "So I think the only way to build trust is by good practice and good process over time. There have been leaks from elected members and it will take time for issues not to be leaked for the trust to grow again. We are starting from ground zero; it will be just a test of time to see if things stay confidential"

Comment: In my opinion, it would appear that Tony Marryatt has failed to understand the significant role he has played in contributing to the erosion of public confidence and trust in the Council and rather than taking some responsibility for this, Mr Marryatt blames the "culture of distrust in CCC" on the actions of some 'unnamed elected members'.

2. Mayor Parker Press 26/07/2012: "City council's 'bunker mentality' slammed".

"I can accept the criticism because perception is reality and you can always do better..."

Comment: The Mayor's reference to perception in this context is irrelevant given the solid evidence contained in the report.

**3. Deputy Mayor Ngaire Button: Newstalk ZB 27/07/2012
(Refer to: Attachment 3)**

Christchurch's Deputy Mayor believes communication would be better, if citizens cared more about what's going on and that shortcomings are highlighted at the moment, because in normal times the community aren't that interested in what they do.

Comment: With the greatest respect to Councillor Button, I hope that on reflection, she might appreciate how unfortunate her comments were received by those people in this community that do care and are interested in the council in “Normal times” but have considerable difficulties in participating in Council processes, when relevant information is repeatedly withheld.

Comments on Audit

Overall, Ms Price and Ms Falconer have done a creditable job, and confirmed most of what we already knew. **There is, however, a fundamental flaw in the premise of this audit - that the core issue is the communication of council decisions. The core issue is leadership.**

Under the summary of findings in the report, the authors state the following: ***“The need to communicate Council decisions in a way that residents can receive and understand them is at the core of the communication issues.”***

In my opinion, this is patently not the core issue. The core issue is that stakeholders by and large are not being given the opportunity to express an opinion on issues before decisions are made.

Stakeholders are hearing about decisions - not about issues that decisions are required on. In other words they are being kept out of the communication equation and expected to accept whatever council or council staff decide. It is not about sharing and explaining decisions it's about sharing the discussion before a decision is made. Secrecy is not a natural part of Council deliberations. However the Mayor and CEO have established this as a regular format. Commercial sensitivity is not an argument that can be used to cover up 99% of the decisions Council makes.

As I have previously said to this committee, it is how the council carries out its business and your leadership example that has driven public opinion to this point. Not providing the public and stakeholder groups with opportunity to express opinions before decisions are made, and not bringing them along with you, therefore creating a culture of secrecy, is your biggest hurdle. Not how you communicate the decisions. Making decisions and then informing is not good governance and not good leadership.

Until the Council sheds its corporate mentality and adopts the appropriate public service culture, nothing will change.

In my opinion, commencing years before the first earthquake, a significant breakdown had been occurring in public confidence and trust in the city's leadership. However, the factors that have contributed to this 'crisis of confidence and breakdown of trust' cannot be solely attributed to the Mayor and CEO.

Important Changes

One of the most important changes this council must make is to engage with the public before decisions are made. How you do this can be through many and varied mechanisms - focus groups, citizen panels, one-to-one interviews and meetings.

The council needs to develop a much better understanding that when an individual citizen is happy or not happy about the organisation, this can have a significant influence on the wider community's wellbeing, whether that be positive or negative.

Research tells us that some of the most effective communications you can do, to impact positively on an organisation, is word-of-mouth.

Just as every person working for the council is, in their own right a Communications and Public Relations representative for the organisation, there is a real opportunity for turning Citizens into Council Ambassadors.

Through social media one individual in a matter of a few taps on a keyboard can tell hundreds if not thousands of people about their experience with this council. Further, that they can do this and create their own audience without needing traditional exposure for example; through the Press or on Newstalk ZB.

Healthy, Strong and Open Relationships

I believe it is critically important for the council to develop healthy, strong and open relationships between councillors and stakeholders and staff and stakeholders, to enable effective communication so that you understand likely impacts before you make your decisions.

Internally, councillors and staff must have open and honest relationships and be united in their will to drive the visions for this city.

In my opinion, rather than being deserving of criticisms, most of the new councillors are in fact, mindful of their governance role. In seeking and questioning information from the CEO, and from time to time requesting a reasonable delay on the timing of a decision, they are simply fulfilling their legal obligations as councillors.

Transparency

The only reason for making decisions behind closed doors is for commercial reasons or to protect the privacy of a natural person - and these must be quantified.

The communications audit has identified a variety of issues which can be easily addressed. The key issue however, is how you conduct your business and this responsibility lies with you as councillors.

When you change your culture to one of openness and transparency, there will be a resulting change in the council's organisational culture as a whole for the better.

The Challenge

Change is now demanded of you, change is now expected of you. The time has come for change. What is each of you going to do to restore public trust and confidence in what was once one of the most forward thinking councils and cities in New Zealand?

At a time when Christchurch is on its knees, openness and willingness and generosity of spirit are essential values for the city's revival.

David Lynch

Momentum Public Relations

Attachment 1:

SUBMISSION CHRISTCHURCH CITY COUNCIL

Communications Committee

Draft Terms of Reference for the Communications Audit

Monday 20 February 2012

I am making this submission in my professional capacity as a public relations consultant that has significant experience in representing clients on local government matters at all levels and a variety of issues.

It is my professional opinion that reputational harm, such as that the Council is experiencing now, is not caused by poor communication. It is, however, caused by the culture of the Council that condones and encourages the behaviour the public is objecting to, and that cannot be addressed by an audit of communication.

No amount of good communication or examination of channels will change the fundamental problem.

Rather than carrying out an audit, the Council needs to first examine the feedback already received and make changes to actions to accommodate and put right those criticisms.

The Council has the feedback - they know what is required.

The audit could be perceived as a way of shifting the onus from the shoulders of the CEO, Mayor and councillors onto the communications team.

It is not how this Council is communicating through channels, it is what actions it is communicating - that, as I say, comes back to a basic culture deficiency that needs to be addressed.

David Lynch – Momentus Public Relations

Attachment 2:

Radio NZ Checkpoint 25/07/2012

Audit finds culture of distrust in CCC

An audit of Christchurch City Council's communications strategy says many people see the council as isolated and a fortress, and don't trust it. (3'14")

[http://podcast.radionz.co.nz/ckpt/ckpt-20120725-1719-audit finds culture of distrust in ccc-048.mp3](http://podcast.radionz.co.nz/ckpt/ckpt-20120725-1719-audit_finds_culture_of_distrust_in_ccc-048.mp3)

Tony Marryatt: (not verbatim) "So I think the only way to build trust is by good practice and good process over time. There have been leaks from elected members and it will take time for issues not to be leaked for the trust to grow again. We are starting from ground zero; it will be just a test of time to see if things stay confidential"

Attachment 3:

Newstalk ZB news transcript

From: Jo Scott [mailto:JoScott@radionetwork.co.nz]

Sent: Friday, 27 July 2012 11:16 a.m.

To: David Lynch

Subject: RE: Ngaire Button comments Communication Audit Report

[SA]

Christchurch's Deputy Mayor believes communication would be better, if citizens cared more about what's going on.

Councillors met for the first time since a damning report into communication flaws made a number of recommendations to improve information flow to the public.

They were supportive of the report, with some saying it was about time something was done.

Deputy Mayor Ngaire Button says shortcomings are highlighted at the moment, because in normal times the community aren't that interested in what they do.

She says there's no intent to hide things, and they want to take everyone on the journey.