
Briefing - Council NOTES

Date: Tuesday 12 September 2023
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53 Hereford Street, Christchurch

2. LTP 2024-34 - Joint development briefing

Council Briefing, Seminar or Workshop Recommendation

Cllr Tim Scandrett, Cllr Melanie Coker, Cllr Tyla Harrison Hunt, Cllr Celeste Donovan, Cllr Tyrone Fields, Cllr Sara Templeton, Cllr Victoria Henstock; Cllr Kelly Barber; Cllr Mark Peters; Cllr Sam MacDonald; Cllr James Gough (9.10); Cllr Yani Johanson (9.18); Cllr Jake McLellan (9.33); Cllr Aaron Keown (9.42)

Online: Cllr Andrei Moore

Chair: Deputy Mayor Pauline Cotter

Principal Advisor: Acting CE Lynn McClelland

Solid Waste and Resource Recovery

Presenters: Lynette Ellis, Head of Transport and Waste Management; Alec McNeil, Manager, Resource cc McNeil presents the main parts of the plan:

Good morning, everyone. I guess what we'll start with is just we'll take the plan as read. I'll just give you some context for the national context, the legislative framework we're in. Obviously we've got the election coming up in October, so that will change the make up of the government, whatever shape that takes. But there is some work in train with the ministry, which is basically a review of the Waste Minimisation Act and the letter ACT, which will have implications for our long term planning. There's also a number of product stewardship schemes that are in train at the moment which are working their way through the design process and obviously product stewardship is about a whole of life responsibility for materials that are introduced into the market. Up till now that that process has been voluntary and it's relied on industry schemes to set up collection and recovery schemes based on brand owners and parts of that supply chain contributing a levy. But going forward the government would like to see that be more of a systemic change that will obviously impact on our kerbside services, because it affects the amount of material that might be in the physical collection system. The government did push forward a couple of changes in in the waste strategy that was introduced in March. So that was predominantly about an emphasis on organics being taken out of

landfill. Obviously Christchurch is well ahead on that front because we've been doing that for a number of years. The drivers behind that are twofold. One is to get access to that organic material as a resource and not lose it to landfill or elsewhere in the environment. But it's also about an emission profile impact. So it's about changing that process of collection and dealing with that material and that should improve the emission profile of the of the material flow and that's the same for all waste. The driver going forward is not just service delivery and how it resonates with the community. It's also the emission impact and what it does for climate change.

...

So in terms of the election, we don't anticipate any major changes to this policy approach. There might be debates about delivery. But most of these pieces of work are in train. The other piece of legislation that is sitting deferred at the moment is the container return scheme, which is obviously a scheme designed to collect beverage containers. And again that has a crossover impact with kerbside because effectively it would reduce the amount of material collected at kerbside. That also makes those containers much more valuable than just a tonnage rate, because they now have a deposit value attached to them. They have a handling fee attached to them as well, so there needs to be a strong interaction with councils about how that scheme would be implemented, what implications it would have for us. What we want to avoid is our services or our assets being stranded by a new scheme being started and then you know, for example, our resource recovery centre not being part of that. So again, that's something that has been deferred until 25, most of the parties are favourable for the container return scheme, but they've just got a different world view on how it could be implemented.

What this activity delivers

So the next area I'll just talk about in general is what we deliver. I mean, effectively we've got a combination of assets that we provide for the Community to access and they are provided on an equity basis. So anybody can access the infrastructure, could be transfer stations, it could be recycling points. The kerbside is obviously a targeted service, but it covers the whole residential part of the city as well. And obviously we fund those activities through a combination of general rates, targeted rates, grants, donations and obviously we've got our share of the waste disposal levy, which is the tax that we pay for the return that we send to landfill and we get some of that money circumvented back to through the Ministry for the Environment and how we how we spend that levy is set out in our Waste Plan. And at the moment the government have indicated that although the levy's gone from \$10 a tonne to \$60.00 a tonne by July next year, they will still leave councils with roughly a 50% share of that income stream. But obviously that monetary value has increased significantly so we need to be able to demonstrate through our waste plan that we've got an effective plan for using that funding. The other things that obviously we provide are services. So the kerbside service is obviously one of the main systems. We also employ the likes of Eco Central to run the transfer stations. They have other facilities where you can drop off household goods, they have a shop that they've started off their own sort of volition and you know, this allows the community to get rid of bulkier materials and other materials that they couldn't necessarily put in the wheelie bin. And one of the things we're interested in going forward is how can those services be expanded to, to, to resonate more with the community. If you take an example of inorganic goods or bulk goods, furniture, household items, at the moment we've got some recovery, but not a large volume of recovery there. So a couple of things that we're interested in going forward is getting contract alignment to 2029 so that we can then go to the open market with a complete offering and that will give the biggest opportunity and the best opportunity to the market that can be presented in the form of options. So you could bid for part of the work or you could bid for all of it. A consolidated contract comes with some advantages that that allows the winning party to maximise their efficiency and the movement of people within the system, but it does make it one name that delivers all the services. So there is a potential sort of reputational risk there because

there's only one company potentially involved. So what we're going to do is, we've got a domino effect here. We need to get the outcome of the OPP, the organics processing plant. So we need to find out where that lands through procurement process that will then determine the availability of the land bank out at Bromley and what that could be used for in the future. And that would include considering that land bank for internal departments. So it could be the Parks department. You know, relocating a depot there, but it could also be for waste related activities at that site. But again, we need to be clear to the Bromley community that these wouldn't be waste related activities that would result in odour or other impacts in the amenity. It might be more to do with processing of bulk materials or furniture or repurposing of household goods. So it's not really a processing plant, it's more a land bank that would allow us to repurpose a wider range of materials. Obviously the waste plan at the moment is operative and it started in 2020. That plan normally runs for six years, but it can change depending on what happens during the life cycle of that plan. But what we're effectively setting out in the first three years of the LTP is that year one would be planning, year two would be procurement and year three, year four through to year ten would be implementation, so we need to develop the master plan for the transfer stations and what we're going to do with the OPP site, once it becomes available. We then need to go into a procurement phase to quantify those numbers and refine them. At the moment the LTP's got indicative numbers, but they'll need to be tested with the market and then from year 4 onwards would be a case of working with our contracting parties and just determining how we would phase any redevelopment of the sites. The transfer station sites are quite long term established. They've not had a significant change for a number of decades, so what we've done at those sites is we've added in additional services over the decades, but they're now at a stage where they do need a redevelopment to place an emphasis more on resource recovery rather than on rubbish disposal. So the sites were initially set up as refuse transfer stations and they were very effective at that. And we've kind of grafted on the resource recovery aspect, you know in the sort of 20 or 30 years since then. We now need to flip that emphasis and make resource recovery the paramount sort of experience that the public have and we want them to be a sort of a shared experience that is common. So whatever site you go to, the layout is similar and familiar, so it makes it easier for the public to access those sites and use them.

Assets and Services

And I'll just talk briefly about the assets and the services. So I think that we've touched on some of this. I think the key issue here is that we want the transfer station experience to be seamless for the public. We want them to be able to drive in and logically get rid of their materials in a manner that doesn't impact them. And eventually they've got rubbish left then that's the last port of call and they get rid of it. At the moment, quite a lot of people just head straight for the pit, into the rubbish bit and we lose access to a lot of materials and it's really hard to recover materials from the pit situation, the safety implications and just the quality of material has been compromised. So if we can improve the traffic flow is set out logically so you get rid of all the material, it doesn't in theory cost you anything. Everything cost, there's a price for everything but some things don't have a gate fee, whereas the rubbish site does. Then what that'll do is that will allow us to get the public to do the work on our behalf to do the separation on the site. We then can make sure that what we're asking to separate, we put that through a process of ensuring that we've got an end market demand for it. We understand what that end market wants from us and then we can set up the collection system on site to reflect that. What we've done historically is collect, create a stockpile and then try and find a home for the stockpile. So we need to reverse that thinking and actually go to the market first, determine what that end outlet wants and what shape, size and format they want the material in and then build the system back from that, so that'll all form part of the long term planning.

Closed Landfill Management (CLM)

The other assets I wanted to touch on, but not really assets, the more liabilities and that's the closed landfills. So we have a number of landfills around the district around the city and out in the Banks Peninsula. These are historical legacy items which we will be developing during this Long Term Plan; we will develop a Closed Landfill Management plan which basically will set out where the sites are, what the current status is, what the projected capital expenditure could be in the future if, for example, they have a piece of infrastructure that might need renewed, it could be a sea wall, it could be a bridge that accesses the site. But what we'll put these sites under is a monitoring regime, a sort of physical watch on the site. But also it could be some technical sampling as well of water or ground conditions, or whatever. That will then spin out into remediation actions as and when required. Historically we've sort of been reactive in this space, so a storm events come in, it's caused damage to a site and then we've had to react to that and fix it. What we're trying to propose in this plan is that we'll actually have contingency built into the budget. The delivery dates year on year might change depending on the nature of what happens, but that capital can be carried forward or brought forward if we need to, but at least we're signalling through the LTP process that there's a potential cost and the liability there in the system.

I guess the key challenges and focus is.. When you're looking at something closed landfill management it really is, we just got to keep an eye on them on a regular basis physically what we see at least a couple of times a year physically. Physically what we see after each storm event or weather event. And then we can draw in the Technical Support we need if we spot something physically on site that's a problem. In terms of the areas of focus as I've mentioned already, the transfer stations, we want to really convert them into being instead of refuge, transfer stations, resource transfer stations, so they become the Hub and Spoke, if you like, the network. The other thing, if you think about somewhere like Park House, Park House, historically service a certain section of the community post earthquakes when the housing transitioned out of the city and moved to the West, we still have a lot of people coming into the city and still access, and Park Houses is their drop off point so... Park House really is quite landlocked. There's not really a lot of space on that site, but there are potentially some options around the site that that might be worth exploring. So we will speak to the relevant property owners or property developers and just see what options are available, but really what we need is space, but that will form part of our strategic planning and that for first of year to 18 months of the LTP... The main risks I think are having predictable capital spends, understanding the state of our assets, understanding the operational implications and the Opex budget and that just needs time. So we just need to take this year to 18 months to get the planning right and then that will set the strategic direction for the next 10 years. And then obviously we'll update that each annual plan and and do a more detailed reset every three years when the LTP comes up.

Lynette Ellis adds:

Shall I summarise it real quickly from my point of view. The big focus for this team is definitely on planning and really doing the detailed long term planning that is needed. But also to align our contracts so that we can have a really solid re-tender when they come up for renewal in 2029. But the planning for that procurement process will be a very long and detailed one, so it will be probably a three or four year process leading into that piece of procurement. And then of course it's working through - don't forget we're working through the procurement process - and then the implementation of the organics processing plant.

Deputy Mayor Pauline Cotter: It seems to be there's a lot of unknowns here that we've got to try and set a budget for.

Answer: And that's what we're trying to set a up programme that allows us to be nimble and adapt to what's needed because we've identified those key challenges of the transfer stations and the management plans and the closed landfills.

Answer: I think just one other thing there as well. If we're going to make systemic changes, then that's better to occur when we change contracts. When we're in contract, we can trial things. We can do proof of concepts, we can trial ideas and sort of fail quickly and learn the lessons. But a strategic change, for example, the fate of glass going forward for kerbside, that's something that you need to do the planning for now and then reflect that in the new tender. You can't really change that in stream because we're married to the system that we've got at the moment and there's sunk investment in that system. So if we wanted to change something like that and it also gives us time as well to respond to these changes coming through from government with these various product stewardship schemes because it may well be that the time 29 comes around, there's a lot less material in the kerbside, wheelie bin to actually collect. So that would also inform our thinking as to how we set that tender and contract framework up for the market to respond to.

Open for questions

Cllr Mark Peters: I heard you just talking there about the inability to do anything around glass in the next five years. Is that how I heard that?

Answer: No, I wouldn't say it's an inability, I would say that to change the system, at a system level, you can't do that when you're in contract, you need to wait until the contract resets. That doesn't mean to say that there couldn't be work done on glass in the time that remains and if we are heading towards a different system with the public then that there could be processes and trials that we could set up that would start to get the public thinking along different lines a than just potentially putting it in a commingled bin. But you wouldn't be able to do it at scale just now, it just wouldn't be feasible and it would be too cost prohibited.

Cllr Mark Peters: Right. Because I know I'd certainly be interested to explore the possibilities there rather than see another five years of glass being basically crushed and put on roads. If we could find a way of recycling that material, I think that would be something to look into.

Answer: The other thing though to understand, and this did come through in the glass report that came to you is that - and Alec did mention it as well - is to understand exactly what is going to happen from a legislative procedure from government. And that's been - the container return scheme has been delayed to 2025, which is not Very far away, really. And so it's a balancing act all the time. So it's trying to balance any expenditure that we undertake with what potentially could be legislated by government.

Cllr Mark Peters: Is there any way to look at large item or inorganic collection days around the city in the long term plan?

Answer: So you're thinking that about bulkier, household furniture, that sort of thing? ... One of the opportunities is to look at what could we use the Bromley Land Bank for and if you look at the Auckland example they establish warehousing facilities pretty early on in collection system. And then they use that as a hub for the community groups to then feed off that material that was collected. So the short *Answer* is yes, something could be done in the short term as a trial. I think some of the lessons learned from other Council's experiences that you've got to differentiate between this activity being a revenue generator and being a matching needs. So you know somebody's household has got bulk furniture they need to get rid of, and somebody else in the community has got a requirement for bulk furniture. How do you connect those two parties rather than just do it through a revenue generator? Because not everybody can access a shop or turn up with a trailer as a bolt van to collect this stuff. And I think the need is growing in the Community in terms of the rental market, the cost of living. There is, you know, if you could preserve that furniture in a sort of coordinated and sort of controlled manner, I think there would be huge

demand for that. But we need space and that's why we're sort of thinking that the OPP site might be the type of place that you would make that a base for.

Cllr Sara Templeton: On the closed landfill management, many of these sites are in sort of ecologically sensitive areas by waterways, those kind of things. What work's being done with local runanga to see what their priorities are when it comes to close land for management?

Answer: I think if we establish this close landfall management plan then that will form part of that discussion and that gives you then the basis of what the plan should be, and then we can take into account all the views of the affected parties and determine what the driving ethos is as to what we want to do. We've got to be able to make the case and explain on an individual basis the consequence of any decision. So if the consequence was, for example, let's remove the landfill, that's always an option. But again, we've got to understand the financial implications, the practicalities of it, moving it from A to B. So I think part of that research and part of that discovery would be to understand the significance of these phase parts of land to iwi and affected parties.

Cllr Sara Templeton: And I think that's the point. It's that discovery in early engagement before we come up with anything is the key rather than coming up with something and then.

Answer: But that's what we're doing at the moment. So that is part of it. It will inform there and it's part of the conversations that are happening at the moment. Just identifying them, all of the sites is a good start.

Cllr Tim Scandrett: We're kind of dealing with the end product and I know that in Europe there are some countries that are really pushing and doing this now with regards to restricting or taxing those products coming into the country that have lots of plastics and lots of blitz and stuff and some of these countries that you have the right a purchaser to actually unwrap your joyous little piece of kit and leave all the crap at the store, which still leaves within the country. I guess legislative wise, are we doing any work with LGNZ and pushing central government to start taxing and restricting, cause we're only a little country and there's only so many holes we can dig?

Answer: I think the main legislative tool that the government is pursuing at the moment is the Product Stewardship Legislation. So that's part of the Waste Minimisation Act. And obviously the Act is the primary legislation and then what would happen is as the individual schemes drop out for a product or a range of packaging, then they would bring in bespoke regulations which would set out the requirements for the scheme. And I think ultimately what you're what you're trying to do here is change the mindset. At the moment what you've got is an economy where waste is priced into the economy and it's the economy that creates waste, whereas resource recovery is not priced into the economy at the moment and it falls back generally to the ratepayer or to councils to fund that... And it also has a behaviour pattern where you're transferring responsibility around the supply chain so it's kind of like the person left holding the package is the one then responsible for it.

In a stewardship economy that changes, everybody who's involved in handling of that material gets compensated appropriately through a levy based system, but the starting point is actually to have a conversation about the material in the 1st place and say you know. Does it have a recovery path? And we're not trying to prevent people from putting products onto the market, but what you're doing in that policy setting is that you're revealing your consequence of your products' life cycle assessment in its price. So at the moment single use consumable, non repairable is the cheapest, whereas sustainability is sold as a premium. Stewardship economy reverses that so some things are just priced out of the market because there's just no recovery pathway or they have a material recovery pathway to link in and get them back to whence they came, so that we preserve those resources and keep them in circulation a lot longer. So that whole legislative framework is in train in at the moment. We'll just have to wait and see what the new government's view on that is and how they want to react to that. But it is an opportunity for business to commercialise some of these

activities and turn them into a profit. So it's not an anti business thing, it's really just more about resource efficiency and reflect it in pricing.

Cllr Tim Scandrett: You know, I do think that as a Council would be good to have a discussion about that, cause it's and what we lobby for through LGNZ because it's actually technically the product's one issue, the wrapping is another, and that's actually...

Deputy Mayor Pauline Cotter: So add our voice to it. Yeah. Yep. Got it.

Cllr Tyla Harrison Hunt: Just in curiosity is around the financial risk of the unit and what projects within this work plan that you've got are the most riskiest financially going into the long term plan?

Answer: I think the highest risk profile of the closed landfills because there's an element of unknown there and there's an element of uncertainty. So what we can do there is by giving that management framework that planning framework, then when we've identified the potential scale and the spread of the problem. And then secondly we've put contingencies into the system. So we're at least we're budgeting for something that may or may not happen in the next 10 year cycle. But again, it's the impacts of climate change, impacts of severe storm events that could be the biggest risk for us because depending on the scale of that damage, the capital budget we've allocated may not be enough, but at the moment we're just putting in provisional amounts and then we'll refine those amounts each year as we get more information about the site. And we're trying to make it more, we're trying to regard these risks as assets, so we're trying to maintain them as assets. So rather than waiting until something fails and then repairing it we would have a programme of maintenance that that would look at a seawall, for example, and it would have a regular replacement programme rather than potentially waiting and just the thing was washed out. But that just takes time, takes knowledge. And I think go back to the point raised earlier on. You want the ethos of the plan to be determined by key players in the community so that we have a framework to which we're operating on. And once we've got those objectives and that criteria set, then we can get into the mechanics of what the management plan actually looks like. But it's that ethos initially, which is pretty straightforward: It's to protect the selected environment and the surrounding land from an adverse impact from a pollution trail from these sites.

Cllr Tyla Harrison Hunt: And the waste unit seems like a pretty consistent unit around finances, right? There's very little fluctuation in that space, am I correct?

Answer: I mean, most of our challenges at the moment are with cost of living. So most contracts have an escalation mechanism. The contractor obviously prices the work and it could be, you know, 5-10, fifteen years later in that contract. So they need a mechanism in the contract to keep up with inflation. So any changes that affect the overall cost of inflation, which for our industry tends to be labour transport, you know. investment return on investment ratios and then that manifests into a cost of living increase and that's been running anywhere between 5 and 10% over the last couple of years. But again, our budgets tend to be a year lagging by a year, but we make that adjustment each year. So we know what those adjustments are and then we pick that up and then reflect that forward. And we've got two choices, we can recover that through gate fees or user fees and rates or targeted rates if we have them. Or you can do it through general rates as well. So we we're not blind to situation. The most recent experience you had was in the collapse of the commodity market for recycling and that if you like, revealed the limitations of that contract framework and then we had to step in and provide additional funding there to support that contract. So anything that relies on commodity pricing is a risk because you have no control over that pricing. But I think most assumptions there is, is that there's actually no money in recycling in terms of the resale of the product, so we've downscaled our budgets to reflect that. So we're not anticipating the sort recycling levels that we maybe got four or five years ago, they're just not going to come back because there's an oversupply and the price is depressed at the moment. It's unlikely to rise again.

Cllr Tyla Harrison Hunt: Just for clarity, you guys are in the in the game of medium termism, which is between 10 to 15 years for contracts that handle waste, and occasionally will year by year, you reassess the contracts and make it keep up with the cost of living and inflation?

Answer: There's a clause in the contract that does keep it up. Ten, fifteen years on contract basis is a reasonably long term contract and they do need to adjust over time so that most contracts will have escalation clauses in them that require us to recalculate the rates annually.

Cllr Tyla Harrison Hunt: And we recalculate it, not them?

Answer: Yeah. There's a calculation in the contract that you use. So you take your transport contracts, we use an agreed calculator that all the industry users.

Cllr Tyla Harrison Hunt: Around the mana whenua thing, are you going in pre draft?

Answer: Yeah we are already talking to them. We haven't started drafting, so. I think the big thing from all of those questions is, yeah, we've got risk and we've got cost risk across. But that's why we wanna really consolidate and do some really solid planning over the next couple of years to make sure that that's all there. But all of the conversations we're having with mana whenua at the moment .. so we are raising that.

Cllr Tyrone Fields: So just on the glass thing, right, ... so in Queenstown Lakes District like they have glass, they collected all like in its own bin right and then it gets all shipped off to Christchurch and then gets crushed up and then it goes to Auckland, right? That's the journey of the glass in Queenstown. Does our glass do the same? What does it do?

Answer: So the glass in Christchurch is crashed and used as a fill. So we have done quite an extensive report on glass out previously and there are a whole lot of considerations against that need to be taken into play against the costs and changes of changing to a glass out type system, so, and that includes the legislative changes that are planned with the container return scheme.

Cllr Tyrone Fields: It sounds like frighteningly expensive what Queenstown do then?

Answer: Yes.

Deputy Mayor Pauline Cotter: So just on that, it might be quite good to recirculate that. Would you mind?

Answer: Yes, we can do that.

Action 2.1

Cllr Tyrone Fields: Just another QDC related question so. Wanaka Waste Busters, right? That's a social enterprise that sort of like has got a zero waste mission, and it's got the transfer station there in Wanaka as well. Is there any room, do we have anything like that in Christchurch? I don't think so. Not. Off the top of my head?

Answer: Yeah, look, the not-for-profit sector's interesting. My advice and my comment would be that that all interested parties have their worldview and try and train the system to suit what they want to achieve. To give equity to everybody in the system, it's by making it into a stewardship approach where you know, you take away that transfer of responsibility sort of mentality. In terms of who you employ as your contractor, there is a line of thought that says, if you employ a zero waste group or community oriented group they'll deliver a different type of service to maybe a commercial operator. But I think you can temper that by saying it's how you frame the contract. It's what you want from the contract. If you want community outcomes or repurposing outcomes or whatever you set the contract framework up to be, then people will respond to that, the market response will come in and they will be able to deliver to it. So there is a model in Auckland where they've been running these community recycling centres and they've reset that a couple of times. Their initial goal was to make them self-funding with no Council money, but they've not quite achieved that, but they are getting reasonably high recovery rates. But people like Eco Central or

other groups are capable of achieving that as well. So it doesn't mean because you're operating with a commercial imperative, you can't deliver good community outcomes at the end of the day, they employ people locally in our market and it's how they respond and interact with the residents on the site and what the contract is incentivising them to do. The Waste Busters and all these people, Raglan and Zero Waste, now they all have their place in the system. And the key would be if you want to draw them into to bidding for the work, you've gotta set up the framework that would attract them in the tender process.

Cllr Tyrone Fields: OK. I'll leave it there, but that's an awesome answer and I really appreciate that.

Cllr Sam MacDonald: ... Just around the customer or community satisfaction. Am I right thinking that's a contractor issue in terms of the satisfaction with the bin collection?

Answer: The contractor is us, you know, whoever we hire, it becomes Council, so... If we take the scale of the cab side, for example, we've got to have KPIs and metrics in the system that are fair and achievable and you know sort of usual SMART objective type thing. But you've also got to have the context that problems will occur with that scale of service, and it's about whether that level of efficiency, you know if 20% of the customers were phoning about every week more, you know, complaining about the service level, then that's a huge issue. But where you've got at the moment we track around between 3 and 4000 calls a month into the resource recovery activity.

Predominantly they relate to Wheelie bin management and just general issues to do with kerbside. But to give that context, we've got 505,000 bins in system, so that 3 or 4000 calls by bins is you know less than 1%. So I think again it goes back to the contract framework, you don't want unintended consequences in the contract. You want the KPIs to be set up such that they're easily measurable the they provide accountability, but our staff can actually check on them and access.

Cllr Sam MacDonald: Maybe I'll put it a different way. I know we've hit the Covid Period through 2021 and that's maybe the satisfaction potentially dropped when we did the bin change, what we're processing. But I guess looking back at 18/19, it was 87% and it's sort of come down and it looks like it's on its way back up. I guess what I'm trying to understand is potentially, what's changed with the contract or how are we better managing it to put to make sure? Because we put on another truck, didn't we? At one stage, we got some more stuff.

Answer: Yeah, look, I think I think you've mentioned the event that that probably is worth talking about for a couple of minutes. The COVID situation, the issue where we had the miscommunication where people then started using the wheelie bins for you know, for large scale, they mixed them and put rubbish in them. So we had a period of nearly 18 months where there was, you know, hundreds of loads getting rejected every month at the Resource Recovery Centre, because the loads were contaminated and in response to that we introduced some systems which involved, doing better, been auditing, engaging with the public more in a sort of a - well, there's no way to put it - it's more of a confrontational relationship because we're behaving more like a regulator rather than, you know, an educator or informing people. So that will have impacted and that will have flown through into the overall satisfaction. We've now come out of that phase. The public have got the quality back up and we would anticipate now that that satisfaction will rise. But the other thing with the satisfaction is you've got to be realistic about the target you set because what can you actually do in practical terms to improve that satisfaction there? There's many things that will contribute towards that. But I think in this situation with COVID we changed the relationship with the public and we got an adverse reaction to that. That relationship is now reverting back to where it was pre COVID and generally now we're into single figures per month for rejected loads. Obviously we're coming into the next busy season and that that might peak again, but we certainly seem to have crossed the hill here with getting the contamination levels right down. But any system that introduces if you like potential conflict between us and the community... that's just why the synergy of being part of the Transport Department is useful because when we get it right, we won't hear from the public and they'll just embrace the system when we get it wrong, we'll hear

pretty quickly. And I think those customer satisfactions reflect the relationship we had with them in response to the contamination.

Deputy Mayor Pauline Cotter: Just hope it's not a dumb question, but if there was a bin, that the contractor was rejected because it was over full or whatever reason and that person complains, has that become data against us?

Answer: It does. We track everything. So can break that down. There's a dashboard within the Hybris ticket system and we can give you a breakdown of that.

Deputy Mayor Pauline Cotter: Yeah, but that would that affect our KPI, is all I'm saying.

Answer: No, we can split it out in the KPI's.

Cllr Yani Johanson: I was quite interested to see if we're doing anything around e-waste. And also if we're doing anything around metal, tyres, like just the stuff that we don't normally consider but that causes a huge problem in terms of waste to landfill.

Answer: Yeah. So there's at the national level, there's for tyres, there's a product scheme called Tyre Wise, so they're in the port and that's basically through the Motor Trade Association that involves the tyre manufacturers, the distributors, the retailers and they have a management group who run that scheme on their behalf. And they're hoping to give further details about the rollout and implementation of that towards the end of 2023 and that's in train. So that's unlikely to be reversed by any political changes the government.

Cllr Yani Johanson: Is there any work that we're doing around sort of regulation around it? Because I'm just mindful when people store lots of tyres, the fire risk...

Answer: Yeah. So a couple of things have happened with tyres. There was legislation introduced on the control of storage so that we prevented the same situation where you know, operator X stored a million tyres on site and then folded the company and then the regional of the local authority was left to do the clean up or the tyres went on fire.

E-waste there's another product stewardship scheme that was submitted to the ministry. It's going through the accreditation process just now. That was put in by a company called Tech Collect who are based in Australia and that will be for a certain range of electronic goods, be mainly aimed at, effectively, anything that has a plug or a cable on it. There's separate schemes for batteries. So I mean the short *Answer* is the legislative framework is there. A lot of these schemes are in train, but none of them have yet been accredited and actually mandated. So we hope in the next electoral term they'll start to get pushed out. Once we know that, the outcome of those schemes, then we will then reflect that in our transfer station setups. We can do localised schemes and that's one of the discussions that we'll have for the contract variation that we're discussing with the transfer station operator just now, how can we improve the range of materials that we're collecting? How can we set those schemes up? But we always want to be mindful of what the national scheme might look like. So we don't sink investment and then find it's wasted.

Cllr Yani Johanson: And I was just wondering. Asset condition. What sort of condition are the other bins in, like over the life of the contract, who's responsible for replacing the bins? Is it the contractor and how do we, do we get revenue from that or do we? Sorry. Do we pay the contractor for bins or the resident or?

Answer: In the contract model we have at the moment the bins belong to the contractor and they are responsible for the maintenance and the upkeep. It depends on the nature of the damage and sometimes we will be liable for it. Sometimes the resident may get a bill.

Cllr Yani Johanson: For at a high level, the bins must have a certain life? And so there must be a kind of a big spike when we have to replace the bins, and who pays for that?

Answer: They're the contractors. Contractors own in them under the contract. They are the contractors responsibility.

Answer: In general terms, the body of the bin is good for anything up to 20 years and the consumables, the lids, the wheels, they will get repaired on an as needed basis, but the structural body of the bins should last for a you know a contract between 10 and 20 years.

Cllr Yani Johanson: Just in terms of our levels of service, I see we've got like the breaches. But I wonder if we need a better of measure around things like complaints around things like odour, noise. I mean, I don't know what the exact measure might be, but it just seems a pretty blunt one just to be compliant with the consent, but nothing monitoring the odour issues that we've had given that we've had so many.

Answer: That is one part, but the reality of that and a lot of other sites that we run, we have consent. So it is the break of consent that is the measure that is measurable as such. And we've been through that in quite a bit.

Recreation, Sports, Community Arts and Events

Presenter: Nigel Cox, Head of recreation, Sports & Events

Great. So I'll probably intend to flick through the report as per the instructions that it's taken as read, but I thought I'd just take the chance to highlight a few key things as we go through and then obviously questions at the end.

Most of the stuff we're doing, there's no significant changes to our activity plan in terms of we have been rebuilding the network facilities post earthquake. We continue to do that and there's no other significant changes in our activity plan as we as we work our way through.

What this activity delivers

Obviously the key things we do. There's four parts to our to our activity which is one around providing a network of recreation and sporting facilities. We also provide recreation, sporting programmes and activities within that and we provide events both from delivery but also from the consenting process and providing support to event deliverers. And then we also have a Community arts team that's working with the community and creating partnerships to deliver well-being through the arts.

A snapshot of provision and use for 2022/23

There's also a number of reports that goes through, that talks about the value of the work that we do, whether it's about getting people active in terms of just for their own well-being and the number of research papers, whether it's from Sport New Zealand, talk about a dollar invested gives you a \$2.12 return on social return on that, through to a number of reports to the creative sector as well. So I think everything we're doing currently has a significant impact on the community and it's doing a pretty good job in that space.

Participation

What I did want to probably cover off and I guess this is a graph that's on the board that just gives a bit of a snapshot of how we've been tracking pre earthquake to today. So I guess in terms of what you've got on this, this is about our aquatic participations and the reason I wanted to talk to this was for back in 2017 to inform that LTP we went through and did an aquatic services plan. Which was about making sure that all the business cases that have been done for the individual recreation and sports centres actually stacked up, so we had one single view of what it's going to cost to operate the full network of facilities... That was about 2017, so it's been through a number of LTP's now, but I guess the thing is, we're still tracking online with what we've predicted at that time.

So in terms of pre earthquake we had about 5.3 participations per head of population and last year just gone we had 5.48 participation per head of population. So we're tracking through nicely to be able to get participations, but actually not just get new people active, but actually get people coming more often. So instead of coming once or twice, coming three or four times. And what you'll see through this in terms of there's some spikes as you go through, but obviously the key ones is the earthquake, which is demonstrated by that red line in 2011. We opened Graham Connor Recreation and Sports Centre, that's why there's that first spike as we jump up participations. Then there was a long period of time where we were switching the assets down and people were coming, but it wasn't a great experience because we were really, really full and really, really busy. So in terms of you had that gradual downward trend of participation in our aquatics facilities, people weren't quite going and getting the enjoyment and the space and being able to enjoy just using the recreation sports centres through to the big spike in 2017/2018 is when Taiora QEII opened, so in turn we had another spike where people came in, but at the same time we also had closed Pioneer for six months and closed the hot zone at Jelly Park as you could no longer sweat those assets. And then in turn, obviously we had the COVID restrictions that hit as well. So that took a massive impact on participation both through the close downs, but also through the restrictions that were in place post that. And then coming out obviously Te Pou Toetoe Linwood Pool was open during that COVID time as well so there's a little bit of a spike there. But I guess the good news is that now we're out, we actually haven't been under any pandemic or any restrictions in terms of we've got a full network of facilities. There seems to be a bit of space for people and we're back up to that participation, where we're tracking to get more and more. Even when we get Matatiki and Parakiore online and we're still gonna have to have some closures at our other Rec and Sports centres because we have still been sweating them and doing only the essential repairs since the earthquake. So there'll be a closure at Jelly Park for circa 8 months and same at Pioneer as we work our way through that. So I thought it was important just to just to track that we are heading to what we predicted would be when we're operating the full network of Rec and Sports centres.

What our community is saying

Apart from that, I think we could probably leave as read and then probably just open up to questions if you want to. The key thing that we do have is through our unit is we're working in partnership. So in terms of not trying to do everything ourselves, but certainly trying to partner with community groups, partner with our other agencies to deliver whether that's through the arts, whether it's in terms of Rata or MB or even with the parks unit to get Toi Auaha and turn it down at Rolleston House up with this 17 creatives currently operating out of that through to the event delivery and partnerships with The Rock through events that they deliver and then likewise stuff that we're dealing with variety and to get people to learn to swim and working through that.

One of the challenges we do have and we'll continue to bring that to you, is the fees and charges and making sure that cost isn't a barrier, and how we manage that. So I think what you'll get back from us when we come to the table is probably trying to get a bit more flexibility about how we set those fees and charges, because obviously having them ready in December and they don't get implemented till probably the following October, setting them well in advance. The industry can change quite a bit, so we'll probably be asking for a bit of GM or head of unit discretion to be able to change those prices to react to what's going on so we can get people through the doors but making sure that cost isn't the barrier and recognising that cost isn't the only barrier that's why we're working with existing agencies to go through the other stuff, whether it's transport or social need and go through that.

Open for Questions

Cllr Mark Peters: Good to see the Matatiki coming into the planning here. I've noticed on one of your slides there that it mentions funds for FY25 for Matatiki, I would have thought, perhaps financial year FY24 with any luck?

Answer: Could be an error in that yes, we'll pick that up and go through...

Action 2.2

Cllr Mark Peters: Yeah. No, that's cool. I just hope it wasn't put a year back like Parakiore.

Cllr Mark Peters: Interesting to pick up in your comments there about working with third parties. Do we work in conjunction with third party swim schools and that sort of thing to sort of rather than compete against each other in the space, work together to help the community get what they need?

Answer: Yes, we do... Part of that is through the transport subsidy that we manage on behalf of the sector in terms to get schools to swimming pools, whether that's a Council swimming pool or somewhere else. Yes, so we manage that fund to work with other swim schools. And then in terms of through any other mechanisms we can, whether it's in terms of our criteria or lessons plans and those sorts of things. But definitely there's the working with them. But I guess sometimes we have different drivers, whether it's a commercial outcome versus our costs to learn to swim at a very, very affordable and reasonable and that's making sure everyone gets the opportunity for that fundamental skill.

Cllr Mark Peters: I recently came across a third party swim school who actually have a charitable trust to try and encourage people within their space of learning to swim and survive in water. Would that be something would be interested in building into the programme here?

Answer: Yeah, there's working through. I think there's a there's a number of trusts that are around getting people active and making sure it's successful. So yes, as we've spoken, we can have our conversation and work through.

Action 2.3.

Cllr Tyla Harrison Hunt: Just something close to in relation to that and its surrounding accessibility for those with who are less abled. And there has been some things within the Riccarton community around accessibility into swim schools and 1:1 ratio teaching because they need more active coaching and engagement. What does Council do in that space around disabled peoples? And helping them be more skilled in the water?

Answer: I think there's there's two parts to that and I'll *Answer* both... One is to make sure that our instructors are taught and in turn ongoing education to make sure they have the awareness and know how to manage those situations. The other one is size of classes. So in terms of they can reduce the size of class to make sure that people have the attention they need. And then the third part is into making sure that for some people, having those lessons at peak times is not helpful. So in terms of how we can do them at different times, when it is a little bit quieter. I think that's part of the benefit of the aquatic sensory when Parakiore opens is to be able to have a quieter space to deliver, learn swim lessons, but also to integrate them to the general noisy-ness of the busy times that we do have.

Cllr Tyla Harrison Hunt: So those classes could be a part of the new programme that we're proposing?

Answer: Yeah. There are classes that as we work through in different times as we work through and we have worked with the Halberg foundation before to actually help fund and support through that.

Cllr Tyla Harrison Hunt: There was another one around cost as a barrier and I actually got approached from UC and UCSA around accessibility for their students and not being able to afford

the adult rate. To save me from having to go through long term plan stuff would you be able to put a thought through around your pricing. They are going to put through a letter to the Community Board to try and support that. But I just wanted to see if we're able to just skip a beat and see if you're able to put forward a proposed thought around, some advice around what you think would be good for a student rate at UC.

Answer: We can respond to that. And there's probably some work we've already done with UC previously. We were looking to get a set rate. But I think where we landed was they were better off to use Wharenuī which was closer to the university and they were using rates and they're using that facility. But if we've got advice I can send that through.

Cllr Tyla Harrison Hunt: There were two pools that they predominantly would use, which I've been talked to as Jellie Park. And because there's no housing in record and they actually live in Spreydon. So it would help Pioneer potentially. So maybe a targeted rate could work, but just a thought, I didn't really want to put too much on it.

Action 2.4

Cllr Kelly Barber: ... How's the behaviour these days? You know, because it seems to oscillate. At different times I often talk to the lifeguards. Have you noticed any trends?

Answer: It's an ongoing challenge to go through, certainly some people that have got things going on in their lives that they might bring out the frustrations, but it's an ongoing challenge for our frontline staff to manage and work with, certainly to be cool, not cruel campaign was helpful, but I guess in terms of its going through what's the next steps to work through that. So not only that, but actually how do we reward when our staff are doing a good job. But it's a difficult situation in terms of managing a number of different people as they work through that, but it's tracking the same, but we've excluded a number of people from our facilities over the last 12 months.

Cllr Kelly Barber: Yeah, and my feedback would be that the your front of how house staff at QEII and the GC where I go regularly, are just top notch, you know really good at sort of engaging people as they come in the door, which I think probably goes long way.

Answer: I think they do an amazing job as we go through the training that they do receive about conflict deescalation is fantastic, but I guess, and as they get through small essence query giving it 20 times a day can become frustrating. But I think overall they do a great job.

Cllr Kelly Barber: How close do we ever get to capacity at places like QEII?

Answer: Depends... yes, we are capacity in weekends where it's one and one out of the pools. And I guess for us the difficulty with that is in terms of a number of people using the leisure spaces. So they might say they're going to go and swim laps, but they end up in the leisure space. So it's a constant monitoring of lifeguards. So yes, we do reach capacity both there and Pioneer generally and obviously in tune of Jelly Park over that summer period with the outdoor pool, it's really, really busy.

Cllr Kelly Barber: And do you think that's going to change when Parakiore opens it? You know it sounds like when you open a new pool it there's a big increase in people going to it.

Answer: Yeah, people go to the nice shiny things, but certainly in terms of what will provide us more options. So people can either go to their local facility or they can make their way into town to see Parakiore, but certainly provide more options. But it'd be great if there were, if we were at capacity and then we can just change the way we operate to try and encourage people to come at different times.

Cllr Kelly Barber: Season pass holders, you know who pay the big dollars like 600 and something like that. Have you considered sort of lowering that because that's quite a big chunk of money for some people to pay upfront, you know, I mean I think twice about it.

Answer: We have certainly internal when we do our fees and charges, we benchmark against other

local government agencies around the country where they charge and also the private sector. I think generally if you go through our memberships, we're actually maybe \$150, \$200 cheaper than others that are around. But I guess it's also going through whether community services discounts provided or the or the gold card, those sorts of things as we work through, but that is a consideration we've taken.

Cllr Aaron Keown: Parakiore, what's the plan with the parking there? Is that going to be charged or is it free?

Answer: For those that use the facility and it will be free, but I think there's going to be time limits on that so if people choose to park there all day, then certainly they'll be paying a a larger fee in terms to be there to go through. So there's actually been out to tender. There's a parking system that's been awarded that allows us to track number plates, to know how long people have been there. So soon it's going to be one of the issues we do have. I think when we go back when Parakiore was first decided, it was going on to that site, there was a whole transport plan about how people would get there and what parking build was going to be in the location. Some of that hasn't come through, but it's going to be one of those things we have to actively manage and I guess that's also part of how we reduce our carbon footprint because one of the big things we have is how people travel to our facility. So whether we can do some sort of incentives or encourage people to bike or take the bus and work through that, but it's going to be one of those challenges we'll have to work through.

Cllr Aaron Keown: And does anything stop people say you're going to visit someone at the hospital for three hours. Go to Parakiore; pay for your swim; walk to the hospital.

Answer: I think we'll go through and monitor that, but that's one of the things we'll keep an eye out for if there's a constant pathway being treaded over to the hospital, we'll work the way through. But knowing that probably doing that for good reasons. We have to manage.

Cllr Aaron Keown: Looking at the numbers here going forward, it looks like particularly has a cost increase on Opex of 10 million a year over what we're currently spending is ballpark, is that what I'm seeing here?

Answer: And it's probably better if we provide a breakdown. I think it's more the overheads and how they've been worked through. But certainly yes, in terms of Parakiore is gonna have a significant cost to implement to operate over and above the others. I think from memory, I think the net cost to operate Parakiore is about \$3,000,000 as we work our way through it probably is a bit of a jump through the system that we need to finalise.

Cllr Aaron Keown: Yeah, cause under the funding percentages per year, our rates are currently 66% for rec facilities and 34% fees and charges. But it looks like once Parakiore is online that actually rates amount goes down and the other (fees and charges) goes up, which would say that we're going to have an increase of people going to rec facilities by about 30 to 40%. Looking at these numbers, do we think that's going to be right?

Answer: What might be better is if I pick up the Aquatics work that we did do and probably recirculate that, which is a better outcome of the participation in the numbers and the dollars that go with that.

Action 2.5.

Cllr Yani Johanson: Just to pick up on the Parakiore, I think we have asked for a briefing to understand the revenue versus the costs and to get a really good understanding around things like fees and charges. I mean there's obviously private people that are going to be operating within that building as well. So at this moment, I really don't have any sense of what are people going to pay to use the facility. You know, I've certainly heard some concern from some of the sporting groups that it may be too expensive, but it would be good to get a kind of understanding of that one in advance

before we set the fees and charges through the LTP. Is there any sort of briefing that is going to be looking at like what leases we're doing, what the rates we're charging, how that offsets the cost of operation?

Answer: Yes. And so I think last time we came, I think there was a request to come and give an operational briefing, so rather than just a construction, to come and talk about how the facility will operate, I think we said we'd do that the month of October, so we'll find out a time in October to come and talk about the operational.

Action 2.6

Cllr Yani Johanson: And then that can feed into the LTP decisions.. Is anything going to be done between now and October that's irreversible in terms of signing up leases, negotiating with people using it.

Answer: No, in terms of the facility in turn to plan to operate it had been done and dusted into the reasoning we were hoping to open in 2021, so those plans are kind of set and we're just adapting and working our way through those. So no, there's no significant changes between now and then.

Cllr Yani Johanson: But what's happening with Wharenui Pool in this?

Answer: We're still working through with the Wharenui Club ... we talked about last time giving them the opportunity to operate their facility and turn to go through to see whether they could make it in in terms of cost neutral or cost recovery, so still working closely with them so met with them last week to talk through the capital works that might be required. But then in terms of obviously once Parakiore is opened that will be a different proposition to now that it's not open. So we're still working with the club.

Cllr Yani Johanson: But in the LTP which goes for the 10 years and Parakiore is going to open, what are we saying in terms of Wharenui, are we going to close it? Are we going to suggest closing it? Are we going to suggest leaving it open?

Answer: I think the direction we got from Council last time they came was to see whether they could make a case where they could be cost neutral. And then in turn, we come with the actual data and information about what was going to cost to operate that facility. And then Council could make a decision about how they want to go forward.

Cllr Yani Johanson: So currently the LTP's silent on what happens to Wharenui?

Answer: It is in terms of as we still don't have certainty on the opening date of Parakiore. Without having that certainty it's pretty hard to make a decision to go through or make recommendations there.

Deputy Mayor Pauline Cotter: And then the key there is that you're working with Wharenui Pool management group.

Cllr Yani Johanson: And then just the final specific question was around the Wigram Gymnasium is that something that needs to have some sort of refurbishment? I just don't quite know enough about its condition, but I know in the past there's been concern that it's sort of overcrowded and doesn't have enough space and might need improvements.

Answer: We're still working our way through in terms of the Wigram Gymnasium I think there's been a number of options where they're looking to expand to make it bigger. But I think the, the team that we have behind me in are working with the sporting organisation about what we can do and of course would always love to do more. But we're work constrained by resources that we do have.

Cllr Sam MacDonald: I would be really key to see what that delegation looks like to the team around the pricing cause I think you are a lot more in touch with sort of what that looks like. So that be really cool.

Cllr Sam MacDonald: Across our halls and things like that. Are we getting enough revenue in to cover those sort of fixed costs, so to speak, across each hall. And it may be something can take offline, you can come back with. I guess where I'm getting to is, my logic would sort of say, if we're getting enough in to cover the costs and the overheads associated with all the staff and things like that then there may be more creative things we can do with the pricing to increase that participation. Is that sort of fair to say? An example would be I'm thinking we have 3000 council staff. I know we already do a bit of stuff, but actually does make sense as a non tangible or a tangible benefit that we don't necessarily pay for, to increase that, like just getting a bit more creative with using our asset.

Deputy Mayor Pauline Cotter: Are you talking about just the pools?

Cllr Sam MacDonald: Well, I guess across the asset base we've got and in sport and of everything.

Answer: Yeah. So maybe in terms, if I leave that for when we return, obviously let us do the operational briefing for Parakiore, but also to come back around some thinking around the fees and charges because I guess the team have looked at all different scenarios to make it make it worthwhile. I guess one of the challenges we do have is some of those fixed costs like insurance in terms of recently has gone through the roof. Yeah, so be able to manage that.

Action 2.6 / Action 2.7

Cllr Sam MacDonald: But it'd be really good to sort of even if we just understand at a high level what the throughput in each facility is required to cover that fixed cost, and then what choices we can make or and it may not knowing there's a rateable contribution as well. And then what we can do above and beyond that to add some benefit to the people using it and whether it increases that participation because I completely get the idea of, you know, going from people using it twice a week to four times. But actually if we can get two people doing that, not one. Yeah, that's a financially good thing for the Council, but also really good for them as well. So just be keen to see how that plays.

Cllr Tyrone Fields: So currently the Norman Kirk Memorial Pool in Lyttleton closes at the, well closes in a commercial sense at the end of January. So what would it take to and look, people can use it after that, but like they need a key and it costs and so that's not necessarily inclusive. So what kind of options do we have to sort of like keep a pool like that open like weekends say to the end of Feb?

Answer: I think the difficulty we have with all the outdoor Summer Pools is in terms of is the cost to operate and I guess in who would extend Norman Kirk Memorial Pool or Waltham or Jelly Pack. It's significant cost relative to the participations we receive. So I guess in terms of what we've done in the past, it's been our Community Board to try and keep their pool. And they've worked their way through. But what we did do with Norman Kirk is tried to set up the pool key system so that people could access it, or the community could access it when they wanted without having to wait for the life guard to work through. But obviously making sure that's safe. So that was kind of trying to extend the access to that facility without having to have Council staff on site, but knowing that we've trained those key holders to be responsible and if something wrong.

So if you're asking me to come through the options to what it would cost to do it, I mean we could pull it together, but I guess it's additional money and Relative to some of the other priorities in terms of, it might not be a staff recommendation.

Deputy Mayor Pauline Cotter: It'd have to be range too, depending on how many you're using it cause it's another unquantified, guess..

Cllr Tyrone Fields: I mean it's like banks financial all over, though it gets discriminated against because it's got a lower population, doesn't it?

Deputy Mayor Pauline Cotter: No, no, no, no. Sometimes the sometimes the more people that use it, the more it costs.

Answer: We can provide the information.

Question

Cllr Tyrone Fields: I do have a follow up. Just on the Governor's Bay Pool, I understand that they do need an upgrade in their heat pump. Is that like how does that sort of get dealt with? ...

Answer: That part of our capital plan to work through and whether it needs to be replaced. So it's already going to be on funding. It's just a matter of working out when it needs to be done.

Cllr Tyrone Fields: Right. So is that something that's on budget or we need to get it on budget or?

Answer: I mean, I can go back and talk to the team to see where it sits and come back to you.

Question

Cllr Tim Scandrett: Rata (Foundation) had changed its funding policy. Has it affected us at all because we tend to be the last one holding the bath water because they and it just seems there's disconnected cause, people have come to us, a number of organisations saying they're no longer covered by Rata or others. So we're in the same boat there? Because you've just heard other Councillors, you know wanting things, which is absolutely fine for the communities. It all costs money.

Answer: I think a number of the funding agencies have worked through to prioritise where they're putting their money and whether that's targeted populations or things that they've prioritised that are important to them, whether that's Sports New Zealand, whether it's Rata Foundation, whether it's some of the philanthropics... Has it impacted us? Yes, in terms of some people that used to get funding for certain things may no longer get that, so they feel like they're missing out but in saying that the funding has gone to other areas that they've identified as being important for them. So yes, it does impact. So, some people might need to miss out for others to get an equitable solution to getting through the facilities or whatever else, Rata's funding.

Cllr Tim Scandrett: It would be good for us for that briefing that you're going to have in October to understand that. Because, for instance, the University was mentioned before, so Canterbury University is now the most popular university in New Zealand. So that's the recent figures, et cetera. They came to us over a Rainbow gala, which the university wouldn't fund, which I think is appalling, but they came to us for funding. So I'm just wondering if the university could they get funding for their students to come and use our facilities at a discount rather than all the ratepayers and putting pressure on our other areas? I'm just wondering if there are organisations... can we kind of hit them for a full fee and they go and get to another organisation funding for that, whatever that is, lotto whatever. So yeah, cause we are the last cab of the block and we're coming into a long term plan which we cannot afford. So I'm just wondering.

Answer: Yeah, there's a few things in that, so I'll probably work with John Filsell and turn around the grants that we distribute and just to give an idea of content of what the requests have been over and above what's available to allocate. I'll do that and that can come back through the forum. The other stuff through our fees and charges, yes we do have commercial rates, where some people pay a lot more than others if it's a commercial part of it. But we can explore those sorts of situations.

Action 2.8

Cllr Victoria Henstock: My first question is about risk. I'm really keen to understand that it's just at simplest level where your biggest risk is over the next 10 years or so in terms of your capital programme.

Answer: I think in risk of our capital programme, we're fairly lucky because most of our facilities have been built new or they have had some repairs. If you start to go through the biggest risk will be when we open Jelly Park and Pioneer and I guess that's what we might find behind the walls that we weren't aware of before so. That's probably the biggest risk agenda. Fixing existing infrastructure.

Cllr Victoria Henstock: My second question is about capacity. I'm just keen to understand that when our new facilities are up and running, whether we're going to have sufficient facilities to meet the demands, I'm thinking in terms of the current pressures that we're seeing on particularly on our pool space and our lane space, when we've got intermediate kids playing water polo at 9:30 and 10:00 at night, so are we expecting to be able to have sufficient facilities to meet our current demand and the expected increase in our population growth to meet the increasing demand.

Answer: For that example. We're talking about deep water space for water polo. So certainly Parakiore has a significant amount of deep water space, whether it's the 50 metre pool in the dive well. So that's a significant increase in that. So yes, we anticipate there should be. When we do go through and do the Aquatics plan, we're not basing the facilities on what we need now. It's based on what we need in 30 years. And we're throughout and in the facilities of also got room for expansion if we need to. So yes, we believe there will be in terms of they may have to be people that operate slightly differently as we get new facilities. One of those will be the likes of netball in terms of if they come become an indoor sport, then it might not be everything played, they have to do some midweek games and they're working through that now with Netsal and then how that would operate in Parakiore so that'll be that'll be the case for every sport that goes through because we can't have everyone in the pool space at the same time. So it's just a bit of give and take and they're working really well together.

Cllr Victoria Henstock: That was the other question about how all our stakeholders are working well together. Are they?

Answer: I think what we find if we get them in the room and they they're talking through the solution then they're far more amicable because they're actually part of the solution as part of their ideas, and they can get the trade off and it's when we try and sit at the top and be the decision maker that we get ourselves into a spot of bother because all of a sudden it's Council in the middle, but everyone's got the right outcome: they want people to be active more often and they've got their own sport in mind, but once they see the full picture, I do think generally everyone works really well together, so we just need to probably change the way that we have done it traditionally: which is working with the sports and giving them as part of the solution.

Cllr Victoria Henstock: It's really good to hear. My final question then is around prioritisation. We're hearing a lot about budgetary pressures and the need for prioritisation in all of our other briefings, so I'm just keen to understand whether you're expecting there to be any trade-offs in terms of what you're offering in your levels of service and your capital programme.

Answer: Certainly we'll need to, but I think like I said at the start, we haven't changed our activity too much in terms of it's been the plan for a while. I think we've been quite nimble with our budgets over the last three cycles and where there's been savings we've handed the money back or we've tried to find efficiencies to do things. So we'll continue to do that. I think yes, there will be some trade-offs and will be some decisions for Council about where you would like to invest the money and for us, that will mean we might have to stop some services.

Cllr Victoria Henstock: Not able to give us any heads up on what that looks like?

Answer: I mean, I think the options are in listen to go through, it depends where council wants to put its priorities. So rather than doing now, because effectively you could stop everything we do, but that's not our recommendation because we think that it adds value to people's wellbeing so, I think it'll be a myriad of things you could look through and decide whether it's important.

Cllr Sam MacDonald: More for Lynn and the team, just around based off Nigel's comments that'll come through, driven off a staff recommendation, wont it?

Answer: Yes, after Nigel's finished, we asked Peter to give you a heads up on the forthcoming briefing so that that will include the indicative timing.

Cllr Sam MacDonald: Yeah. No, I guess the point I'm making is around just those comments around services that may need to change. Yeah, I'm just signalling my expectation would be that they're considered by ELT before they come to council to sort of pick out of a box which things we would sell.

Answer: Yeah, we need to provide you with options that are evidence based.

Cllr Yani Johanson: We haven't really focused much on that arts in the events, but I guess I mean. I'm kind of concerned, I'd like to see more events coming back to us as a city, our team to run. I just have more confidence on them than some of the others that are organising them. So I wonder if there's been any consideration, things like the Buskers coming back to Council, you know, I mean, we used to have an arts festival. The Lantern Festival as well. So is there any sort of, I guess higher level thinking about the events that we do and what we could do.

Answer: Absolutely. To go through, I think what you do have coming back is the event ecosystem presentation with Venues Otautahi, Christchurch, NZ and ourselves in turn it to work through that. And part of that might be some decisions for Council about whether you would like event to come back to Council or otherwise, but that's a that's a presentation that's coming up. But certainly we're working through about what we're trying to achieve with our events. The events team within Council delivers community events and I think they do a great job of that. So we'll continue to work through that. But from the major events will be the event ecosystem presentation will come through as part of this, forming the LTP or draft LTP.

Cllr Yani Johanson: And just wanted to check on the arts stuff is it possible to get an understanding because we don't like we don't have any committees anymore that look after arts, but are we able to get an update on what's happening with the arts strategy in terms of implementation? So just to get a sense of the things that have been done, the things that haven't been done, challenges, and where things are progressing.

Answer: Absolutely. I mean, I can send through the most recent quarterly report, also note that we're coming to Council, I think in October to give an overview of what we have achieved the unit, the Rec and sporting events unit for last quarter. So some of what we did last year. So that will be an overview of what we've actually delivered in the last quarter.

Action 2.9

Cllr Tyla Harrison Hunt: You had a really good *Answer*, but I wasn't quite clear...What Staffs' position on the potential of taking back all of those events that we've been given away over the last three years, like the Lantern Festival etc, CNZ's work.

Answer: And I think if you wait until we come through, we'll provide the pros and cons for either, to go through. So we'll provide the information and options we have. We haven't spent enough time with ChristchurchNZ and VO to form a view of what our recommendation is.

Process overview/update on next steps

Presenter: Peter Ryan, Head of Corporate Planning and Performance

A little heads up on where we're going next week there's four smaller activities, the Art Gallery, Akaroa Museum, Customer Services and Communications and Engagement. So far you've been through two major capital briefings and 16 activities, but those 16 contained the big asset areas. So you've actually probably seen guesstimate 60 to 70% of the budget. The two big summits coming up are not based on activity views, but the ELT view of options going forward to your point. The 17th of October, which is our major session on Opex, Capex three and disposal of property. And then the 14th of November infrastructure strategy, finance strategy, resolution of Opex and Capex and fees and charges. So they're smaller chunks with some large blocks in between. And at those two - I'll just repeat them 17th of October, 14th of November - they're the sort of major summits around the relationships between services, the rates increase and the levels of service that have

been proposed to you as well as part of the capital programme. That's just a little sort of reminder of what's coming your way so by the middle of November, the plan should be springing into shape. Are there any questions on any of that going forward?

Open for Questions

Cllr Sara Templeton: These are really useful and I'm really glad that that we're able to do them in a more public way this term. I'm just wondering. So each presentation to us goes through ELT.

Answer: Yeah that's right.

Cllr Sara Templeton: Which is really good and making sure everything sits well there. It just surprised me to find out process wise that it wasn't also being run past the Mayor and Head of Finance Committee before coming to Council because I know that's, you know, last term and the term before that would have happened? Yeah. It's just the whole....

Answer: OK. I guess the *Answer* to that is possibly as simple as logistics because we are struggling to get these to you by the Friday before these meetings. So this information would have gone to you last Friday sometime in the afternoon, around noon. And that's actually quite a difficult thing for us to do. If we were to pass them through one or more additional layers the process will become quite slow, so I don't recall that we did that last time by going through those additional ones. They came straight to straight to committee.

Cllr Sara Templeton: No, I think we've heard, yeah, there was an extra step or a heads up at least space in through there last term so.

Answer: I can't really *Answer* that although but not just the logistics, but there's also, the transparency angle, I mean we were trying to bring these in a level playing field to everybody at the same time.

Cllr Sara Templeton: Oh, no, absolutely. I'm just aware of the, you know, the local government act requirements and stuff as well that this should be guided by if you like, the senior members.

Answer: Definitely any decision making, you're right, under the Act any decision making needs to be guided by the mayor and Council. These briefings are without being too technical about it, they're not actually decision making sessions.

Cllr Sara Templeton: And so what guidance is being taken from these? So we haven't been asked for any guidance for an iterative process through these briefings so far. I'm just wondering how the guidance is coming through.

Answer: Well, the guidance on capital, we have had some through the first two sessions and obviously that will get to the sharp end when we do capital three which is the staff recommended capital programme based on the advice from the first two briefings. And that's gonna be a much reduced programme and that's when we really will be looking for final guidance on what's in and what's out. And the same goes for Opex. The teams are presenting their view by activity, but they've joined up holistic view with, what's the ELT, vision and recommendation across them, it really does come from those big summits rather than piece meal by activity.

Cllr Sara Templeton: So when I've looked back and rewatched the recordings from the last few, especially in the transport space, I haven't seen any request for guidance. There's been questions asked and *Answered*, but there's been no guidance from the Council as a whole for the direction that they were wishing things to.

Lynn McClelland: Perhaps I can add. I think Lynette was really, really clear that there's quite a lot of work still to be done.

Cllr Sara Templeton: I'm talking about the process though, the looking at notes and guidance. So while there's an, you know, an iterative process that goes back and forwards what I'm not seeing is where the Council guidance space sits in any of these. So for example, today on waste, we had lots of questions and *Answers*, but we didn't as a group give guidance for what to bring back next time

any of those kind of things, it was just question and *Answers* and we heard from a couple of people. So I'm wondering how guidance is taken into account for changes between the programme.

Lynn McClelland: So I think the main opportunity will be when we actually are able to present to you the full programme and that's the logical point at which guidance will be sought, because at the moment having a look at all the vertical components. I think the Q&A process has been quite helpful. It's been socialising some of the key risks and issues, however, what we now need to do is to present to you a considered view which will elicit feedback and guidance. And to the point of the transport briefing, just to reiterate, the Lynette was really, really clear that she'd still got quite a lot of work to do, so it would have been premature to have asked for guidance at that particular point until we got to a point where there is a more fulsome process, or looking at the transport portfolio as a whole.

Cllr Sara Templeton: I'm just unclear on the process though, so at the very beginning of that presentation there was a very clear statement about the fact that that presentation was based on guidance that had been given and I just wasn't sure where that guidance had come from because I watched the previous transport one and that guidance wasn't there. So I just if we could work through the process and how that works, I put a question through. That would be really good. So that we can make this a proper process.

Answer: I can chip in a little bit there. The work you've seen was given a very hard steer at the beginning by the Strategic Priorities and by input from, for example, the board plans. So there's a whole raft of things have come into the heads of as a as a funnel to say you need to focus on this, deliver a proposal based on these principles. So that's what they've done and really they're looking for any showstopper moments but the hard questions will come up, as Lynn says in the big summits, when we look at what everything adds up to and where we might need to make adjustments and get your guidance on those adjustments.

Deputy Mayor Pauline Cotter: You could look at it like we're actually in the process now of receiving all the information and then it would be an inappropriate in a way to proffer an opinion because it's looking at an I want rather than what's possible at the moment. So as we work through it, then we do the kind of like trade off and what the direction of the governors around this table would like to be delivered over what is not.

Answer: Yeah, except that what we've just been told is that all of those things feed into the proposal. But what we heard at that the previous briefing was that there'd been direction given to put one thing above everything else, and I don't recall Council giving that direction. So I just trying to work out how that process works, yeah.

Deputy Mayor Pauline Cotter: That's good Sara, thanks. Thanks. Sam, did you want to comment?

Cllr Sam MacDonald: I mean, noting they're still publicly recorded is part of it. Just to allay serious concerns that the mayor has been very, very clear when he's talked with Pauline and I that actually, it makes sense for all this information to come to everyone at the same time, so there's no inference that something has been given, so the guidance that's been given is the Letter of Expectation from the LTP, and like Peter said, the board plans, so I would hate to think that for any moment that there's a, for any reason that someone has - and I guess the cycleways is the point of contention, or you know where it's come from - but actually that's the staff have worked on that. So no one sat in an office and said get rid of that. They've read the letter of expectation that was unanimously agreed and draw their own conclusion. But I guess the point that I sort of took from what Lynn was saying in at the beginning was that, I mean, I've taken these LTP sessions more as an upskilling for the new Councillors and more than anything. And I guess once there's a draft put together by ELT that's actually when the trade-offs and the changes are made. So we're very, very early on, but I just hate for anyone to have the impression that the mayor and I are certainly looking at stuff because the guidance he gave at the beginning was that everyone should see at the same time.

Cllr Sara Templeton: That's really good to know, thanks. I mean, to be clear, I don't have any problems with each that you and the mayor doing that because actually that's the role of the mayor is to lead the LTP. I have no problems if things come through so yeah.

Cllr Sam MacDonald: Sorry. I obviously wasn't clear, the point is we're not at that stage where guidance is given this. This is information of a letter of expectation that the staff are generating, so it would be inappropriate now to give guidance even as the Mayor. And it's Phil's been very, very clear on that from the beginning. So I would just hate given these are recorded that people would get an impression that isn't correct.

Deputy Mayor Pauline Cotter: Yeah. So it's really important to reinforce this. It's not decision making. We've made no decisions to date.

Cllr Tyla Harrison Hunt: I just wanted to clarify that there was a pretty clear statement that shocked me because it was the complete opposite of what was proposed around the letter of expectation and the strategy around the long term plan. A green livable city or green cultural powerhouse or something like that I can't remember, which seemed contradictory to what was proposed. That's why that was flagged to me and was a quite a surprise at best....Thanks Peter for your work. I don't want you to be the meat in the sandwich, but with the way that we're going towards a long term plan strategy, we're actually contradicting that by the proposed thing around the transport unit.

Lynn McClelland: I think I think it's really important for us to take a step back, a green level city is one of the outcomes and goals. There are also other goals which include a prosperous city, so these are some of the trade-offs that will come through when you see the proposed approach. So please don't take any presentation so far as being definitive or predetermined, or even a proposal. These are initial drafts. More work has to be done, and these are the debates that you as Councillors are going to be making. Is it more important to have a green livable city or potentially a prosperous economically outstanding city? You know, these are the things that are implicit in some of the proposals that are coming forward. At the moment, ELT and staff do not have a view. So there will be plenty of opportunity to have those trade off debates.

Cllr Tyla Harrison Hunt: Yeah, let. Let me be really clear that I don't think that staff have any views as such. And I just wanted to just reiterate that and the same thing goes for Sam, the Mayor and etcetera. I don't think there's anything like that, but I was just surprised to see going from one level to another, just a note a noting that that was a surprise.

Cllr Yani Johanson: Thanks. Yeah, I thought the staff presented that they wanted to spend more on public transport to get a more clean green city and that was the that they just didn't have the capacity to do everything at once. And because government put the PT funding up that they had certain time frames where they had to deliver that, which was why they made the suggestion. So I didn't take it to be the trade off between a prosperous city or a green city. Actually, I thought staff was saying if you want the government investment into public transport we need to do that first and so that would certainly go towards that goal.

Cllr Yani Johanson: But the question around process I had for these because I was a little bit unclear that there would be a kind of delay around these being public, but if we wanted these sessions to be in public, which you know I think some of us may, and some of us may not. What would be the process for us to consider moving forward that not just the live stream, but actually these workshops are just public so that the information is live in real time. If people have, you know, concerns or questions, they can see it.

Deputy Mayor Pauline Cotter: I know, but we have heard those discussions, Yani, and we've decided. Most of us decided the best forum that we have this forum live streamed, but we release it the next day.

Cllr Yani Johanson: But, but I'm just trying to understand given what's happened and you know through ... the annual plan as well, why would we continue to go down that path? Like what would be the process for us to get that reconsidered?

Cllr Tim Scandrett: I just think that what would be is getting the Councillors together and saying this is what you would like to change the process which we all agree to. That's actually fine and that would be the process. So if you get agreement around the table, ... obviously talking with ELT and because there is a process and time and all that kind of thing. Right. But that's that would be the process.

Deputy Mayor Pauline Cotter: Let's take that offline.

Cllr Tyrone Fields: I've just got a question for Lynn really quickly because I'm very slightly confused that livability and prosperity are traded off against each other, are they mutually exclusive?

Lynn McClelland: Good question. They are not, but they're examples... If we look at a wholistic vision for our city, a city of opportunity and people's interpretation of both that and the strategic priorities can differ, so there will be opinions expressed. There are different evidential basis for some of the underpinnings. I didn't mean to say that it was as cut and dry as that, but there will be different perspectives that. People will bring to decision making and we welcome that.

Deputy Pauline Cotter: Excellent. Right. Well, that brings us to the end of our briefing this morning.

Briefing concludes