

# Rod Donald Banks Peninsula Trust Te Pātaka o Rākaihautū

**Statement of intent** 

For the year 1 July 2019 - 30 June 2020



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# **Executive summary**

The Rod Donald Banks Peninsula Trust exists for the benefit of the present and future inhabitants of Banks Peninsula and for its visitors. It has broad objectives of sustainable management, and the protection, preservation and enhancement of the environment, recreation, culture and heritage. The Trust is a Christchurch City Council controlled organisation and presents its goals and performance measures for 2019-20 to the Council in this Statement of Intent.

The nature and scope of activities planned for the next three years support four pillars:

- Taking a leadership role to secure and extend public walking and biking access on a network of wellmarked and managed tracks;
- Taking a support role to secure and enhance areas of native biodiversity;
- Taking a leadership role in the dissemination of **knowledge** with regard to public walking access and a support role with regard to biodiversity, culture and heritage;
- Working in **partnership** with statutory and community bodies as appropriate.

Activities planned build on existing projects and relationships and include:

- securing access on Te Ara Pātaka upland tramping track connecting Lyttelton and Akaroa craters, developing maps, shelters and an ongoing maintenance plan, and eventually extending it to connect Christchurch to Akaroa and loop back to SH75 via the Southern Bays;
- managing, maintaining and developing the Trust's existing assets including Rod Donald Hut, a suite of walking information products and the annual Banks Peninsula Walking Festival;
- supporting development of the Head to Head walkway around Lyttelton Harbour/Whakaraupō;
- supporting Banks Peninsula Conservation Trust and its Ecological vision including Pest Free Banks Peninsula 2050 and the Peninsula having four indigenous forest areas of more than 1000ha each;
- building knowledge of how income from carbon sequestration projects can assist with native biodiversity enhancement;
- building a stronger partnership with Christchurch City Council through joint projects to improve signage, waymarking and maintenance of peri-urban tracks on the Peninsula, and walking linkage plans in support of the Public Open Space Strategy or its replacement; and,
- building stronger partnerships with others including Whaka Ora/Healthy Harbour, ECan,

The Trust regards securing public access as the most significant long-term legacy it can achieve with its funds, noting that this has often coincided with securing land for biodiversity protection. This is a unique point of difference from other organisations working on Banks Peninsula. The Trust's independence and capital base give it the ability to secure opportunities as they become available and to work more flexibly and rapidly than most government bodies. The CCC Public Open Space Strategy, currently under revision, provides a framework for the Trust's walking and biking strategy.

To date the Trust has operated on the premise that it will distribute its initial capital of \$3.5 million on projects in support of its four strategic pillars. The Trust has signalled to the Council that it expects to fully deplete the bulk of its capital completing the projects listed above. During the period of this Statement of Intent, the Trust intends to continue working with Christchurch City Council and others to secure ongoing funding in support of Striding Forward, the Trust's 2020-2030 Strategic Plan.



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# 1 Introduction

Rod Donald Banks Peninsula Trust (RDBPT, the Trust) is a Council Controlled Organisation (CCO) as defined in the Local Government Act 2002 (LGA), and is a Trust for charitable purposes. It is governed by Trustees, the majority of whom are appointed by Christchurch City Council (CCC, the Council).

The negotiation and determination of a Statement of Intent (SOI) is a public and legally required record of the accountability relationship between the Trust and the Council.

This SOI is prepared in accordance with Section 64(1) of the LGA. It sets out the objectives, governance, nature and scope of activities, and targets and performance measures.

The SOI is reviewed annually by the Council and covers a three-year period.

# 2 Objectives

RDBPT exists for the benefit of the present and future inhabitants of Banks Peninsula and for visitors to Banks Peninsula.

Its founding deed gives it a wide set of objectives of sustainable management, and the protection, preservation and enhancement of the environment, recreation, culture and heritage. The objectives are listed in full in Appendix A.

The RDBPT has crystallised its wide objectives into four key pillars; *Access, Biodiversity, Knowledge and Partnership*. These pillars are used as criteria to select and assess projects and underpin day-to-day work.

In pursuing the objectives of the RDBPT, the Trustees are required to have regard to:

- a) the views of Te Hapū o Ngāti Wheke (Rāpaki), Te Rūnanga o Koukourārata, Wairewa Rūnanga, Te Taumutu Rūnanga and Ōnuku Rūnanga in respect to the value of Banks Peninsula's Mana Whenua, Mana Moana and Mana Tangata;
- b) the potential for alignment between the activities of the Trust and any existing or future projects or initiatives of the Council;
- whether other sources of funding or support are available, including assistance provided through industry or regional development policies and programmes of local authorities or central government;
- d) the objectives, roles and activities of any other organisation engaged in similar activities on Banks Peninsula.

# 3 Governance statement

RDBPT is governed by up to nine Trustees, with up to seven Trustees appointed by the Council. The Trustees manage the affairs of RDBPT in accordance with their legal obligations, the objectives of the Trust and the terms of the RDBPT Trust Deed.

#### 3.1 Guiding Principles

The Trustees' decisions reflect the following values:

- Leading the RDBPT is a trusted and credible body making unique and courageous decisions and instigating projects
- Linking the RDBPT focusses on the big picture issues of Banks Peninsula and links people and projects supporting their passion for Banks Peninsula.



- Enhancing the RDBPT works as an entrusted steward/guardian enhancing the historic work of previous generations
- Enduring The funds and work of the Trust are to be used to create an enduring legacy for Banks Peninsula.

In furthering these values, RDBPT adheres to the following principles:

- Respecting and engaging with the Banks Peninsula communities
- Building high-trust relationships
- Transparency between partners
- No surprises, full disclosure
- Behaving in an ethical manner
- Being formal in its processes with agreements documented and approved
- Assessing and measuring all its projects against its four pillars of access, biodiversity, knowledge and partnership
- Keeping the public and the Council informed through its website and annual newsletter.

The Trust has developed a Walking and Cycling Strategy to more specifically guide its decision making on access projects. The CCC Public Open Space Strategy provided a guiding framework for the Trust's Strategy. The Trust anticipates working closely with the Council regarding the walking and biking framework for Banks Peninsula as the Public Open Space Strategy is reviewed.

## 3.2 Responsibility to the Christchurch City Council

In accordance with the LGA, the RDBPT will submit an annual SOI to the Council for consultation and approval. The SOI sets out the Trust's objectives, intentions and performance targets.

The Trustees will ensure that the Council is informed of all major developments affecting the Trust's state of affairs. Information will be communicated to the Council by the RDBPT through the annual report and the half-yearly report.

The Trust will endeavour to operate on a 'no surprises' basis for all issues of relevance to the Council. Early notice will be given to the Council of issues requiring its consent.

## 3.3 Subsidiary and Monitored Companies

The RDBPT has no investments in other companies.

#### 3.4 Financial Results

The Trustees will receive and review the RDBPT's financial and other reports regularly, and will provide financial statements to the Council on a 6-monthly basis.

#### 3.5 Distributions

RDBPT developed an investment policy in 2012 based on the eventual distribution of its entire capital fund and signalled then that the rate and method of this distribution would depend on the opportunities arising that matched the objectives. At the end of the seven year period (July 2010 -June 2017), RDBPT has distributed 25% of its opening funds.

RDBPT has informed the Council that in completing its current projects the Trust is likely to deplete its capital below the level where it can operate by 2021/22 financial year. It has therefore requested that the



Council set up a joint Working Party to to determine common goals and associated funding and sequencing, and provide the Trust with early certainty regarding its continuation as a CCO through replenishing its funds in the 2021 Long Term Plan.

# 4 Nature and Scope of Activities

RDBPT was named to honour the memory of former MP Rod Donald and his commitment to Banks Peninsula. The Trust's hallmark has been entrepreneurship and practical achievement, important values to Rod Donald. The RDBPT has and will continue to manage its funds well and use them to achieve outcomes that individual groups and projects cannot achieve on their own.

RDBPT has identified securing public walking access as the most important enduring legacy for Banks Peninsula, and the one which it is uniquely positioned to progress. The Trust's independence and its capital base give it the ability to work more flexibly and rapidly to secure opportunities as they become available than many government bodies.

Access is often achieved in conjunction with protecting native biodiversity, developing well-marked tracks, providing public information, and always with partner participation.

Over the next three years RDBPT intends to continue carrying out activities of the following nature and scope:

- Taking a leadership role to secure and extend public walking and biking access on a network of wellmarked and managed tracks;
- Taking a support role to assist others to secure and enhance areas of native biodiversity;
- Taking a leadership role in the dissemination of knowledge with regard to public walking access and a support role with regard to biodiversity, culture and heritage
- Working in partnership with statutory and community bodies as appropriate on all of its projects.

The activities planned over the next three years aim to complete and further the projects RDBPT has in progress or has adopted. The majority of the costs associated with these projects are likely to be incurred through securing public access over private land. As this relies on negotiations with willing land-owners, there may be considerable variance in costs and timeframes from the targets in this SOI.

In anticipation that the Trust will at some point in the near future fully deplete its capital, it will look to find long-term solutions to the ownership and management of its assets, and work to replenish its capital through a closer relationship with the Council, and with other parties.

RDBPT's current projects, and those to which funds have already been pledged, include:

- Te Ara Pātaka (Summit Walkway),
- Rod Donald Hut
- Walking information products
- Supporting the Head to Head walkway in Lyttelton Harbour
- Funding partner organisations through grants
- Supporting biodiversity enhancement principally through the Banks Peninsula Conservation Trust led initiatives and better understanding of potential carbon income;
- Supporting the Banks Peninsula Pest Free initiatives
- Banks Peninsula Walking Festival
- Developing new walking and biking opportunities around Little River



Further information on these projects is in Appendix E.

# 5 Performance targets and measures

# 5.1 Non-financial performance targets

This section lists the Trust's non-financial key performance indicators, and the anticipated achievements in the 2019/20 year.

Indicator 1.	The Trust has determined four key pillars on which its projects will be based; Access, Biodiversity, Knowledge, and Partnerships.			
	Assess potential projects brought to the Trust's attention against these four pillars to determine whether they should be added as a Trust project, and action those that are deemed a priority			
	Make submissions to relevant policy documents in support of the pillars.			
Indicator 2.	Provide leadership and tangible support for the projects achieving Access			
	Progress Te Ara Pātaka through securing public access and adding user facilities, including continued management of Rod Donald Hut and development of a long-term plan for assets.			
	Support the improvement and development of other walking and biking opportunities on well maintained and managed tracks.			
Indicator 3.	Provide tangible support for biodiversity			
	Continue support for the Banks Peninsula Conservation Trust and other groups involved with biodiversity protection and enhancement.			
	Participate in the Banks Peninsula Pest free initiatives			
	Look to achieve biodiversity corridors and gains when securing land for Access.			
	Build expertise in carbon sequestration and how it can facilitate native forest regeneration			
Indicator 4.	Provide tangible support for projects building the Knowledge pillar, and leadership around walking access knowledge.			
	Keep the Trust's map, brochure and web products updated, develop another brochure for Lyttelton Harbour /Whakaraupō and work on a long-term strategy for their ownership.			
	Work with others including the Department of Conservation and Christchurch City Council to share and disseminate information about Banks Peninsula.			
	Lead the Banks Peninsula walking festival			
Indicator 5. Provide tangible support for and work with a range of partners				
	Inform the public and relevant interest groups about on-going activities and progress of the Trust			
	Identify other bodies which have funds available for projects aligned with the objectives of the RDBPT, develop strategic relationships with these bodies with the aim of a 4:1 leverage on Trust capital where possible.			



# 5.2 Financial performance targets

The financial performance targets for the Trust are as follows:

	Notes	2019/20	2020/21	2021/22
Operating Surplus				
Revenue	1	\$99,850	\$62,675	\$41,150
Trust Management	2	-\$92,700	-\$94,554	-\$96,445
Operating costs	3	-\$68,114	-\$69,477	-\$70,866
Operating Surplus/(Deficit)		-\$60,964	-\$101,355	-\$126,161
Trusts Funds				
Opening funds	4	\$2,131,765	\$1,348,801	\$706,196
Operating Surplus/(Deficit)		-\$60,964	-\$101,355	-\$126,161
Strategic grants and project expenditure	5	-\$722,000	-\$541,250	-\$490,000
Closing balance		\$1,348,801	\$706,196	\$90,035

### Notes

Trust's operational management service.  Operating costs include accountancy, insurance, audit fees, meeting costs, web hosting, strategic planning minor projects (such as advocacy or web development), professional fees not separately budgeted, and to costs of goods and services sold.  Opening funds reflect the amount of the Trust's liquid capital (held as cash and term deposits), but does reinclude its capital assets. This liquid capital figure enables the Trust to determine its ability to take on professional Performance targets therefore reflect the Trust's cash rather than equity position.  The 2019/20 Opening Balance is an estimate based on the balance at December 31, 2018 plus revenue are expense forecast to June 30 2019.  Strategic grants and project expenditure include grants to other organisations achieving Trust goals and it major projects. The Trust prefers not to own the end capital asset created where possible, so these funds be used to purchase land or assets on behalf of other organisations. The pattern of spending shown is base achieving public access on Te Ara Pātaka and other projects progressing toward an optimal timetable, but		
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minor projects (such as advocacy or web development), professional fees not separately budgeted, and t costs of goods and services sold.  Opening funds reflect the amount of the Trust's liquid capital (held as cash and term deposits), but does r include its capital assets. This liquid capital figure enables the Trust to determine its ability to take on progression. The Financial Performance targets therefore reflect the Trust's cash rather than equity position.  The 2019/20 Opening Balance is an estimate based on the balance at December 31, 2018 plus revenue ar expense forecast to June 30 2019.  Strategic grants and project expenditure include grants to other organisations achieving Trust goals and it major projects. The Trust prefers not to own the end capital asset created where possible, so these funds be used to purchase land or assets on behalf of other organisations. The pattern of spending shown is base achieving public access on Te Ara Pātaka and other projects progressing toward an optimal timetable, but likely to vary from the forecast depending on the progress of access negotiations and projects and appropropoportunities presenting.	2	Trust Management reflects the cost of the current management contract with Peninsula Projects, providing the Trust's operational management service.
include its capital assets. This liquid capital figure enables the Trust to determine its ability to take on promote The Financial Performance targets therefore reflect the Trust's cash rather than equity position.  The 2019/20 Opening Balance is an estimate based on the balance at December 31, 2018 plus revenue are expense forecast to June 30 2019.  Strategic grants and project expenditure include grants to other organisations achieving Trust goals and it major projects. The Trust prefers not to own the end capital asset created where possible, so these funds be used to purchase land or assets on behalf of other organisations. The pattern of spending shown is base achieving public access on Te Ara Pātaka and other projects progressing toward an optimal timetable, but likely to vary from the forecast depending on the progress of access negotiations and projects and approproportunities presenting.	3	Operating costs include accountancy, insurance, audit fees, meeting costs, web hosting, strategic planning, minor projects (such as advocacy or web development), professional fees not separately budgeted, and the costs of goods and services sold.
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major projects. The Trust prefers not to own the end capital asset created where possible, so these funds be used to purchase land or assets on behalf of other organisations. The pattern of spending shown is be achieving public access on Te Ara Pātaka and other projects progressing toward an optimal timetable, but likely to vary from the forecast depending on the progress of access negotiations and projects and appropropropropropropropressing.		The 2019/20 Opening Balance is an estimate based on the balance at December 31, 2018 plus revenue and less expense forecast to June 30 2019.
The Trust has no commitments beyond the period shown.	5	Strategic grants and project expenditure include grants to other organisations achieving Trust goals and its own major projects. The Trust prefers not to own the end capital asset created where possible, so these funds may be used to purchase land or assets on behalf of other organisations. The pattern of spending shown is based or achieving public access on Te Ara Pātaka and other projects progressing toward an optimal timetable, but is likely to vary from the forecast depending on the progress of access negotiations and projects and appropriate opportunities presenting.
		The Trust has no commitments beyond the period shown.

The Trustees will report financial results as set out below in the 'Information to be provided to Council' section.



# 6 General matters

# 6.1 Information to be provided to the Christchurch City Council

The RDBPT will provide an annual Statement of Intent and a half-yearly report to the Council in accordance with Section 64(1) of the LGA.

The RDBPT will provide an annual report including audited financial and performance statements in accordance with Section 67 of the LGA.

The RDBPT will provide an Information and Records Management Strategy meeting its obligations under the Public Records Act 2005 including archiving its records with the support of the Council staff.

A separate annual newsletter will provide more information about the Trust's projects and will include any other information the Trustees consider appropriate.

The RDBPT will provide its annual report and newsletter to the Banks Peninsula Community Board for their information and, if invited by the Community Board, will attend an annual workshop to discuss its activities and the respective Board activities. If called on by the Council it will hold up to two additional meetings per year with Community Board representatives.

# 6.2 Accounting policies

The current accounting policies are attached to this SOI in Appendix C.

The financial statements are prepared on the basis of historical cost, except for the revaluation of certain non-current assets.

## 6.3 Acquisition of shares in any company

RDBPT will notify the Council before acquiring securities or debt shares in any company.

#### 6.4 Ratio of consolidated Trust funds to total assets

RDBPT's funds are equal its total assets.

### 6.5 Estimate of distributions of accumulated profits and capital reserves

The Trustees will explore options to attract funds from other sources to grow the trust fund and/or to serve the trust objectives.

#### 6.6 Commercial value of the investment

The commercial value of the investment is equal to the net assets of the RDBPT. The current asset of the RDBPT is approximately \$2,587,350 including cash, property and other assets. The commercial value will be reviewed on a 6-monthly basis when the financial reports for the RDBPT are prepared. The figure given here is based on the Half Year Report, December 2018.

#### 6.7 Activities for which compensation is sought from any local authority

Currently there are no activities for which compensation will be sought from any local authority.

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# Appendix A. Trust objectives

The RDBPT is a trust for charitable purposes.

The RDBPT exists for the benefit of the present and future inhabitants of Banks Peninsula and for visitors to Banks Peninsula.

The RDBPT's activities will focus on the area within the district which was administered by the Banks Peninsula District Council immediately prior to its amalgamation with the Christchurch City Council (the Banks Peninsula area). A map of the Banks Peninsula area is included as Appendix B to this Statement of Intent.

The objectives of the RDBPT are:

- (a) to promote sustainable management and conservation (consistent with the purposes and principles of the Resource Management Act 1991 and the Conservation Act 1987 and any replacement legislation) of the natural environment in the Bank Peninsula area;
- (b) to establish, support or facilitate environmental based projects that are focussed on:
  - (i) the maintenance and development of recreation facilities including parks, reserves, walkways and affordable camping grounds in the Bank Peninsula area;
  - (ii) providing public access to recreation facilities including parks, reserves, walkways and affordable camping grounds in the Bank Peninsula area;
  - (iii) the reinstatement and preservation of native vegetation in the Bank Peninsula area;
  - (iv) the enhancement of the natural biodiversity of the Bank Peninsula area;
  - (v) the restoration of the Bank Peninsula area waterways to their natural state; and
  - (vi) the protection of native endangered species present in the Bank Peninsula area;
- (c) to establish, support or facilitate projects that are focussed on the protection, preservation and enhancement of areas of historical or cultural significance, or the built heritage of the Bank Peninsula area;
- (d) to undertake or facilitate in any other way research projects or scientific enquiries to carry out the Objects;
- (e) to provide educational opportunities to further the public's understanding or enjoyment of the natural, historical and cultural qualities of the Bank Peninsula area;
- (f) to commission or otherwise support research and monitor projects relating to the status and quality of the natural and physical environment throughout the Bank Peninsula area;
- (g) to purchase or lease land to:
  - (i) carry out any improvements on land for the sustainable management of the environment or more general environmental or conservational purposes of the Trust,
  - (ii) provide facilities or opportunities for the educational purposes of the Trust;
- (h) to source and allocate funds for projects which support, promote or otherwise contribute to the Objects;
- (i) to seek the support and involvement of appropriate persons, organisations and agencies, (including the Christchurch City Council) and work alongside or collaboratively with such persons, organisations and agencies to carry out the Objects;
- (j) to hold seminars, tutorials and lectures within the Bank Peninsula area and throughout Canterbury to demonstrate research relating to the objects, and to encourage the public to become involved with or to generally promote the aims and purposes of the Trust to the community;



- (k) to carry out any other charitable purpose which is capable of being carried out in connection with the Objects or may directly, or indirectly, advance the Objects;
- (I) to raise money and to seek, accept and receive gifts, donations, grants, endowments, legacies and bequests of money or in kind for the Objects; and
- (m) to do all such other acts and things that are incidental or conducive to the attainment of the Objects.

In pursuance of the objectives of the RDBPT, the Trustees are required to have regard to:

- (a) the views of Te Hapū o Ngāti Wheke (Rāpaki), Te Rūnanga o Koukourārata, Wairewa Rūnanga, Te Taumutu Rūnanga and Ōnuku Rūnanga in respect to the value of Banks Peninsula's Mana Whenua (Land), Mana Moana (Waterways) and Mana Tangata (People);
- (b) the potential for alignment between the activities of the Trust and any existing or future projects or initiatives of the Christchurch City Council;
- (c) whether other sources of funding or support are available, including assistance provided through industry or regional development policies and programmes of local authorities or central government;
- (d) the objectives, roles and activities of any other organisation engaged in similar activities on Banks Peninsula.



# Appendix B. Trust's area of interest

The map below shows the area formerly administered by Banks Peninsula District Council. The Trust's deed directs that its funds are to be used to achieve objectives within this area.





# Appendix C. Summary of Significant Accounting policies

This summary is set out in a form consistent with the form in which the accounting policies will be set out when presented with the financial statements of RDBPT. No financial statements are included with this SOI.

#### **Statement of Significant Accounting Policies**

#### a) Basis of financial statement preparation

In accordance with the Accounting Standards Framework the RDBPT is a Public Sector PBE. The RDBPT while meeting the requirements to apply Tier 3 PBE Accounting standards (is not publically accountable and has expenses less than \$2 million) has elected to apply Tier 2 PBE standards with effect from 1 July 2014.

The financial statements are prepared under the historical cost convention, as modified by the revaluation of certain non-current assets.

The functional and presentation currency is New Zealand dollars, and all values are rounded to the nearest dollar.

#### b) Revenue

Revenue is measured at the fair value of consideration received. Interest income is recognised using the effective interest method.

#### c) Borrowing Costs

Borrowing costs are recognised as an expense in the period in which they are incurred.

#### d) Income tax

The Inland Revenue Department (IRD) has confirmed that the Trust has charitable status for tax purposes and is therefore not liable for income tax.

#### e) Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits, and other short-term highly liquid investments with maturities of three months or less.

#### f) Trade and other receivables

Trade and other receivables are initially measured at fair value and subsequently measured at amortised cost less impairment provision.

#### g) Trade and other payables

Creditors and other payables are initially measured at fair value and subsequently measured at amortised cost.

#### h) Interest-bearing borrowings

Interest-bearing borrowings are recognised initially at fair value less attributable transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost with any difference between cost and redemption value being recognised in the income statement over the period of the borrowings on an effective interest basis.

#### Goods and Services Tax

The Rod Donald Banks Peninsula Trust is registered for GST. All amounts stated are exclusive of GST where applicable.



#### j) Provisions

A provision is recognised in the balance sheet when the Trust has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits, the amount of which can be reliably estimated, will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the obligation.

#### k) Critical accounting estimates and assumptions

In preparing these financial statements the Trust has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances.



# **Appendix D. Investment Strategy**

This appendix describe the:

- Rod Donald Banks Peninsula Trust Investment Principles
- Available funds
- Method to achieve principles

This strategy is aimed at the 5 year period from the start of the financial year on 1 July 2018 to the end of the financial year on 30 June 2023.

### **D.1** Investment Principles

#### **Summary**

- The trust funds are managed for the medium term with the intention that all funds will be exhausted by around 2023.
- This intention may change over time and the investment principles will be adjusted to match any changed timeframes.
- The Trust aims to achieve capital injection through partnerships with other organisations, i.e. for every \$1 the Trust invests in projects that further its objectives, it seeks \$4 from partners or other sources.

#### **Investment Objectives**

- 1. To retain sufficient funds in the Trust's current account to provide sufficient cashflow for day to day operations and to invest the remainder of the funds in order to generate the best return possible for the Trust.
- 2. To invest for income rather than capital growth as the Trust's aim is to maximise income to support the achievement of the Trust's objectives.
- 3. To achieve, on average, better than the Official Cash Rate for each investment class.

#### **Risk tolerance**

- 1. To maintain a prudent spread of investments so that any risk on the capital fund is managed and minimised.
- 2. To make investment decisions that are informed and do not risk the on-going viability of the Trust.
- 3. To only invest in investment classes that Trustees are informed about and understand.
- 4. To invest the Trust's funds in compliance with the Christchurch City Council's Investment Policy.

#### **Compliance with the Council's Investment Policy**

The Trust will ensure compliance by:

- 1. Only acquiring securities or debt shares in any company after having notified Council.
- 2. Investing with banks that hold an investment grade rating of at least BBB.
- 3. Ensuring that no more than 30% of fixed income investments fall outside the Council's Investment Policy.



#### **Selection Criteria**

The Trust will invest in organisations that are well established, strong performers and which it expects will deliver a regular healthy dividend in future years, e.g. power, telco, banks, property, energy, retirement or airport companies.

#### **Delegations**

- The Trust's Employment, Audit and Risk Committee will oversee the management of investments and compliance with these principles on behalf of the Board and will report all investment decisions and outcomes to the Board on a regular basis.
- 2. Re-investment of funds for periods greater than one year or for amounts greater than \$500,000 will require a decision by:
  - a) The Board; or
  - b) If the Board is not available, then the Manager in conjunction with the Chair; or
  - c) If the Chair is not available, then the Manager in conjunction with another Board Member.
  - d) In both instances of the Board not being available, the decision will need to be ratified at the next Board Meeting.

#### D.2 Available Funds

The following table calculates the Trust's anticipated opening balance on July 1, 2019 based on the current position in its Half Year report at 30 December 2018, where the opening balance represents the Trust's cash position.

Total cash and investments at 30 December 2018	\$2,006,826
Current liabilities and expenses forecast to 30 June 2019	(\$233,937)
Anticipated revenue to 30 June 2019	\$358,876 <sup>1</sup>
Anticipated opening balance 1 July 2019	\$2,131,765

### D.3 Methods to achieve principles

The total capital sum forecast as available for use from the start of the financial year on 1 July 2019 is \$2,131,765.

As funds mature they will be reinvested using the principles to produce income for the Trust. A mix of longer and shorter term investments will be used to ensure that the Trust has access to sufficient capital funds each year to meet the demands of any projects that have been accepted and are in its forecast, or are pending. However, the Trust may break a longer term deposit if a sufficiently compelling opportunity arises and this cannot be avoided. The capital will be used on projects that leave an enduring legacy.

The annual operational expenditure of the Trust will be funded from a mix of income and capital.

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<sup>&</sup>lt;sup>1</sup> Includes funds from the sale of the Trust's land at 168 Grehan Valley Road



# Appendix E. Project detail

The following projects are in progress and some expected to continue into 2019-20 and beyond.

## E.1 Te Ara Pātaka (Summit Walkway)

A 2½ day tramp connecting Lyttelton and Akaroa craters via the summit ridgelines of Banks Peninsula, with a network of tracks linking to valleys below. The tramp was formally opened in 2016 and is proving popular, including with many families and youth groups from Christchurch.

Work for the coming year includes securing access on the remaining private land crossings where access has not yet been secured. This includes potentially bringing a large property into some form of public ownership. The Trust also intends to develop track entrance map signage and day shelters, and ensure that all the tracks in the network are maintained to a reasonable standard.

The Trust has ongoing grant commitment to Orton Bradley Park, which includes an expectation that the Park will maintain two of the tracks that form part of the Te Ara Pātaka network.

Work over the three year timeframe includes extending the route to Wainui with a water taxi to Akaroa and/or around the Southern Bays, improving links with the Lyttelton Crater Rim walkway and developing an appropriate mechanism to co-ordinate the long-term maintenance and management of these tracks that cross a variety of land ownerships and are managed by different agencies.

## E.2 Managing and maintaining existing assets

The Trust has built up a suite of assets that it intend to continue managing and maintaining. These include the Rod Donald Tramping Hut on Te Ara Pataka, Walking information products, and the Banks Peninsula Walking Festival.

#### E.2.1 Rod Donald Hut

Rod Donald Hut is owned and managed by the Trust and provides one of the overnight stays on Te Ara Pātaka. Fees are charged through the Department of Conservation booking system. The Trust intends to continue running the hut as a self-funding cost centre over the coming year, to use it to build goodwill with youth groups and other organisations and act as a front face for the Trust.

Work over the three year timeframe may include finding a long-term owner for this asset.

#### **E.2.2** Walking information products

The Trust has developed the Banks Peninsula Walk Directory, available both in print and on-line, and a suite of walking brochures. Again, these products operate as a self-funding costs centre, and the Trust intends to continue this as it also builds goodwill and enhances the Trust's profile.

Work over the coming year includes development of an additional brochure for Governors Bay in conjunction with Lyttelton Information Centre

Work over the three year timeframe may include a new brochure for Wairewa and finding a long term owner for these assets.

#### E.2.3 Banks Peninsula Walking Festival

The Banks Peninsula Walking Festival is a community collaboration led by RDBPT and involving Project Lyttelton, Akaroa District Promotions, Little River/Wairewa Community Trust, and the Diamond Harbour and Governors Bay Community Associations. It has been run annually in November since 2013 and built up a strong reputation and following. The Festival aims to cover its costs through grants and ticket sales. The principal cost is the Festival Co-ordinator, a position contracted through RDBPT.



### E.3 Supporting Head to Head walkway in Lyttelton Harbour

The Trust participates in the Head to Head Working Party, a sub-committee of the Banks Peninsula Community Board. The Trust's principal role is finding access routes to connect existing Head to Head walkway sections where there is currently no public access available, subject to the agreement of the Working Party in which it participates. It does not anticipate purchasing land to facilitate the Head to Head walkway, but may negotiate easements or make use of formed and unformed legal roads and water transport.

## E.4 Supporting Banks Peninsula Conservation Trust Ecological Vision

RDBPT has an ongoing grant commitments to Banks Peninsula Conservation Trust running through the 2020/21 financial year to support its Volunteer Coordinator, but does not envisage issuing further ongoing grants until it has secured further funding for its own future.

#### E.4.1 Banks Peninsula Pest Free 2050

RDBPT along with Department of Conservation, Banks Peninsula Conservation Trust, Christchurch City Council and others have signed the Banks Peninsula Pest-Free Memorandum of Understanding, incorporating the government's NZ Predator free programme. The Trust has supported this initiative to date with a grant enabling trialling of a new goat eradication methodology and a new Pest Free coordinator position managed by Banks Peninsula Conservation Trust, but further funding has not been allocated or forecast. The Trust will keep a watching brief on progress and may help fund future initiatives.

# E.5 Building knowledge of carbon sequestration income to support native biodiversity

RDBPT is developing knowledge about carbon sequestration using native biodiversity. In particular and how income derived from this through the ETS system may be used to assist with leveraging more native regeneration across Banks Peninsula, and supporting Banks Peninsula Conservation Trust and landowners involved with conservation activities.

#### E.6 Developing new walking/biking opportunities around Little River

There are currently no public off-road walks departing directly from Little River except for the Little River Rail Trail. The Trust will seek to create an off-road connection to Rod Donald Hut and links to Te Ara Pātaka. This project may commence in 2019/20.

### E.7 Building stronger relationships with Council and others

The Trust is working to build a stronger relationship with the Council through shared projects, including:

- working with the Regional Parks team to improve the signage, waymarking and maintenance of peri-urban tracks around Akaroa, Diamond Harbour and the Lyttelton settlements to match the Trust's popular brochure series.
- working with Strategic Planning staff to improve walking linkage planning through the Council's current Public Open Space and Biodiversity strategies, and making use of some unformed legal roads where appropriate.

# E.8 Building stronger relationships with other agencies

The Trust has formalised its relationship with Department of Conservation through a shared MOU, and this is a living document that is added to as new projects develop.



The Trust envisages further developing and formalising its relationships with Whaka Ora/Healthy Harbour, Environment Canterbury, Ngāi Tahu and rūnanga.

The Trust sees the need for an ongoing entity to advocate for Banks Peninsula tracks and trails, support agencies, develop an associated volunteer network, and to ensure that Banks Peninsula's role as a walking and biking destination for residents and visitors grows with high quality and well maintained tracks, and enhanced biodiversity and has determined to seek ongoing funding so that it can fulfil this role.