

Canterbury Museum Annual Plan

For the financial year
1 July 2022 to 30 June 2023

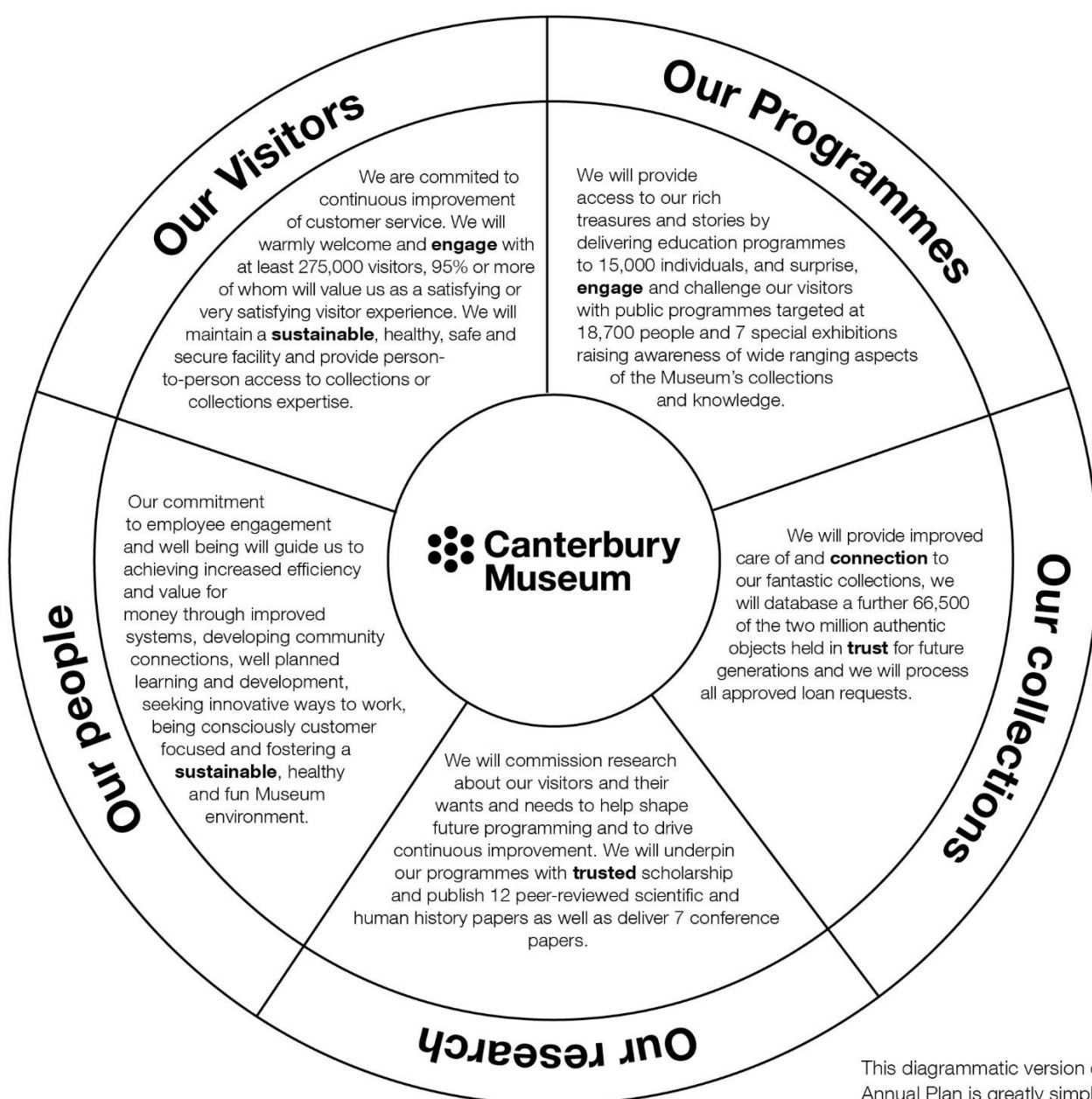
28 June 2022

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OUR CONTRACT – 2022/2023

We contract with our community to deliver these great things in return for our annual funding



This diagrammatic version of the Annual Plan is greatly simplified - detailed Performance Objectives and Targets appear in Section 3.

Operating budget 2022/2023

Revenue	Levy	9,724,761
	Commercial activities	2,387,870
	Donations and grants	163,874
		12,276,505
Expenses	Employment remuneration	6,456,396
	Collections Registration & Curatorial	1,717,287
	Public Programmes	2,978,608
	Communications	359,045
	Depreciation	1,327,000
		12,838,336
Net deficit from operating activities		(561,832)

1. Introduction

The Canterbury Museum Trust Board maintains, develops and operates the Canterbury Museum at Rolleston Avenue, Christchurch, New Zealand. The objectives of Canterbury Museum as expressed in the Canterbury Museum Trust Board Act 1993 are:

- To collect, preserve, act as a regional repository for, research, display and otherwise make available to the people of the present and future, material and information relating to the natural and cultural heritage of New Zealanders
- To promote interest and education in the natural and cultural heritage of New Zealanders
- To place particular emphasis on those activities as they relate to the greater Canterbury region, the Antarctic and Subantarctic, and where appropriate, their relationships in a wider global context.

In 2016 the Canterbury Museum Trust Board approved a Strategic Plan to be implemented through successive annual plans. This is undergoing a process of review and fresh with a revised 5 year strategic plan being developed for the start of the new 2022-23 financial year.

This Annual Plan presents the Board's operational and developmental priorities for the year 2022/23.

The Board acknowledges the ongoing major financial support of Christchurch City Council, Hurunui District Council, Selwyn District Council, Waimakariri District Council, the New Zealand Government, Mason Foundation, R S Allan Memorial Fund, Adson Trust and Friends of the Canterbury Museum.

1.1 Executive summary

Principal activities to be carried out by the Museum during 2022/23 appear in the Performance Objectives (Section 3) and are summarised below.

Our visitors

- Achieve visitor numbers of 275,000 and maintain a highly-rated visitor experience.
- Ensure visitors remain in a safe environment with no notifiable events.

Our programmes

- Develop, deliver and evaluate 7 special exhibitions, education programmes to 15,000 individuals and public programmes to 18,000 people.
- Maintain or increase current levels of activity in other operational areas, eg responding to enquiries, achieving media hits, participating in external organisations and providing outreach advice & support.

Our collections

- Expand the major task of computerised databasing and verification of all two million objects held by the Museum.
- Continue to make collections more accessible by adding records and images to Collections Online.

Our research

- Research and produce papers for the *Records of the Canterbury Museum* and other publications.
- Present research papers at conferences and continue to maintain adjunct positions in allied research institutions.

Our people and working environment

- Project-manage planning for The Museum Project
- Retain commitment to sustainability through implementation of new initiatives.

1.2 Canterbury Museum Vision and Values Statement

Our Museum Tō tātou whare taonga

Celebrating Canterbury, discovering the world. For us and our children after us.

Waitaha-kōawa-rau, ka whakanuia; Te-ao-whānui, ka tūhuratia. Mā tātou ko ngā uri e whai ake nei

What we do Ā mātou mahi

Canterbury Museum acquires and cares for world-wide collections of human and natural history, with a focus on Canterbury and the Antarctic.

Access to these collections drives research, inspires learning and ignites imagination through stories that surprise and delight our visitors.

The principles we live by Ō mātou tikanga

We ENGAGE positively with our visitors.

We work COLLABORATIVELY with each other and with our communities.

We are ACCOUNTABLE for what we do.

We always act with INTEGRITY.

1.3 The Museum organisation

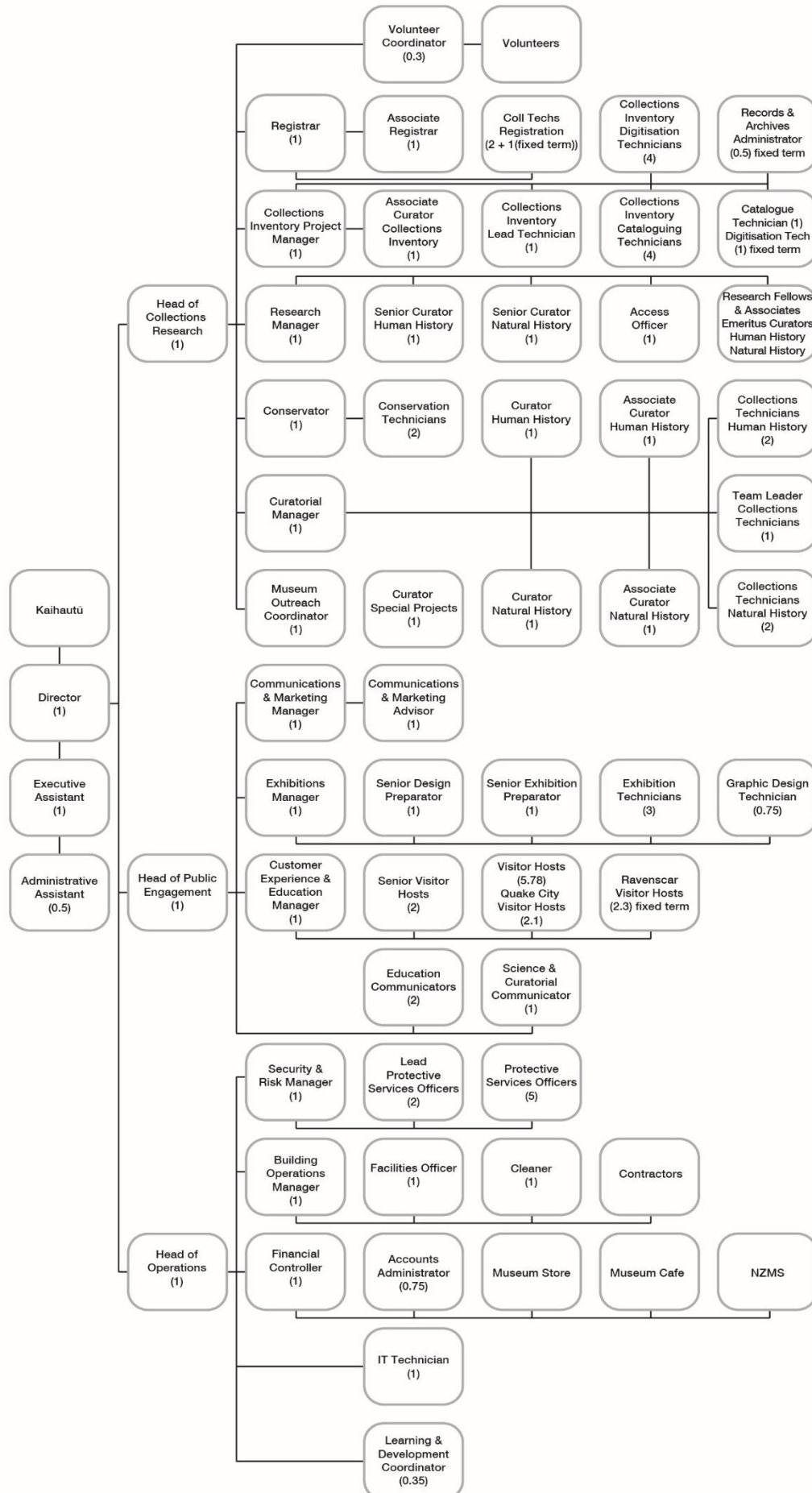
Canterbury Museum is governed by the Canterbury Museum Trust Board. The appointment of trustees and the Board's responsibilities are set out in the Canterbury Museum Trust Board Act 1993.

It is anticipated that at the beginning of the 2022/23 financial year there will be 82 full-time equivalent (FTE) establishment and fixed term staff:

Directorate	2.50
Collections and Research	38.80
Public Engagement	25.93
Operations	15.10

Due to the high level of rostering in front-of-house positions the 82 FTE is represented by approximately 90 staff.

organisational chart



1.5 Ravenscar House

Mr Jim and Dr Susan Wakefield through the Ravenscar Trust built a permanent house with a focus on New Zealand fine arts, sculpture, decorative arts, and designer furniture and classical antiquities at 52 Rolleston Avenue and then gifted it to the people of Christchurch through Canterbury Museum. The gifting of the house complies with the objectives of the Canterbury Museum to:

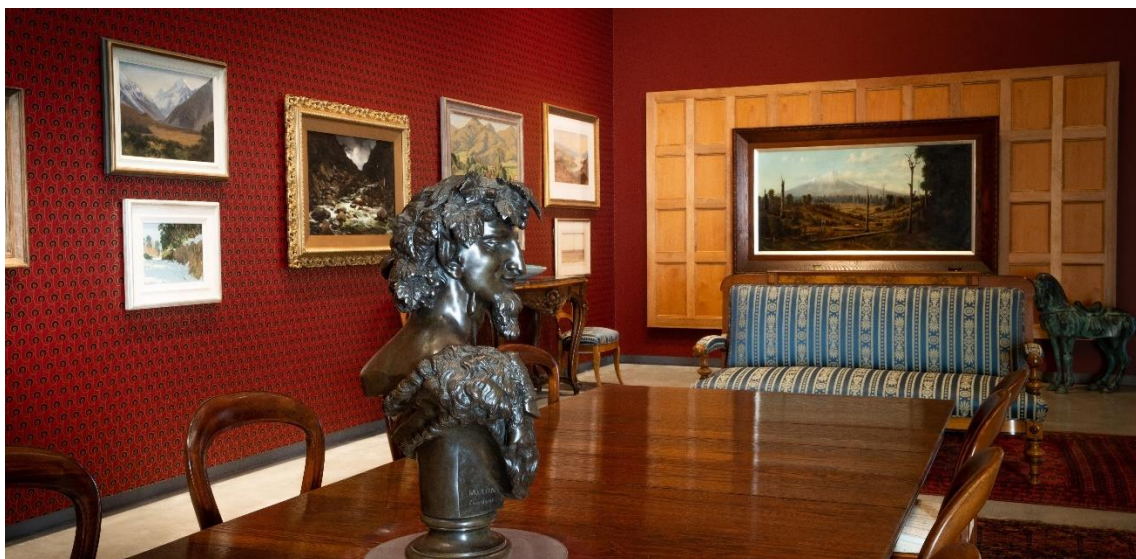
- collect, preserve, act as a regional repository for, research, display and otherwise make available to the people of the present and future, material and information relating to the natural and cultural heritage of New Zealanders; and
- promote interest and education in the natural and cultural heritage of New Zealanders.

Canterbury Museum has a strong design theme in its collections and programming and will benefit from the purpose-built facility in which to exhibit and promote these in the future. The development is an additional facility for the Museum and will enhance and complement any future redevelopment of parts of the Museum's current site.

The Christchurch City Council has gifted the 2,450 sq. metre site to the Museum. The Museum contributed \$1m to the capital costs of the development.

The Ravenscar House will be largely self-financing through ticketed entry, car parking revenue and other income. The Museum will support the operation from its existing staff and resources.

The Ravenscar Trust started construction in early 2019 with the building opening to the public in November 2021.



2. Requirements of the Canterbury Museum Trust Board Act 1993

Section 15 of the Canterbury Museum Trust Board Act 1993 requires that:

- (1) The Board shall prepare and adopt, for each financial year ending with 30 June, an annual plan which outlines:
 - (a) In particular terms for the financial year in which the plan is adopted and in general terms for each of the following two financial years:
 - (i) The intended significant policies and objectives of the Board
These are outlined in Sections 1 and 5. A detailed Operating (Policy and Procedures) Manual is available for inspection at the office of the Director.
 - (ii) The nature and scope of significant activities to be undertaken
These are outlined in Section 3.
 - (iii) Performance objectives together with performance targets and other measures by which performance may be judged in relation to the objectives
These are set out in Section 3.
 - (b) In particular terms for the financial year in which the report is adopted, and in general terms for each of the following two financial years, in total and for each significant activity of the Board:
 - (i) The indicative costs, including an allowance for depreciation of plant
These are set out in Section 4.
 - (ii) The sources of funds and the amount of any proposed levies
These are set out in Section 4.
- (2) The plan shall include an explanation of any significant changes between policies, objectives and activities, and performance targets specified in the plan as being those for the financial year in which the plan is adopted and those specified in the plan for the immediately preceding financial year as being those for the financial year in which the plan is adopted.

There are no significant changes between the objectives, activities and performance targets specified in the plan as between those in this 2022/23 financial year and those for the immediately preceding 2021/22 financial year. The Museum will continue to fulfil the current year (2021/22) objectives.

- (3) The draft annual plan shall be referred to contributing authorities for a period of six weeks concluding no later than 31 May in each year or such earlier date as agreed by mutual consultation with contributing authorities.

This draft annual plan was referred to the contributing Local Authorities for a period of six weeks from Friday 18 March 2022 concluding on Friday 29 April 2022.

- (4) The Board shall consider all submissions received in respect of the draft annual plan and amend it as considered appropriate prior to adoption by the Board no later than two weeks following the period referred to in subsection (3) of section 15.
- (5) A copy of the annual plan, when adopted, shall forthwith be sent to each contributing local authority.

Section 16 of the Canterbury Museum Trust Board Act 1993 requires that:

- (1) The levies proposed in the draft annual plan shall be deemed to have been approved by all contributing authorities and binding on them once the annual plan is adopted unless either the Christchurch City Council or 2 or more of the remaining contributing authorities give notice in writing objecting to the levies proposed therein during the period referred to in section 15(3).
- (2) Within 14 days of the receipt of such notice, the Board shall convene a meeting of all contributing authorities to be held not later than 1 month following that date referred to in Section 15(3) of this Act.
- (3) At that meeting each contributing authority may be represented by 1 delegate. The delegates attending the meeting shall hear such submissions as the Board may make in support of its budget and levy. The Christchurch City Council or not less than 3 other contributing authorities may resolve that the total levy be reduced to an amount being not less than the total levy made in respect of the previous year.

3. 2022/23 performance objectives

Recognising our commitment to continuous improvement of customer service the following performance objectives describe the principal activities to be carried out by the Museum during the 2022/23 year.

In addition, there will be many other activities furthering the overall objectives of the Museum contained in the 2022/23 Performance Plans of individual staff members.

As we enter a period of significant mahi and preparation towards the Museum redevelopment project, this year's draft annual plan suggests the Museum's 'business as usual' key performance indicators (KPIs) will be supported with a focus on five key priority areas that are of strategic importance to the Museum's redevelopment project. These priorities are subject to the Project timeline approved by the Canterbury Museum Trust Board which indicates the decant of collections is expected to commence in October 2022 and that the Museum will close in March 2023.

Objectives	Targets
1. Our visitors	
1.1 Achieve visitor numbers	275,000 *
1.2 Achieve visitor donations	\$75,000 *
1.3 Achieve % of visitors rating their Museum experience as satisfied or very satisfied	≥ 95%
1.4 Achieve visitor numbers for Quake City	21,600
1.5 Ensure staff have completed relevant customer service training	95%
1.6 Ensure the Museum's occupants remain in an environment where there are zero Notifiable incidents that arise through negligence of the PCBU's business or undertaking	Achieve
1.7 Number of unique visits to Museum websites by our digital visitors	170,000
1.8 Social media engagement (eg. comments, interactions, shares, likes)	45,000
2. Our programmes	
2.1 Develop, deliver and evaluate 7 special exhibitions	7 *
2.2 Tour an exhibit to the three contributing district council areas to reach a visitor target of	200,000
2.3 Achieve 15,000 individuals receiving a Museum education programme delivered either by Museum staff or their own teacher (including 7,000 school students)	15,000 (7,000) *
2.4 Achieve 15,000 individuals engaging in a Museum delivered public programme	15,000 *
2.5 Achieve paid admissions to Discovery	25,000 *
2.6 Answer 100% of external written/phone/email enquiries within 5 working days (total number to be reported)	100% (until decant)
2.7 Achieve 750 media hits (print, broadcast and on-line media)	750
2.8 Actively participate in professional associations/external bodies	40
2.9 Provide outreach advice & support to other Canterbury museums and related organisations (number of interactions)	150 *
3. Our collections	
3.1 Process 100% of newly offered objects received between 1 April 2022 and 31 March 2023 in the 2022/23 financial year	100% (Max.750 acquired)
3.2 Create new inventory records and check and verify new and existing Vernon records	66,500**
3.3 Process 100% of all approved loan requests (total number of objects loaned)	100% (until 3mths pre-decant)
3.4 Provide access to collections or collections expertise in response to 98% of requests (total number to be reported)	98% (until 3mths pre-decant)
3.5 Make collections more accessible by adding records and images to Collections Online	30,000
4. Our research	

4.1	Peer reviewed research papers accepted for publication	12
4.2	Publish research via popular formats, including blogs	10
4.3	Peer review external articles or supervise theses	12
4.4	Publish one volume of Records of the Canterbury Museum	1
4.5	Present conference papers	7
4.6	Adjunct positions held in research institutions	3
4.7	Undertake professional visitor survey research to drive continuous improvement	Achieve

5. Our people and working environment

5.1	Maximise return on investment funds within the Museum's Investment Policy	2.90%
5.2	Achieve audit with only qualification being agreed departure from accounting standards as regards valuation and capitalisation of heritage assets	Achieve
5.3	Achieve an end-of-year financial result within budget	Achieve
5.4	Achieve learning and development hours	2,500 *
5.5	Maintain healthy, safe and secure facilities in accordance with Building Compliance schedules by completing regular cyclical maintenance and achieving Building Warrants of Fitness for Museum sites	Achieve
5.6	Maintain best sustainability practices through implementing new initiatives to support the Museum's sustainability plan	2
5.7	Seek an improvement in employee engagement score as indicated by the annual Gallup Q12 survey	Achieve

6. The Museum Project

6.1	Maintain an up-to-date project plan and project-manage planning for The Museum Project	Achieve
6.2	Plan, prepare and move collection items, staff, furniture and fittings to temporary premises according to Board approved timeline	Achieve
6.3	Support the Museum team transition to a new working environment and ensure compatibility and good interface between current and new systems	Achieve
6.4	Develop two new digital capability initiatives through our IT solutions, online delivery of education and public programmes, digital access to collections and through our website and social media channels	Achieve
6.5	Develop a plan to support pop-up temporary exhibitions while the Museum is closed and work towards the conservation, curation and design of exhibitions for the redeveloped Museum	Achieve
6.6	Complete the set up necessary to expand the inventory project while the Museum is closed.	Achieve

Museum Project Priorities Areas

As we enter a period of significant mahi and preparation towards the Museum redevelopment project, it is appropriate to move towards a performance model that balances a 'business as usual' approach with a focus on the strategic needs of the Project. As a result, this year's draft annual plan suggests changes to the Key Performance Indicators (KPIs) together with the identification of five key priority areas that are of strategic importance to the Museum's redevelopment project. These five additional priority areas (6.2 – 6.6), subject to Board approved timelines, are outlined in further detail below:

Decant

- Determine requirements for temporary store, layout, planning move, securing supplies and planning for environmental and pest control needs in a new space
- Planning for dismantling of permanent galleries including documenting methodologies for removal of displays to be re-used in the new Museum
- Overseeing and undertaking safe and efficient collection packing and moves working with teams across the Museum as well as contractors through:
 - utilising strong tracking practices to make sure we know what we have, and where it is in the new facility

- identifying collections that should remain immediately accessible for inventory following decanting and relocation
- undertaking conservation cleans of objects currently on display that will be displayed in the new Museum
- Facilitate the transfer of required systems and services including IT, Security and Buildings compliance
- Redevelopment communications and issues management

Working Environment

- Ensuring that the new temporary premises have appropriate systems and environmental controls through ensuring that :
 - there is a compatibility and a good interface between current and new building systems management
 - security controls can be effectively transitioned/transferred to the new working environment(s)
- Ensuring there is compatibility between current and new building roster management and visitor experience
- Contributing to workspace planning including workshop and studio design and fit-out for the new Museum
- Supporting the securing of finance to support Museum redevelopment including ensuring appropriate insurance cover for the new working environment
- Develop leadership training for future managers e.g. team leaders, curators etc

Digital Development

- Establishment of a Digital Development Project team with cross-organisational membership with a focus on developing digital capability
- Developing IT solutions for distributed service delivery through:
 - ensuring that appropriate IT systems and hardware is in place to support flexible working across different locations
 - maximising the opportunities and utility of Microsoft 365
 - implementing a new accounting system through migration from SAGE to cloud-based provision
 - developing a new Access control policy and procedures
- Meeting the digital needs occasioned by distributed delivery of Museum services and online delivery including:
 - delivery of both in-person and digital/online education and public programmes
 - supporting ongoing learning and development through access to online courses
- Leading changes and upgrades to Collections Online through developing an all Museum approach to delivering online content to visitors and stakeholders through:
 - making more collection items available through digitisation including new technologies such as photogrammetry
 - finding new avenues to share collections, such as GBIF and ALA, and maintain contributions to blogs, updates and hidden treasures.
- Communicating redevelopment opportunities through:
 - A redevelopment section on current Museum website
 - A new Museum website
 - A new e-newsletter
- Engaging with audiences through social media and other digital channels including 3 venue websites, 3 Facebook channels, twitter, Instagram etc.

Exhibition Planning

- Support development of pop-up temporary exhibitions spaces (as required) including
 - determining what those spaces might look like and how they might operate
 - developing briefs for temporary exhibitions
 - marketing and promotion
 - development of visitor experience through/in temporary and online exhibitions

- Conservation programme focused on needs of temporary displays and of Hau Te Ananui o Tangaroa
- Development of Araiteuru
- Design and procurement of technologies to facilitate media creation and online learning
- Initiatives to increase visitor numbers and income generation for Ravenscar House and Quake City

Inventory

- Continue the inventory project up to and after decanting and provide input to the set ups necessary to continue (and expand) the project.
- Expand the project as opportunities present themselves through
 - identifying staff strengths to align them with the most suitable inventory
 - identifying next collection priorities so that they remain fully accessible after the move.
 - ensuring support and training for redeployed team members contributing to inventory project while Museum is not fully open as a Museum.

** Dependent on the impact of Covid-19 and the timescales for Redevelopment*

*** Reduced target due to the redeployment of the Inventory team to the decant of the Museum*

4. Budget

4.1 Introduction

The level of operational levy increase requested from contributing local authorities is 0.65%.

The net deficit forecast for the 2022/23 financial year is (\$561,832).

Last year Christchurch City Council advised that they were trying to achieve substantial savings across the board, largely as a result of the Covid-19 pandemic, and requested a 0% levy increase. The Museum was already in straightened circumstances with failing buildings and services, and actively preparing for a major redevelopment. We had curtailed staff travel and learning and development, and made no provision for staff remuneration increases. We reduced the levy increase from 5% to 0.29% (effective 0% for CCC) which was accepted. The 2021/22 Annual Plan still indicated a 5% levy increase for 2022/23, which was not challenged by any of the Councils.

It was critical that a minimum of 5% increase is achieved to provide for the significant requirement for new work and expenditure to facilitate the move of the entire Museum offsite, which is likely to occur during this period. Some elements of this are listed below. Secondly, we have already lost ground in terms of building up to the inevitable and foreshadowed large increase in depreciation funding as the project is realised. All Councils previously agreed to a strategic approach to this over 10+ years to ensure a horrendous increase did not occur in any given year.

After the submission period the Christchurch City Council again reduced the levy from 5% to 0.65% (effective 0% for CCC).

The following assumptions have been made in the draft 2022/23 operations budget:

- Increased Covid19 related expenses (including security and verification/support costs)
- Increased repairs and maintenance as the condition of the building continues degrade
- Increased Museum Project consultation and significant logistical planning and expenditure for moving/decanting the entire Museum contents
- Increased preparation costs to ensure all IT programmes are continued during the decanting process
- Set up of the Museum in a temporary location
- Installation of the collections in a controlled environment
- An operating expense inflationary adjustment of 3.0% has been applied
- A 2.0% cost of living adjustment made for remuneration expenses (0.5% for 2021/22)
- Normal promotion allowances reinstated to remuneration expenses
- Deferral of Ravenscar House building depreciation.

Overhead and administration expenses are allocated to each division of Collections and Research, Public Programmes and Operations based on staff numbers.

Collection acquisitions which are funded by way of bequests and the interest income on these bequests are shown separately in the operational budget (Section 4.2).

Budgeted capital grants are recognised as the project expenditure is incurred (Section 4.3).

A detailed breakdown of revenue, expense and depreciation items is provided in the notes to the operational and capital budgets (Section 4.4).

4.2 Operational budget

CANTERBURY MUSEUM TRUST BOARD

Operational budget

	Note	Actual 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Revenue						
Operating levy		9,634,017	9,661,958	9,724,761	10,210,999	10,721,549
Commercial activities	1	2,427,020	2,125,225	2,387,870	1,830,677	1,082,179
Donations and grants	2	515,403	233,428	163,874	168,450	149,419
Total operating revenue and funded depreciation		12,576,440	12,020,611	12,276,505	12,210,126	11,953,147
Expenses						
Employee remuneration		5,275,514	6,270,763	6,456,396	6,758,299	7,001,867
Collections Research	3	1,247,605	1,645,001	1,717,287	1,699,886	1,596,413
Public Programmes	4	2,359,242	2,807,385	2,978,608	2,997,710	2,918,473
Communications	5	270,069	346,750	359,045	362,070	358,270
Depreciation	6	1,255,088	1,342,530	1,327,000	1,387,500	1,292,060
Total expenditure		10,407,518	12,412,429	12,838,336	13,205,466	13,167,083
Net surplus/(deficit) including depreciation		2,168,922	(391,818)	(561,832)	(995,340)	(1,213,936)
<i>plus</i> capital grants		-	13,710,000	45,433,500	58,411,500	65,488,500
- bequest income		644,413	300,000	300,000	320,000	340,000
- interest on trusts & bequests		499,121	500,000	500,000	500,000	500,000
<i>less</i> bequest funded acquisitions		(292,478)	(500,000)	(500,000)	(500,000)	(500,000)
- bequest funded remuneration		(54,305)	(54,643)	(56,830)	(38,644)	-
Net surplus incl extra-ordinary items	8	2,965,673	13,563,539	45,114,839	57,697,516	64,614,564

4.3 Capital budget

CANTERBURY MUSEUM TRUST BOARD

Capital budget

	Note	Actual 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Capital expenditure		130,701	700,000	700,000	800,000	900,000
Ravenscar House		1,000,000	-	-	-	-
Asset replacement/gallery redevelopment reserve		124,387	642,530	627,000	587,500	392,060
Fixed asset expenditure	9	1,255,088	1,342,530	1,327,000	1,387,500	1,292,060
Museum Project works	7	-	13,710,000	45,433,500	58,411,500	65,488,500
Net capital budget		1,255,088	15,052,530	46,760,500	59,799,000	66,780,560

4.4 Notes to the operational and capital budgets

	Actual 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
1 Commercial activities (exchange transactions)					
Discovery income	93,844	91,457	91,457	93,286	95,151
Lease income	114,100	164,100	164,100	166,950	169,857
Image Service income	8,162	5,000	5,000	5,100	5,202
Exhibitions income	80	-	-	-	-
Special exhibition income	1,962	-	-	-	-
Other trading income	307,201	624,668	872,313	985,342	371,969
Realised gain/(loss) on sale of investments	214,192	-	-	-	-
Interest on operating funds	1,282,423	1,000,000	1,015,000	480,000	330,000
Dividends on operating funds	405,056	240,000	240,000	100,000	110,000
	<u>2,427,020</u>	<u>2,125,225</u>	<u>2,387,870</u>	<u>1,830,677</u>	<u>1,082,179</u>
2 Donations and grants (non-exchange transactions)					
Donations admission	106,998	90,000	75,000	110,000	90,000
Donations and bequests	156,144	11,000	11,000	11,220	11,444
Grants	252,261	132,428	77,874	47,230	47,975
	<u>515,403</u>	<u>233,428</u>	<u>163,874</u>	<u>168,450</u>	<u>149,419</u>
3 Collections Research					
Registration & Inventory	551,249	752,096	783,588	778,270	738,074
Curatorial	696,356	892,905	933,699	921,616	858,339
	<u>1,247,605</u>	<u>1,645,001</u>	<u>1,717,287</u>	<u>1,699,886</u>	<u>1,596,413</u>
4 Public Programmes/Operations					
Customer Experience & Education	465,655	663,878	694,754	684,584	634,344
Exhibitions	660,700	819,480	851,399	871,141	864,097
Building Operations / Security	1,232,887	1,324,027	1,432,455	1,441,985	1,420,032
	<u>2,359,242</u>	<u>2,807,385</u>	<u>2,978,608</u>	<u>2,997,710</u>	<u>2,918,473</u>
5 Communications					
Communications	270,069	346,750	359,045	362,070	358,270
	<u>270,069</u>	<u>346,750</u>	<u>359,045</u>	<u>362,070</u>	<u>358,270</u>
6 Depreciation					
Buildings	777,202	776,000	826,000	826,000	826,000
Building systems / plant	19,393	77,850	50,000	76,700	76,000
Security	201,344	193,070	200,000	181,980	65,390
Exhibition galleries	40,304	10,200	20,000	10,000	14,000
Front of house fixed facilities	3,715	2,570	3,500	2,570	2,570
Collection stores	47,947	43,590	45,000	45,820	45,590
Back of house fixed facilities	8,604	7,440	7,500	7,440	7,380
Furniture fittings and equipment	72,009	123,000	85,000	129,750	146,740
Information technology and audio visual	84,570	108,810	90,000	107,240	108,390
Museum Redevelopment Project	-	-	-	-	-
	<u>1,255,088</u>	<u>1,342,530</u>	<u>1,327,000</u>	<u>1,387,500</u>	<u>1,292,060</u>
7 Capital grants					
Capital Grants are only recognised when the project expenditure has been spent.					

	Actual 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
8 Income					
Levies	9,634,017	9,661,958	9,724,761	10,210,999	10,721,549
Grants	252,261	132,428	77,874	47,230	47,975
Capital Grants	-	13,710,000	45,433,500	58,411,500	65,488,500
Bequest income	644,413	300,000	300,000	320,000	340,000
Donations admission	106,998	90,000	75,000	110,000	90,000
Donations and bequests	156,144	11,000	11,000	11,220	11,444
Trading activities	525,349	885,225	1,132,870	1,250,677	642,179
Interest	1,282,423	1,000,000	1,015,000	480,000	330,000
Interest on trust and bequest fund	499,121	500,000	500,000	500,000	500,000
Dividends	405,056	240,000	240,000	100,000	110,000
Realised gain/(loss) on sale of investments	214,192	-	-	-	-
Total income	13,719,974	26,530,611	58,510,005	71,441,626	78,281,647
Expenses					
ACC levies	15,242	37,455	38,182	38,946	38,908
Audit fees	42,560	41,955	43,214	44,078	44,960
Building services	438,631	463,554	499,461	509,450	519,639
Board expenses	17,780	28,491	29,345	29,932	30,531
Books and journals	15,033	22,440	23,113	23,575	24,047
Cleaning	398,054	304,985	363,780	371,235	361,830
Collection acquisitions	678,595	830,833	831,878	832,715	833,569
Depreciation	1,255,088	1,342,530	1,327,000	1,387,500	1,292,060
Equipment	14,035	27,537	28,363	28,930	29,509
Exhibition expenses	337,210	420,823	433,132	460,575	428,654
Heat, light and power	229,509	239,161	246,011	251,171	242,425
Human resources support	58,330	34,015	35,035	35,736	36,450
Insurance	497,477	649,430	707,545	728,457	749,387
IT expenses	54,491	81,557	93,704	95,378	87,085
Legal fees	60,838	39,100	39,786	40,581	24,501
Management expenses	35,101	55,071	56,723	57,857	59,015
Marketing and public relations	275,905	333,864	369,655	377,048	324,274
Operational expenses	646,226	753,051	803,316	898,050	552,559
Postage and freight	8,685	7,252	7,470	7,619	7,772
Rates	20,291	45,000	40,900	41,718	42,552
Recruitment	58,430	28,467	29,153	29,736	24,501
Remuneration	5,226,216	6,201,484	6,386,162	6,667,339	6,870,487
Repairs and maintenance	122,858	222,608	199,307	203,213	203,198
Staff expenses	88,361	86,467	88,881	90,658	92,472
Staff training	64,422	100,801	103,825	105,902	108,020
Stationery	22,447	19,602	20,190	20,594	21,006
Strategic development	55,695	533,047	533,047	348,787	600,000
Telephone and tolls	16,791	16,493	16,988	17,327	17,674
Total expenses	10,754,301	12,967,072	13,395,166	13,744,110	13,667,083
Net surplus	2,965,673	13,563,539	45,114,839	57,697,516	64,614,564

9 Fixed asset expenditure

The fixed asset expenditure is equal to the depreciation expense which is funded by the operating levy.

5. Summary of significant accounting policies

A) REPORTING ENTITY

The Canterbury Museum Trust Board (the "Museum") is a non-profit-making permanent institution, founded by the people of Canterbury for the service and development of their community with a particular responsibility for the natural and cultural heritage of the wider Canterbury region. The Museum is created under the Canterbury Museum Trust Board Act 1993 and is a charitable organisation registered under the Charities Act 2005. It is located at Rolleston Avenue, Christchurch, New Zealand.

These financial statements are for the reporting entity, Canterbury Museum Trust Board, and are prepared pursuant to Section 28 of the Canterbury Museum Trust Board Act 1993.

B) MEASUREMENT BASE

The Museum followed the accounting principles recognised as appropriate for the measurement and reporting of surplus and financial position on a historical cost basis, as modified by the fair value measurement of certain items of property, plant and equipment and available-for-sale financial assets.

These financial statements have been prepared in accordance with generally accepted accounting practice in New Zealand ("NZ GAAP"). They comply with Public Benefit Entity International Public Sector Accounting Standards ("PBE IPSAS") and other applicable Financial Reporting Standards as appropriate that have been authorised for use by the External Reporting Board for Public Sector entities, with the exception of PBE IPSAS 17 'Heritage Assets' as stated in Note 1(d)(viii). For the purposes of complying with NZ GAAP, the Museum is a public benefit not-for-profit entity and is eligible to apply Tier 2 Public Sector PBE IPSAS on the basis that it does not have public accountability and it is not defined as large. The financial statements have been prepared in accordance with Tier 2 PBE standards and the Museum has taken advantage of all applicable Reduced Disclosure Regime (RDR) concessions. The information is presented in New Zealand dollars, which is the Museum's functional and presentation currency.

Changes in accounting policy

The accounting policies adopted in these financial statements are consistent with those of the previous reporting period.

C) JUDGEMENT AND ESTIMATION UNCERTAINTY

The preparation of financial statements of necessity involves judgement and estimation. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable. Actual results may differ from these estimates.

D) SPECIFIC ACCOUNTING POLICIES

The following specific accounting policies which materially affect the measurement of surplus and financial position have been applied consistently to both reporting periods:

i) Revenue

Revenue is recognised to the extent that it is probable that the economic benefit will flow to the Museum and revenue can be reliably measured. Revenue is measured when earned at the fair value of consideration received or receivable. The following specific recognition criteria must be met before revenue is recognised.

Revenue from non-exchange transactions

Local authority operating levies

Local authority operating levies are recognised as revenues when levied.

Grants and donations

Grants and donations, including Government grants, are recognised as revenue when received. When there are conditions attached which require repayment of the grants and donations if they are not met, revenues are recognised when the conditions for their use are met. Where there are unfulfilled conditions attached to the revenue, the amount relating to the unfulfilled condition is recognised as a liability and released to revenue as the conditions are fulfilled.

Bequests

Bequests are recognised in the income statement upon receipt. Where contributions recognised as revenue during the reporting period were obtained on the restriction that they be expended in a particular manner or used over a particular period, and those restrictions were undischarged as at the reporting

date, the amounts pertaining to those undischarged restrictions are transferred to trust and bequests reserve in equity and the nature of such restrictions are disclosed in the notes to the financial statements.

Capital donation

Capital donations are recognised as non-operating revenue when received.

Revenue from exchange transactions

Discovery income, image service income and other revenues

Discovery income, image service income and other operating revenues are recognised when services have been performed.

Lease income

Revenue is recognised on a straight-line basis over the rental period. The Museum Store and Museum Café lease agreements are reviewed and renewed annually.

Interest income

Interest is recognised in the income statement as it accrues using the effective interest rate method.

Dividend income

Dividends from investments are recognised when the shareholder's rights to receive payment have been established.

Recognition of insurance claims

Where some or all of the expenditure required to repair or replace damaged property, plant and equipment is expected to be reimbursed by another party, typically from the Museum's insurance provider, such insurance claim monies shall be recognised when, and only when, it is virtually certain that reimbursement will be received. The criteria for virtually certain is met when there is an unconditional right to receive payment.

ii) **Budget figures.** The budget figures are from the Canterbury Museum Trust Board Annual Plan that was approved by the Board at its meeting on 30 June 2022. Budget figures have been prepared in accordance with PBE IPSAS, using accounting policies that are consistent with those adopted by the Board in preparing these financial statements.

iii) **Offsetting of income and expenses.** Income and expenses are not offset unless required or permitted by an accounting standard. Items of income and expenses are offset when offsetting reflects the substance of the transaction or other event. In addition, gains or losses arising from a group of similar transactions are reported on a net basis, unless items of gains or losses are material, in which case they are reported separately.

iv) **Income tax.** The Museum has charitable status and accordingly no taxation expense or liability is recognised in the financial statements.

v) **Cash and cash equivalents.** Cash and cash equivalents include cash on hand, cash in banks and short-term deposits with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

vi) **Debtors.** Debtors are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for impairment of debtors is established when there is objective evidence that the Museum will not be able to collect all receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The provision, if any, is recognised in the income statement.

vii) **Financial instruments.** Financial instruments are transacted on a commercial basis to derive an interest yield/cost with terms and conditions having due regard to the nature of the transaction and the risks involved. All financial instruments are accounted for on a settlement basis. They are classified in one of the following categories at initial recognition: loans and receivables, financial assets and financial liabilities at fair value through comprehensive income, available-for-sale financial assets, held-to-maturity investments, and other financial liabilities.

Loans and receivables

Assets in this category are non-derivative financial assets with fixed determinable payments that are not quoted in an active market. They include:

- cash and cash equivalents (refer to item v above)
- debtors (refer to item vi above)
- accrued interest income (refer to item i above)

Available for sale financial assets

Assets and liabilities in this category are those non-derivative financial assets that are designated as available for sale or are not classified as loans and receivables, held-to-maturity investments or financial assets at fair value through surplus or deficit. Assets in this category include investments in equity instruments. The fair value of these instruments are based on quoted market prices.

Held-to-maturity investments

Assets in this category are measured at amortised cost. The Museum has classified its bank term deposits and fixed term investments as held-to-maturity investments.

Other financial liabilities

This category includes all financial liabilities other than those at fair value through comprehensive income. Liabilities in this category are measured at amortised cost. They represent:

- liabilities for goods and services provided to the Museum prior to the end of the reporting period that are unpaid and arise when the Museum becomes obliged to make future payments. These amounts are unsecured.
- term loan with determinable repayment terms and interest rate. This loan is unsecured.

Other financial liabilities include:

- creditors
- employee entitlements (refer to item ix below)
- grants received in advance (refer to item i above)
- retirement gratuity (refer to item ix below)
- term loans

viii) **Property, plant and equipment.** All property, plant and equipment are stated at cost less accumulated depreciation and impairment. Cost includes expenditure that is directly attributable to the acquisition of the item. Repairs and maintenance are charged against income as incurred. Depreciation is calculated on a straight-line basis, except for land, so as to write off the net cost amount of each asset over its expected useful life to its estimated residual value. Land is not depreciated.

The Board reviews depreciation rates and adjusts them to more appropriately reflect the consumption of economic benefits. The depreciation rates applied are as follows:

	Rate
Buildings	2% - 20%
Building fit-out	10% - 33%
Furniture, fittings and equipment	10% - 33%

When an item of property, plant and equipment is disposed of, any gain or loss is recognised in the income statement and is calculated as the difference between the net disposal proceeds and the carrying value of the item.

Revaluation

Land and buildings are revalued on a cyclical basis at least every five years by an independent valuer. Any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount. If the asset's carrying amount is increased as a result of a revaluation, the increase is credited directly to equity under the heading "Asset Revaluation Reserve". However, the increase is recognised in surplus or deficit to the extent that it reverses a revaluation decrease of the same asset previously recognised in surplus or deficit. Revalued assets are depreciated over the remaining useful life. On the subsequent sale or retirement of a revalued property, the attributable revaluation surplus remaining in the asset revaluation reserve, net of any related deferred taxes, is transferred directly to retained earnings.

Intangible assets

Computer software are finite life intangibles and are recorded at cost less accumulated amortisation and impairment. Amortisation is charged on a straight-line basis over their estimated useful lives of 3 years and reported within the Statement of Comprehensive Revenue and Expenses. The estimated useful life and amortisation method is reviewed at the end of each annual reporting period.

Heritage assets

Heritage assets include collection items or artefacts of cultural or historical significance. The cost of acquisition of heritage assets is charged to the Statement of Comprehensive Revenue and Expenses. During the reporting period, the acquisition cost of collection items amounted to \$643,466 (2020: \$272,641).

It is the policy of the Museum to write off collection acquisitions and not attribute a monetary value to items gifted to the collection. The classification of the collections as a heritage asset is based on the premise that the collections are held in trust in perpetuity for the benefit of the public.

PBE IPSAS 17 requires that where an asset, eg collection item or artefact of cultural or historical significance, is acquired at no cost, or for a nominal cost, the asset is capitalised at its fair value as at the date of acquisition. PBE IPSAS 17 has not been followed because the Board considers that the fair values of the collection items cannot be measured reliably. Usually, gifts to the collection are unique items that have iconic status or are historic and irreplaceable or sacred to particular communities, with no market, so no financial value can be ascribed.

The Museum holds in excess of two million individual collection items. To comply with the requirements of PBE IPSAS 17 the value of these items would need to be assessed on an annual basis to identify possible impairment, which is required to be undertaken on an asset by asset basis.

Impairment of property, plant and equipment and intangible assets

The Museum does not hold any cash-generating assets. Assets are considered cash-generating where their primary objective is to generate a commercial return.

Non-cash generating assets

Value in use is determined using an approach based on either a depreciated replacement cost approach, restoration cost approach, or service units approach. The most appropriate approach used to measure value in use depends on the nature of impairment and availability of information.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit.

The reversal of an impairment loss is recognised in the surplus or deficit.

ix) **Employee entitlements.** Provision is made for benefits accruing to employees in respect of salaries and wages, annual leave, alternate leave, and long service leave when it is probable that settlement will be required and they are capable of being measured reliably.

Provisions made in respect of employee benefits expected to be settled within 12 months, are measured at their nominal values using the remuneration rate expected to apply at the time of settlement.

Provisions made in respect of employee benefits which are not expected to be settled within 12 months are measured as the present value of the estimated future cash outflows to be made by the Museum in respect of services provided by employees up to the reporting date.

x) **Borrowings.** Borrowings, which consist of term liabilities, are stated initially at fair values, net of transaction costs incurred. Subsequent to initial recognition, borrowings are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in surplus or deficit over the period of the borrowing using the effective interest rate method.

All borrowing costs are recognised as expense in the period in which they are incurred.

xi) **Goods and Services Tax (GST).** The financial statements have been prepared using GST exclusive figures with the exception of receivables and payables which have been shown inclusive of GST in the Statement of Financial Position.

xii) **Inventories.** Inventories are measured at the lower of cost and net realisable value.

xiii) **Leases.** Payments on operating lease agreements, where the lessor retains substantially the risk and rewards of ownership of an asset, are recognised as an expense on a straight-line basis over the lease term.

6. Seven-year forecasts

6.1 Introduction

The seven-year operational funding forecast, Section 6.2, shows the increase in operating funds (including non-project depreciation costs) of 0.65% for 2022/23 and 5.0% is required for the next two years.

After consultation with the Contributing Local Authorities the Museum has agreed to spread the levy increases resulting from the depreciation of the Museum Project redevelopment as it is capitalised, over a seven year period to lessen the immediate impact on the Contributing Local Authorities. This results in operating levy increases of 10% for 2025/26 to 2026/27, 11% for 2027/28, and 10% for 2028/29 to 2030/31.

The Project depreciation has been itemised separately in Section 6.2 so that its impact can be clearly differentiated.

The seven-year capital forecast, Section 6.3, details costs and sources of funding for the Project as well as ongoing asset maintenance. We are very grateful that the District Councils have agreed to support the increased capital levy across the 2023/24-2025/26 years to enable the expansion of the Museum buildings into the linkage with the Robert McDougall Gallery.

The following assumptions have been made regarding the new Project:

- Aim for a single site solution
- All buildings to be strengthened to 100% or better of code
- To conserve the 19th Century Heritage Buildings and restore heritage features
- Design within City Plan envelope and tie development into wider urban development context
- Aim for a 100 year solution to Museum's needs incorporating as much flexibility as possible
- Undertake redevelopment and planning in as open and transparent a manner as possible
- The Museum Project is split into two separate components:
 - the pre-earthquakes Project
 - the provision of Base Isolation and Earthquake Strengthening to protect the heritage collections, including the Category 1 Heritage Buildings, to reflect location in an active seismic zone
- Major options analysis identified 21 potential options leading to a preferred option
- The Museum Project budget was re-costed and had increased from \$195.2m to \$212.7m. Cost savings has reduced this to \$205m.
- The Museum will either make further savings or fundraise the additional cost of \$9.8m
- The provision of Base Isolation and Earthquake Strengthening is \$104m
- The pre-earthquake component of the Project cost is \$101m (in 2024 dollars)
- The proposed funding mix for the overall project is as follows:

Central Government	\$52.0 million	25%
Local Government	\$62.2 million	31%
Canterbury Museum fundraising	\$90.8 million	44%
- Retention of the grants in advance received from Selwyn District Council and Christchurch City Council, and accrued interest until required
- Earliest start of construction of January 2023
- The funded depreciation on the \$101m Project conceived pre-earthquakes will, as per last year, have building depreciation deferred for the first 5 years, and the remaining depreciation spread over the first 7 years
- The costs of Base Isolation and Earthquake Strengthening of the Robert McDougall Gallery and construction of the Extension to the Museum and Link Building has been contained to \$37m.
- A \$3.7m contribution towards the extension from the Museum towards the link building to the McDougall Gallery is funded by the District Councils.
- The funding of Base Isolation and Earthquake Strengthening of the main premises required from the Central Government is \$52m
- Given the significant impact on operating expenditure and levies to fund depreciation for the additional \$101m, no additional depreciation for the Base Isolation and Earthquake Strengthening works has been included in the budget. It is proposed that over time a provision in Repairs & Maintenance is created to maintain the Base Isolation and Earthquake Strengthening improvements
- Earliest opening of the new redeveloped Museum of July 2025.

Details of the capital levy funding are provided in Section 6.3 and 6.4.

In Section 6.4 is a schedule showing the calculation of the operations levy in the Annual Plan. The calculations are also shown for the capital levy relating to the Project, including the payments that have been made and held in trust. For the purpose of apportioning levies the population figures are those provided by Statistics New Zealand as at 30 June 2021.

6.2 Seven-year forecast – operations

	Actual 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Local Authority levy	9,634,017	9,661,958	9,724,761	10,210,999	10,721,549	11,793,704	12,973,074	14,400,112	15,840,123
Commercial activities	2,427,020	2,125,225	2,387,870	1,830,677	1,082,179	1,094,591	1,311,998	1,429,884	1,456,512
Donations and grants	515,403	233,428	163,874	168,450	149,419	150,407	221,794	243,218	264,681
Total revenue	12,576,440	12,020,611	12,276,505	12,210,126	11,953,147	13,038,702	14,506,866	16,073,214	17,561,317
Operating expenses	(9,152,430)	(11,069,899)	(11,511,336)	(11,817,966)	(11,875,023)	(12,430,523)	(13,083,694)	(13,588,339)	(14,108,473)
Depreciation (existing assets)	(1,255,088)	(1,342,530)	(1,327,000)	(1,387,500)	(1,292,060)	(1,324,362)	(1,357,471)	(1,391,407)	(1,426,192)
Depreciation (Project assets - funded) *	-	-	-	-	-	(625,467)	(1,476,401)	(2,752,801)	(3,352,801)
Total expenditure	(10,407,518)	(12,412,429)	(12,838,336)	(13,205,466)	(13,167,083)	(14,380,351)	(15,917,565)	(17,732,548)	(18,887,467)
Net operating surplus/(deficit)	2,168,922	(391,818)	(561,832)	(995,340)	(1,213,936)	(1,341,649)	(1,410,699)	(1,659,334)	(1,326,150)
Unfunded expenditure									
Depreciation (Project assets - deferred) *	-	-	-	-	-	(140,730)	(822,190)	(1,844,380)	(1,244,380)
Depreciation (Project assets - unfunded) *	-	-	-	-	(470,650)	(1,411,950)	(1,882,599)	(1,882,599)	(1,882,599)
	-	-	-	-	(470,650)	(1,552,680)	(2,704,790)	(3,726,980)	(3,126,980)
Net operating surplus/(deficit)	2,168,922	(391,818)	(561,832)	(995,340)	(1,684,586)	(2,894,329)	(4,115,489)	(5,386,313)	(4,453,129)
CLA levy % increase (excl Project depn)	5.00%	0.29%	0.65%	5.00%	5.00%	4.41%	3.08%	1.57%	6.01%
CLA levy % increase (funded Project depn)	-	-	-	0.00%	0.00%	5.59%	6.92%	9.43%	3.99%
Local Authority levy % increase	5.00%	0.29%	0.65%	5.00%	5.00%	10.00%	10.00%	11.00%	10.00%

* The Museum recognises the Contributing Local Authorities' discomfort with the level of levy increases required to fund the Project depreciation. It has been agreed with the Contributing Local Authorities that the building depreciation would be deferred for 5 years, no charge would be made for base isolation & earthquake strengthening, and that the remaining funded depreciation would be spread evenly over the first seven years of Project depreciation.

6.3 Seven-year forecast – capital

	Actual 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Income - Project									
Capital levy - local government	251,388	277,682	298,292	735,991	8,581,991	8,581,991	7,846,000	-	-
Capital fundraising by the Museum	-	1,380,000	33,540,000	21,380,000	12,254,109	950,000	-	-	-
Capital grants - central government	-	-	-	15,000,000	15,000,000	15,000,000	7,000,000	-	-
Extension towards McDougall – Districts	-	-	-	1,244,296	1,244,296	1,244,297	-	-	-
Robert McDougall Gallery - CCC	-	12,700,000	7,400,000	9,300,000	3,900,000	3,913,646	-	-	-
	251,388	14,357,682	41,238,292	47,660,287	40,980,397	29,689,934	14,846,000	-	-
Income – other	1,255,088	1,342,530	1,327,000	1,387,500	1,292,060	1,949,828	2,833,871	4,144,208	4,778,994
Funded depreciation	1,255,088	1,342,530	1,327,000	1,387,500	1,292,060	1,949,828	2,833,871	4,144,208	4,778,994
Total income	1,506,476	15,700,212	42,565,292	49,047,787	42,272,457	31,639,763	17,679,871	4,144,208	4,778,994
Expenditure – Project									
Project works	-	13,710,000	45,433,500	58,411,500	65,488,500	22,610,001	7,660,999	-	-
	-	13,710,000	45,433,500	58,411,500	65,488,500	22,610,001	7,660,999	-	-
Expenditure – other									
Capital expenditure	130,701	700,000	700,000	800,000	900,000	1,000,000	1,000,000	900,000	800,000
Ravenscar House	1,000,000	-	-	-	-	-	-	-	-
Asset replacement / gallery redevelopment reserve	124,387	642,530	627,000	587,500	392,060	949,828	1,833,871	3,244,208	3,978,994
	1,255,088	1,342,530	1,327,000	1,387,500	1,292,060	1,949,828	2,833,871	4,144,208	4,778,994
Total expenditure	1,255,088	15,052,530	46,760,500	59,799,000	66,780,560	24,559,829	10,494,870	4,144,208	4,778,994
Surplus/(deficit)	251,388	647,682	(4,195,208)	(10,751,213)	(24,508,103)	7,079,933	7,185,001	-	-

6.4 Operations and capital levies

Operations levy for 2022/23 by population and distance factor

Local Authority	Population * % of total	No.	Differential	Product	% of Total products	TOTAL	Installment amount
Christchurch City	0.72	392,100	1.00	71.89	85.41	8,305,732	2,768,577
Hurunui District	0.02	13,450	0.30	0.74	0.88	85,472	28,491
Selwyn District	0.13	73,600	0.45	6.07	7.21	701,571	233,857
Waimakariri District	0.12	66,300	0.45	5.47	6.50	631,986	210,662
	1.00	545,450	2.20	84.17	100.00	9,724,761	3,241,587

* The population numbers used are the estimated resident populations as at 30 June 2021, as provided by Statistics New Zealand.

Capital levy payments by population and distance factor

Local Authority	Population * % of total	No.	Differential	Product	% of Total products	Levy paid and held in trust	Projected interest accrual	Additional levy	TOTAL	Outstanding capital levy	
										22/23	23/24 - 26/27
Christchurch City	0.72	392,100	1.00	71.89	85.41	7,061,154	539,516	45,561,822	53,162,492	7,400,000	38,161,822
Hurunui District	0.02	13,450	0.30	0.74	0.88	-	-	547,081	547,081	-	547,081
Selwyn District	0.13	73,600	0.45	6.07	7.21	605,799	46,287	3,838,457	4,490,543	-	3,838,457
Waimakariri District	0.12	66,300	0.45	5.47	6.50	-	-	4,045,149	4,045,149	-	4,045,149
	1.00	545,450	2.20	84.17	100.00	7,666,953	585,803	53,992,509	62,245,265	7,400,000	46,592,509

* The population numbers used are the estimated resident populations as at 30 June 2021, as provided by Statistics New Zealand.