

Long Term Plan 2024-34 Activity Plan

Governance and Decision Making

- *Holding elections of Elected Members to the Council and Community Boards, polls, and representation reviews*
- *Providing smart secretariat services, information, and support for Council and Community Board decision-making processes at governance level*
- *Investing in governance capacity*

Adopted XX and XX June 2024

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1. What this activity delivers

This activity supports the Council organisation to work collaboratively, playing to its strengths to support good governance decision-making.

The Council is the second largest territorial local authority (TLA) in New Zealand and is committed to participatory democracy for all citizens. We actively encourage citizens to participate in civic life through Council, Committees and Community Boards, participating in hearings and engaging with all elected members. Community engagement and participation in decision making builds social capital, resilience, and wellbeing.

The importance of active citizenship and the need to build resilience in our communities is evident as we respond to emerging challenges such as climate resilience. As a large TLA with a strong commitment to an active local democracy its effectiveness is dependent upon transparent, efficient, and effective processes to support effective governance and good decision making. Specifically, this activity provides:

- Secretariat services to formal meetings.
- Support to working parties, workshops, briefings, and seminars, for Committees and Boards, which annually can exceed 200 meetings.
- Formal and informal reporting of the outcomes from decisions (including newsletters) to Elected Members and the Community.
- Livestreaming meetings to boost accessibility and transparency.
- Processes that ensure all local elections, polls and representation reviews are held with full statutory compliance.
- Information, advice, and an understanding of the local context to Elected Members to inform decision-making.
- Information, advice, and support is provided to members of the community to support engagement in Council processes.
- Investing in the governance capacity of the elected members through providing learning experiences within a development framework.

- Reviewing governance tools such as delegations and standing orders.

The Activity looks to enhance our current governance capacity by developing the knowledge, competencies, and tools necessary for effective governance and decision-making. It improves the capacity of individuals, Committees, Community Boards, and the Council to understand and address complex governance challenges by developing and growing the leadership capabilities of individuals in governance roles, enabling them to provide clear direction, communicate well, and effectively manage meetings.

It supports the ongoing development of essential governance documents such as delegations, standing orders, governance statements, governance partnerships and a code of conduct. The activity supports a growing understanding within the community of decision-making processes and ensures Council and Community Board decision making is inclusive and relevant by being as close as possible to the community affected by the decisions (subsidiarity).

It provides the technology, training, and support that enables Elected Members to efficiently receive and manage electronically the large volume of lengthy documents they are required to consider for decision-making. This supports the Elected Members to communicate with the communities they represent.

The Activity manages, updates, and supports staff in Infocouncil, and it provides training to staff and elected members in Bigtinkan Hub – these tools are the Council’s central system for managing and distributing all Council reports, resolutions, and actions. A comprehensive electronic repository of elected member information is continually maintained and futureproofed.

Through this Activity, Community Governance Teams work with the community and Community Boards to develop Community Board Plans that inform the priorities and decision making of Community Boards. In addition, elected members are supported in such matters as training, health and safety, remuneration and allowances for essential expenditure.

This activity includes the following services:



Holding elections of Elected Members to the Council and Community Boards, polls, and representation reviews – Between 2008 and 2020 this service has delivered four elections and 11 by-elections, with the requisite information, monitoring, and reporting requirements of each. Communication between the Council and a range of national bodies such as the Justice Committee, the Local Government Commission, the Remuneration Authority, LGNZ, SOLGM and the Electoral Commission is undertaken as part of this activity, and the implementation of changes brought about by their decisions. It also provides direct support for representation reviews.



Providing smart secretariat services, information, and support for Council and Community Board decision-making processes at governance level - The provision of governance secretariat, information and support encompasses a range of formal and informal processes to support the 54 Elected Members to carry out their duties.

It involves the generation of over 2,700 reports for decision and information to elected members each year, logistical and secretariat support, and advice for close to 800 meetings of Council, Council Committees, Community Boards and Reserve Management Committees. All these meeting must be held within the provisions of the Local Government Act and Local Government Official Information and Meetings Act, and include the production and co-ordination of agendas, minutes, and follow-up of resolutions as well as the publishing and distribution of meeting papers and compilation of archive versions of papers to meet record keeping requirements.

Annually this activity manages on average more than 3,000 applications and related hearings for District Licensing; provides application, public consultation, and hearings support for the: Menacing Dogs Act, Urban Design Panels, Reserve Hearings Panels, RMA Hearings Panel and Bus Shelter hearings. The activity also provides consultation and submissions support to Annual and Long-Term Plans and major projects such as Major Cycleways, and Land Transfers.



Investing in Governance Capacity - This level of service focuses on developing the knowledge, competencies, and tools necessary for effective governance and decision-making. It improves the capacity of individual Elected Members, Committees, and the Council to understand and address complex governance challenges by developing and growing the leadership capabilities of individuals in governance roles, enabling them to provide clear direction, communicate well, and effectively manage meetings.

Where we came from

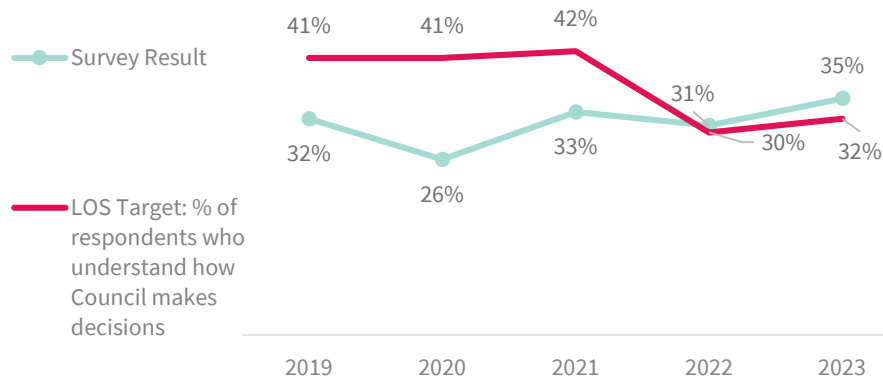
Between 2008 and 2023 this service has delivered five elections and 11 by-elections, with the requisite information, monitoring, and reporting requirements of each. Communication between the Council and a range of national bodies such as the Justice Committee, the Local Government Commission, the Remuneration Authority, LGNZ, SOLGM and the Electoral Commission is undertaken as part of this activity, and the implementation of changes brought about by their decisions.

What our community is saying



35% understand how Council makes decisions

4.1.18 Participation in and contribution to Council decision-making



2023 45% of people who had interacted with governance agree they understand how Council makes decisions. This is up 3 % on 2022.

2023 35% of our public agree they understand how Council makes decisions. This is up 4% on 2022 but requires an ongoing focus to improve over time.

Source: *Annual Report 2022*

Who our key customers are

Elected members, residents, and ratepayers.

Who our key stakeholders are





Elected members, residents, and ratepayers. Management.

A snapshot of provision and use:






- ✓ Between 2008 and 2022 this service has delivered four elections and 11 by-elections.
- ✓ Provides support for the 54 Elected Members.
- ✓ Oversees 2,700 reports for decision and information to elected members each year.
- ✓ Logistical and secretariat support, and advice for 800 meetings of Council, Council Committees, Community Boards and Reserve Management Committees.
- ✓ Livestreaming and recording over 600 governance meetings.
- ✓ Annually, manages on average more than 3,000 applications and related hearings for District Licensing.
- ✓ Provides consultation and submissions support to Annual and Long-Term Plans and major projects such as Major Cycleways, and Land Transfers.
- ✓ Extends decision making locally to those most directly affected through six Community Boards.
- ✓ Boosting transparency by lowering the proportion of decisions made in the publicly excluded section of meetings from 34% in 2016 to 6.1% in 2023.
- ✓ Growing understanding by the public and people who interact with governance services in how Council and Community Boards make decisions.


2. Why we deliver this activity

2.1 Community Outcomes: How this activity contributes

Community Outcomes		Contribution*	Key contributions to achieving our community outcomes
	Collaborative and confident Our residents can actively participate in community and city life, have a strong sense of belonging and identity, and feel safe.	★★★★	<ul style="list-style-type: none"> We facilitate opportunities for citizens to engage with Community Boards and Council, creating a greater sense of ownership and enhancing citizen participation in decision making particularly around building resilience in our communities. Community engagement and participation in decision making builds social capital, resilience, and wellbeing. The activity supports a growing understanding within the community of decision-making processes and ensures Council and Community Board decision making is inclusive and relevant by being as close as possible to the community affected by the decisions (subsidiarity).
	Green and liveable Our neighbourhoods and communities are accessible and well connected, supporting our goals to reduce emissions, build climate resilience and protect and regenerate the environment, especially our biodiversity, water bodies and tree canopy.	★★★★	<ul style="list-style-type: none"> We provide direct support and assistance (including financial) to community organisations to build capacity, improve community resilience and contribute to all forms of local decision making and community action. We support the decision-makers who make the strategic decisions about climate action.
	A cultural powerhouse Our diverse communities are supported to understand and protect their heritage, pursue their arts, cultural and sporting interests, and contribute to making our city a creative cultural and events 'powerhouse'.	★★★★	<ul style="list-style-type: none"> Changing tools and technologies such as livestreaming, video links and translation services allow our diverse communities a more accessible conduit to decision making. We support the decision-makers to make the decisions that benefit our communities now and in the future.
	Thriving and prosperous Our city is a great place for people, business, and investment where we can all grow our potential, where enterprises are innovative and smart, and where together we raise productivity and reduce emissions.	★★★★	
*Level of contribution – what this means			
★★★★ This activity is critical to the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service			
★★★ This activity strongly supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements			
★★ This activity supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable			
★ This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact			

2.2 Strategic Priorities - How this activity supports progress on our priorities

Strategic Priorities		Contribution*	How our strategic priorities influence the way we work
	Be an inclusive and equitable city which puts people at the centre of our city and district, prioritising wellbeing, accessibility and connection.	★★★★	<ul style="list-style-type: none"> Enables a participatory, localised, and collaborative approach to decision making. Provides support for public consultation, deputations, and hearings to enable citizen input into decision-making, and ensure effective democratic processes. Supports communities and organisations to engage in Council engagement processes, including submissions to the Annual and Long-Term Plan, and policy changes. Facilitates engagement with elected members, Council staff and processes through close connections and relationships with community and strategic partners and enabling elected members to represent those views to the Council. Focuses Community Board support on community-building projects and activities. Ensures local context guides a technical project so that a sense of local identity and place are fostered. Encourages early community engagement to create better local buy-in, and more robust end to end projects. Builds community capacity to attract a diverse representation of Elected Members
	Champion Ōtautahi-Christchurch and collaborate to build our role as a leading New Zealand city.	★★★★	<ul style="list-style-type: none"> We support the decision-makers to meet their strategic priorities through effective decision-making.
	Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents.	★★★★	<ul style="list-style-type: none"> Facilitates frequent and regular opportunities for citizens to engage with elected members and Community Boards, thus creating greater ownership and enhancing citizen participation in decision making. Actively manages relationships and maintain good communication with communities during periods of transition. Substantially reducing the number of decisions made behind closed doors. Encourage and support participation in election and representation processes. Ensures Council and Community Board meetings where decisions are made are live-streamed.
	Reduce emissions as a Council and as a city, and invest in adaptation and resilience, leading a city-wide response to climate change while protecting our indigenous biodiversity, water bodies and tree canopy.	★★	<ul style="list-style-type: none"> Enables a participatory, localised, and collaborative approach to decision making. Provides direct support and assistance (including financial) to community organisations resilience and contribute to all forms of local decision making and community action. Facilitates community engagement re: climate change with elected members, Council. Promotion of climate change-related information through community events, and Council Actively targets wellbeing by involving citizens in green space development in urban areas. Builds community capacity via recreation and environmental protection initiatives.
	Manage ratepayers' money wisely, delivering quality core services to the whole	★★	<ul style="list-style-type: none"> Develops and enforces the effective delegation of decision making resulting in efficient decisions made at the appropriate level.

	community and addressing the issues that are important to our residents.		<ul style="list-style-type: none"> Ensures the appropriate use of information technology and range of meeting options lowers the cost and time commitment of the ratepayer, staff, and elected member alike. Transparent decision making including the presentation of detailed current and future resource requirements informing each decision. Inter-generational impact and understanding by ensuring that the ongoing resource and other implications of recommendations are available and are considered
	Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind.	★★★★	<ul style="list-style-type: none"> We support the decision-makers to make good decisions for the communities of today and for the future including by exposing young people to governance through avenues such as the Youth Committee. Changing tools and technologies such as livestreaming, video links and translation services allow our diverse communities a more accessible conduit to decision making.
*Levels of contribution – what this means			
★★★★★	This activity is critical to the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service		
★★★★	This activity strongly supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements		
★★★	This activity supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable		
★★	This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact		

Strategic Priorities: Strengthening Communities Together Strategy 2022

This activity underpins Council's commitment to Pillar 3 of the Strengthening Communities Together Strategy

Te Pou Tua Toru: Te Mahi Participation

"Residents and groups in the wider society are socially and actively engaged and able to initiate and influence decisions affecting their lives."

Participation, engagement and understanding decision making processes by our diverse city-wide and localised communities builds social capital, increases resilience and results in better decision making as close as possible to the communities effected by the decisions made.



2.3 Climate Resilience Goals: How this activity supports climate resilience goals

Net zero emissions Christchurch

Key sources of greenhouse gas emissions from this activity includes:

Operational/embedded emissions

- *Office facilities:* Emissions from Te Hononga Civic Office facilities used by Governance staff, and facilities used for community engagement and meetings. This includes printing, materials, electricity, etc.
- *Work travel:* Governance staff sometimes travel for work purposes and there are travel emissions associated with this. However, travel for Governance staff is rare and usually limited to travel for key training/conferences that are specifically relevant to staff in this area of expertise.
- *Commuting:* Governance staff commuting emissions.
- *Upstream suppliers:* Emissions from the providers of governance resources. While these emissions are indirect and currently unquantified, they are still an emissions-source associated with our activities.

Indirect emissions from users of the activity:

- *Community members' travel:* Private vehicle travel of community members to participate in consultation and engagement processes.

Governance advice on emissions: Fit for purpose governance and support arrangements for decision makers to help facilitate appropriate action on emissions reductions across the business.

Governance and Decision Making are taking the following actions to reduce greenhouse gas emissions:

Operational/embedded greenhouse gas emissions

- *Office facilities:* Responsibility for operational emissions from Te Hononga Civic Office and other facilities used for community meetings falls to the facilities management team. However, Governance staff implement regular monitoring and management of heating and cooling requirements and resulting impact on energy use at all community boardrooms.
- *Work travel:* Where travel for work purposes is required, we encourage and implement remote options to avoid travel where possible, or use of low emissions options or the Council's EV fleet. Where remote or low emissions options are not possible, we will rely on the Council offsetting policy/process to offset the effect of these emissions.

Commuting: Our flexible working policy allows and encourages working from home where appropriate to reduce commuting emissions.


Greenhouse gas emissions by users of Governance and Decision Making

- Facilitating community engagement at locations close to public and active transport routes and offering online engagement options to minimise emissions from private vehicle transport.
- Paperless engagement templates that ask the right questions will make engagement more efficient and more easily transferrable to online systems, which in turn reduces emissions.
- Providing appropriate governance and support arrangements to decision makers that help them make informed decisions on emissions reductions. This includes facilitating training to understand climate change impacts from their decisions.
- Enabling meetings to be paperless and on Zoom will reduce the emissions as less travel and less paper used.

We understand and are preparing for the ongoing impact of Climate change

Key climate risks for the Governance and Decision-Making activity includes:

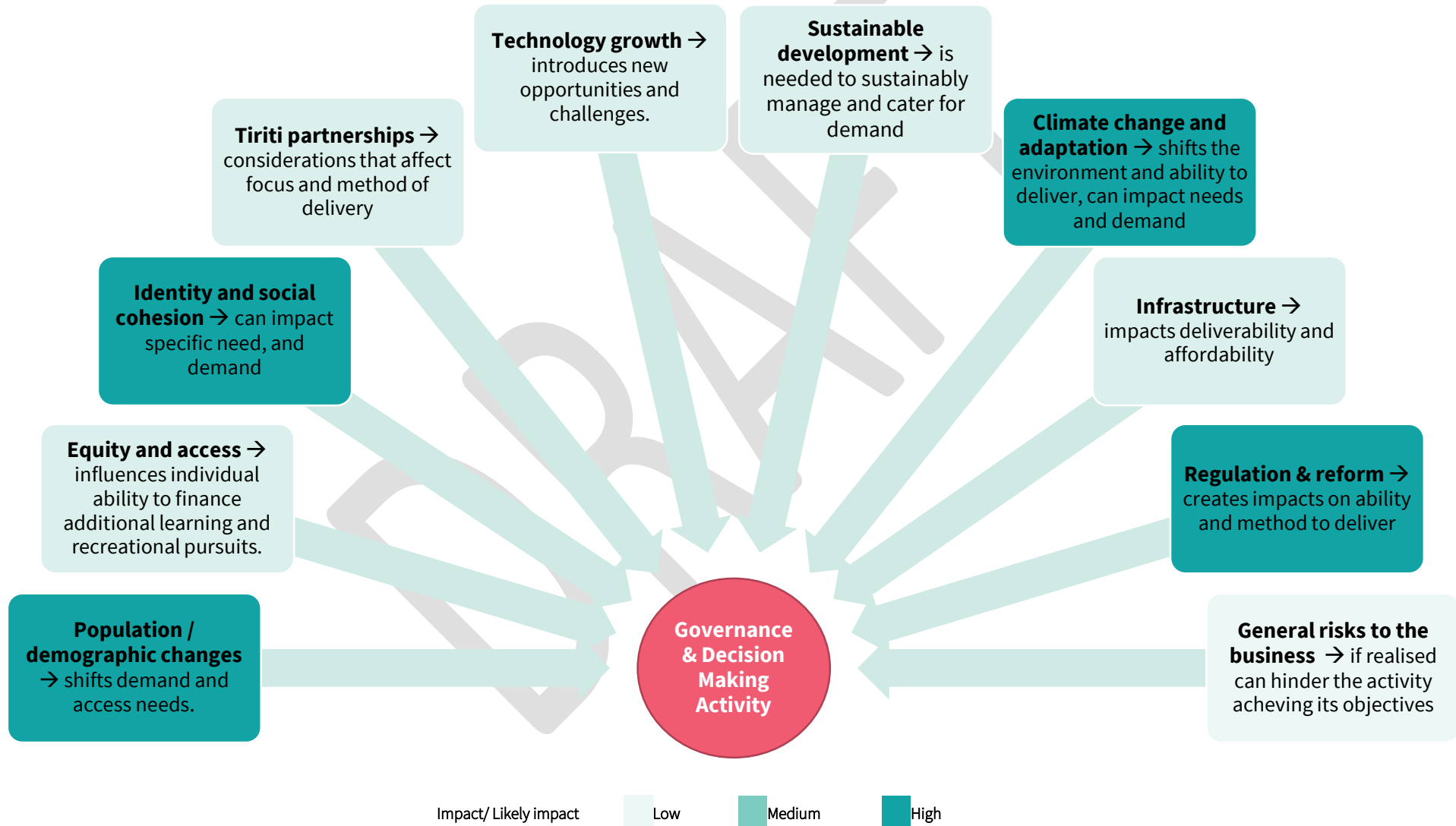
- There are limited direct physical risks on this activity and no assets held by this activity.

	<ul style="list-style-type: none"> • More frequent disruption from severe weather events may impact the suitability/ accessibility of meeting facilities and require resilient communications technology. • Staff traveling to or for work may be affected by changes to climate, heat and outdoor air quality. • Climate impacts, and central and local government responses will impact our communities and require appropriate responses to engage them in decision making. • Staff capability and understanding of the climate change impacts and risks. <p>Other impacts on assets and infrastructure (see the Asset Management Plan for more details).</p>
	<p>Options being considered to reduce the risks to the Governance and Decision-Making activity and the community posed by those climate risks include:</p> <ul style="list-style-type: none"> • Direct/physical risks to staff commuting/accessibility is managed through flexible working policies to enable working from home for extreme weather events. • Improved online engagement facilities and support to better enable resilient communication to abate the need for community travel to meetings. Provision to be made for remote meetings in severe weather events to ensure disruption to processes is at a minimum, and the processes themselves are not compromised by these events. • Proactive communications to communities on climate change risks to support and maintain public participation in decision-making • Ensuring staff and elected members have appropriate training on climate change impacts.
We are guardians of our natural environment and taonga	
	<p>Please describe a pilot project you will undertake in the next three years to increase understanding of emissions reduction options and building resilience to climate risks relevant to your activity.</p> <ul style="list-style-type: none"> • Investing in governance capacity, by adopting a development strategy for members that will include a climate change component to the learning experiences for members <p>Please explain any levels of service changes in this LTP, or that may be required in the future because of climate change.</p> <ul style="list-style-type: none"> • This activity has no level of service changes that may be required because of climate change.

3. How we are planning for future impacts

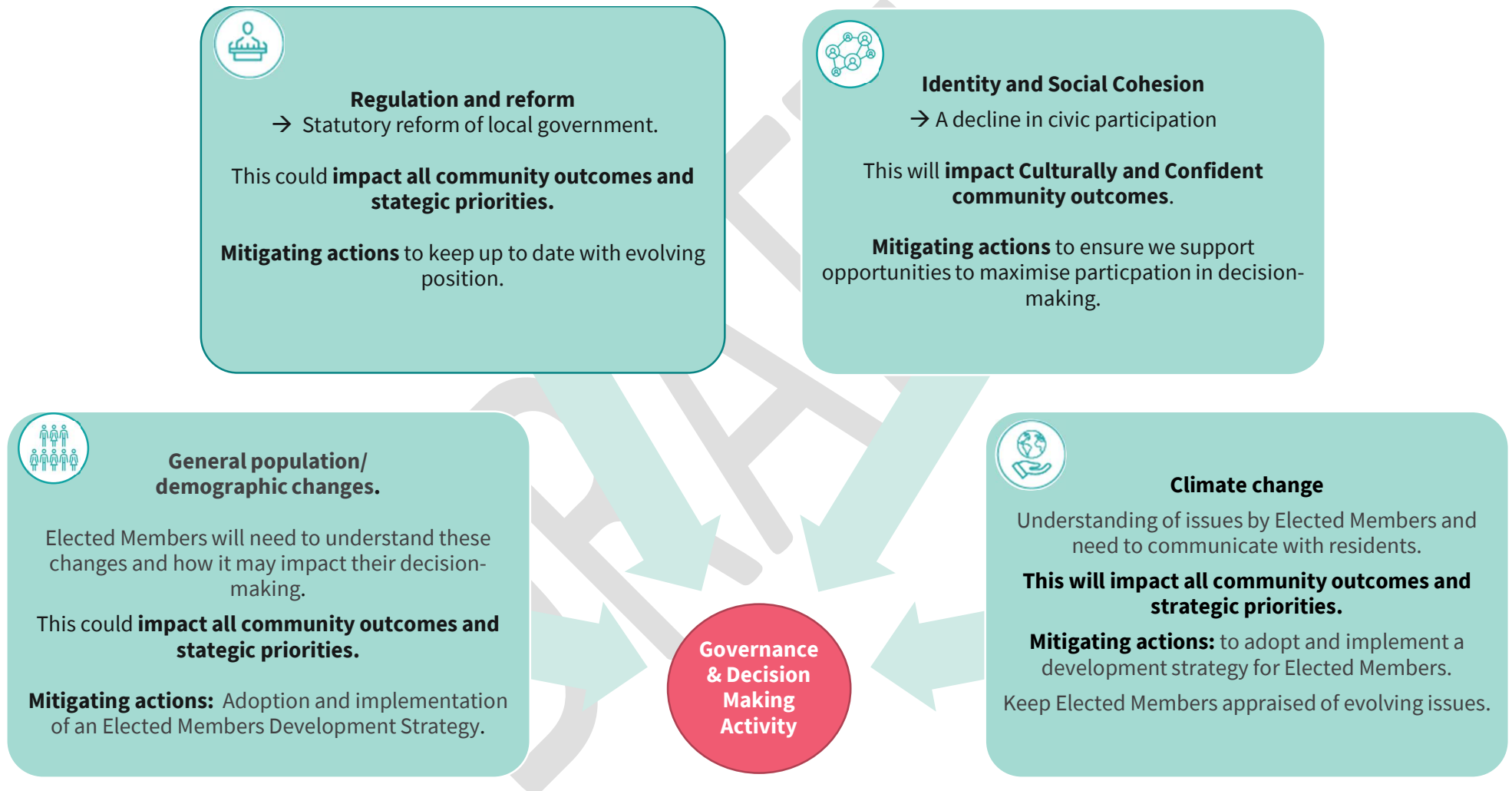
There are various factors influencing current and future demand for Council Governance and Decision-Making and the ability to deliver them. These are listed below.

3.1 Issues impacting current and future activity demand and deliverability.



3.2 The high impact issues and mitigations planned.

The more prominent ones that in particular effect our Community Outcomes or Strategic Priorities are summarised on this page. For further details on issues, including the current status, future projections, likely impact and mitigations please see Appendix B.







4. Our levels of service

Council's Levels of Service (LoS) measures enable us to monitor and report against our outcomes and service performance. See Appendix A: Levels of Service Details for more detail.

Services & Summary of Levels of Service

- ➔ *This Governance and Decision-making has **3 Community (C) Levels of Service**. (These LOS community facing and will be published in our Statement of Service Provision)*
- ➔ *This Activity has also **8 Management (M) Levels of Service**. (These are LOS that are measured in the organisation to ensure service delivery)*

 Holding elections of Elected Members to the Council and Community Boards, polls, and representative reviews (3xM)		 Providing smart secretariat services, information, and support for Council decision-making processes at governance level (3xC, 2xM)	
Service contributes to: <ul style="list-style-type: none"> • Collaborative confident city. • Cultural powerhouse city. <p>This is by generally maintaining the targets of the levels of service promised.</p>	Levels of Service <ul style="list-style-type: none"> • Provide and maintain robust processes that ensure all local elections, polls and representation reviews are held with full statutory compliance. • Provide a triennial local government election (October 2025) • Maintain documented governance processes that ensure statutory compliance. 	Service contributes to: <ul style="list-style-type: none"> • Collaborative confident city. • Cultural powerhouse city. <p>This is by generally maintaining the targets of the levels of service promised.</p>	Levels of Service <ul style="list-style-type: none"> • Better participation by increased levels of understanding by residents of how decisions are made. • Increased transparency in decision-making by livestreaming. • Increased transparency in decision making, reports considered in public excluded (PX). • Provide services to ensure meetings are held in compliance with legislation. • Schedule, support, and record decision-making meetings.
 Providing smart secretariat services, information, and support for Community Board decision-making processes at governance level		 Investing in governance capacity	
Service contributes to: <ul style="list-style-type: none"> • Collaborative confident city. • Cultural powerhouse city. <p>This is by introducing two new management levels of service.</p>	Levels of Service <ul style="list-style-type: none"> • Provide services that ensure all Community Board meetings are held with full statutory compliance. • Schedule, support, and record Community Board meetings. 	Service contributes to: <ul style="list-style-type: none"> • Collaborative confident city. • Cultural powerhouse city. <p>This is by introducing one new management level of service.</p>	Levels of Service <ul style="list-style-type: none"> • To invest in governance capacity and adopt a strategy for the development of elected members.

5. How assets will be managed to deliver the services

Governance and Decision-Making are not responsible for any assets

Managing our assets

Governance and Decision-Making Team have a presence in various buildings (Corporate Accommodation, Libraries, Community Facilities) but are not responsible for these assets. The buildings, furniture, and equipment themselves are the responsibility of the other activities, for instance ownership of staff desks, staff chairs, other equipment, etc would stay with the other activities (unless by other agreement with those other activities).

There are digital assets in the form of software and hardware which are the responsibility of Digital.

Looking forward

Business Units aligned with this activity, i.e., Facilities and Asset Planning, Legal & Democratic Services, Digital and Community Support & Partnerships, Digital, Office of the Mayor and Chief Executive will collaborate to deliver the levels of service for this activity.

Please refer to the [Corporate Accommodation, Libraries, Community Facilities Asset Management Plan](#) for more information on these assets.

6. Capital expenditure and key capital projects

This activity does not have capital expenditure and key capital projects.

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7. Financial resources needed

7.1 Resources needed

Indicative budgets are based on the 2023/24 Annual Plan projections for the balance of the current LTP. They are subject to year-end capital carry forwards, and further refinement of inflation and other assumptions for the new LTP.

Governance and Decision Making

000's	Annual Plan 2023/24	LTP 2024/25	LTP 2025/26	LTP 2026/27	LTP 2027/28	LTP 2028/29	LTP 2029/30	LTP 2030/31
Activity Costs Before Overheads by Service								
Elections	46	90	1,457	51	98	1,385	55	104
Secretariat & Advice to Elected Members	7,839	8,183	8,506	8,790	9,051	9,207	9,409	9,594
	7,885	8,272	9,963	8,841	9,149	10,592	9,463	9,698
Activity Costs by Cost Type								
Direct Operating Costs	351	346	1,507	434	452	1,440	415	404
Direct Maintenance Costs	2	2	2	2	2	2	2	2
Staff and Contract Personnel Costs	7,227	7,565	7,887	8,069	8,304	8,527	8,675	8,865
Other Activity Costs	306	359	568	336	391	623	372	427
Overheads, Indirect and Other Costs	6,171	5,584	5,979	6,807	6,098	6,462	7,336	6,516
Depreciation	1	1	1	1				
Debt Servicing and Interest								
Total Activity Cost	14,056	13,857	15,943	15,648	15,247	17,053	16,800	16,213
Funded By:								
Fees and Charges	47	49	332	52	53	359	56	57
Grants and Subsidies								
Cost Recoveries								
Total Operational Revenue	47	49	332	52	53	359	56	57
Net Cost of Service	14,010	13,809	15,612	15,597	15,194	16,695	16,744	16,157
Funding Percentages								
Rates	100%	100%	98%	100%	100%	98%	100%	100%
Fees and Charges	0%	0%	2%	0%	0%	2%	0%	0%
Grants and Subsidies	0%	0%	0%	0%	0%	0%	0%	0%
Cost Recoveries	0%	0%	0%	0%	0%	0%	0%	0%

7.2 Funding consideration and outcome

Section 101 Local Government Act 2002 - Funding Consideration. The following tables are based on the financials from the previous page.

Council funds the Governance and Decision-Making activity predominately through the general rate. This means that most funding comes from ratepayers, mostly based on capital value, with benefits mostly received in the same year as the expenditure is incurred.

- **Operating expenditure:** All operational costs for the Governance and Decision-Making activity are allocated out to the external activities by way of Corporate Overhead. For explanation of how each external activity funds Corporate Overhead please refer to section 7.2 of those Activity Plans.
- **Capital expenditure:** The Governance and Decision-Making activity does not have any capital related expenditure.

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More information on the Council's Finance and Funding Policies can be found in the [Financial Strategy](#) and the [Revenue and Financing Policy](#)

8. Possible significant negative impacts on wellbeing



This activity may have significant negative effects on social, economic, environmental, or cultural wellbeing of the local community, now or in the future.

Negative Effect	Mitigation
Social	
Governance processes are formal, legislative, and complex -- participation is challenging	<ul style="list-style-type: none"> Continue to provide for deputations and a public forum at governance meetings. Regularly review and update standing orders. Greater delegation of local decision making to community boards.
The community do not understand how Council make decisions	<ul style="list-style-type: none"> Implement Council's 32 step process on transparency. Continue with the use of communicative tools such as Newslane. Develop and promote alternative forms of community engagement. Greater delegation of local decision making to community boards. Continue to livestream and increase the number of governance meetings that can be viewed digitally.
Interest and participation in local elections is low	<ul style="list-style-type: none"> Support the LGA requirement for Chief Executive to facilitate participation. Use networks to clearly communicate information. Support community to participate, as candidates and/or voters Continue to take opportunities to raise awareness and participation
Economic	
This activity does not expect any significant negative impacts on economic wellbeing of the local community, now or in the future.	
Environmental	
This activity does not expect any significant negative impacts on environmental wellbeing of the local community, now or in the future.	
Cultural	
Governance processes are overtly based on a Westminster system often alien to many cultures	Engage Tiriti Partnership team, Community Development Advisors, the Multicultural Advisory Group, and multicultural stakeholders to advise on and promote culturally friendly governance processes and encourage members of culturally diverse communities to participate.

Appendices

Appendix A: Levels of Service detail

A.1 Continuous Improvement Review (S17A) – Recommendations for change

No Continuous Improvement Reviews (S17A) have been identified for this Activity.

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A.2. Levels of Service: Performance measures in detail

LOS number	C/ M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
Holding elections of Elected Members to the Council and Community Boards, polls, and representative reviews										
4.1.2	M	Provide and maintain robust processes that ensure all local elections, polls and representation reviews are held with full statutory compliance.	2022/23: 100% 2021/22: 100% 2020/21: 100% 2019/20: 100% 2018/19: 100%	Internal benchmark: 100%	100% compliance. No complaints regarding statutory compliance are upheld by the ombudsman or the Courts.	100% compliance. No complaints regarding statutory compliance are upheld by the ombudsman or the Courts.	100% compliance. No complaints regarding statutory compliance are upheld by the ombudsman or the Courts.	100% compliance. No complaints regarding statutory compliance are upheld by the ombudsman or the Courts.	Total complaints and upheld complaints reported in the Performance Report.	Collaborative confident city. Cultural powerhouse city.
4.1.2.3	M	Provide a triennial local government election (October 2025)	Election delivered triennially 2022, 2019, 2016, 2013	Internal benchmark: 100%. Local Electoral Act 2001	(None)	100% election milestones delivered	100% election milestones delivered	100% election milestones delivered in relevant years	Milestones are reported in the Performance Report	Collaborative confident city. Cultural powerhouse city.
Providing smart secretariat services, information, and support for decision-making processes at governance level										
4.1.28.3	M	Maintain documented governance processes that ensure statutory compliance.	Governance process documents are maintained and published on the Website	LGA (2002)	100%. Governance processes are maintained and published on the Website.	100%. Governance processes are maintained and published on the Website.	100%. Governance processes are maintained and published on the Website.	100%. Governance processes are maintained and published on the Website.	Compliant delegations, Standing Orders, committee structures, Code of Conduct etc. are published on the Website.	Collaborative confident city. Cultural powerhouse city.

LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
4.1.22	M	Provide services that ensure all Council, and Committee meetings are held with full statutory compliance.	2022/23: 100% 2021/22: 100% 2020/21: 100% 2019/20: 100% 2018/19: 99%	Wellington: 94% (2015/16) Auckland: 100% (2014/15)	98% compliance.	98% compliance.	98% compliance.	98% compliance.	Data captured in Infocouncil, reported in the Quarterly Governance Report.	Collaborative confident city. Cultural powerhouse city.
4.1.28.4	C	Increased transparency in decision making, reports considered in public excluded (PX).	Percentage of reports considered in PX: 2022/23: 6.1% 2021/22: 5.9% 2020/21: 5.4%	Internal benchmark.	A maximum of 6.5% of reports considered in PX	Less than 6.5% of reports considered in PX	Less than 6.5% of reports considered in PX	Less than 6.5% of reports considered in PX	Data captured in Infocouncil, reported in the Quarterly Governance Report.	Collaborative confident city. Cultural powerhouse city.
New	C	Increased transparency in decision making, release of public excluded (PX) reports	Percentage of PX reports from the current triennium reviewed for potential release when PX conditions lapse	Internal benchmark.	85% of all PX reports from the current triennium reviewed for potential release	85% of all PX reports from the current triennium reviewed for potential release	85% of all PX reports from the current triennium reviewed for potential release	85% of all PX reports from the current triennium reviewed for potential release	Data captured in Infocouncil, reported in the Quarterly Governance Report.	Collaborative confident city. Cultural powerhouse city.
NEW	C	Increased transparency in decision making,	Percentage of open Council, CoW and Community Board	Internal benchmark: 95%	90% of eligible meetings livestreamed and recorded on	90% of eligible meetings livestreamed and recorded on	90% of eligible meetings livestreamed and recorded on	90% of eligible meetings livestreamed and recorded on	Livestreamed meetings are recorded on the website or other digital platform.	Collaborative confident city.

LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
		livestreaming, and recording.	meetings live streamed and recorded 2022/23: 98%		a digital platform.	a digital platform.	a digital platform.	a digital platform.		Cultural powerhouse city.
4.1.28.1	M	Schedule, support and record Council meetings.	Governance meetings supported: 2022/23: 540 2021/22: 677 2020/21: 764 2019/20: 577	Internal benchmark	Between 500 and 600 governance meetings are supported.	Between 500 and 600 governance meetings are supported unless committee structure provides otherwise.	Between 500 and 600 governance meetings are supported unless committee structure provides otherwise.	Between 500 and 600 governance meetings are supported unless committee structure provides otherwise.	Governance meetings are recorded in InfoCouncil.	Collaborative confident city. Cultural powerhouse city.
4.1.18	C	Participation in and contribution to Council decision-making.	2022/23: 35% 2021/22: 31% 2020/21: 33% 2019/20: 26% 2018/19: 32% 2017/18: 29% 2016/17: 41% 2015/16: 38%	Internal benchmark	Percentage of respondents who understand how Council makes decisions: At least 32%.	Percentage of respondents who understand how Council makes decisions: At least 33%.	Percentage of respondents who understand how Council makes decisions: At least 34%.	Percentage of respondents who understand how Council makes decisions: At least 34%.	Annual Resident Survey. Percentage of respondents who understand how Council makes decisions.	Collaborative confident city. Cultural powerhouse city.
Investing in governance capacity										
NEW	M	To invest in governance capacity and adopt a strategy for the development of elected members.	New.	Internal benchmark.	60% of elected members consider that their governance capacity has increased because of participating in	65% of elected members consider that their governance capacity has increased because of participating in	70% of elected members consider that their governance capacity has increased because of participating in	75% of elected members consider that their governance capacity has increased because of participating in	Annual survey of elected members.	Collaborative confident city. Cultural powerhouse city.

LOS number	C/ M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
					learning experiences.	learning experiences.	learning experiences.	learning experiences.		

A.3. Levels of Service changes from Long-term Plan 2021-31, and why

Deletions

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
4.1.2.2 Provide a representation review for the (upcoming) triennium.	LOS is proposed to be deleted.	There is no legislative requirement for this LoS.	Standard consultation
4.1.29.1 Investigations into process and compliance by the Ombudsman's Office are responded to within their requested deadlines - 100%	These LoS has moved from this Activity to the Activity of Office of the Mayor and Chief Executive and Treaty Partner Relations	These LoS fits under the service of Provision of information in accordance with LGOIMA, which fits better under the activity of Mayoral, Councillor and Executive Support.	Standard consultation
4.1.29.2 Respond to requests for information held by Council in a manner that complies with the legislative processes and timelines set out in the LGOIMA			

New

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
<p>To invest in governance capacity and adopt a strategy for the development of elected members.</p> <p>Target: 60% of elected members consider that their governance capacity has increased because of participating in learning experiences (increasing to 90% over time)</p>	This is a new service and LoS.	<p>Training for Councillors has currently treated as an entitlement through an allowance with no consideration of individual or collective needs for development. Individual Community Governance budgets have a small training budget.</p> <p>The environment that Elected Members operate within is complex and challenging.</p> <p>To make the best decisions for the communities, both now and in the future, Elected Members should be provided with the level of professional development commensurate with their needs.</p>	Standard consultation

Increased transparency in decision making, livestreaming, and recording. Target: 90% of eligible meetings livestreamed and recorded on a digital platform.	New LoS	To provide immediate or delayed access to meetings. Service already in place for some meetings.	Standard consultation
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Amendments

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
4.1.28.4 Increased transparency in decision making, reports considered in public excluded (PX). Target: Less than 6.5% of reports considered in PX unless approved by the Chief Executive.	Wording change to the intent of the LoS (from reduce decision making in public excluded meetings). Change of future performance targets, from less than 5.5% reports from 2023/24 to less than 6.5% of reports from 2024-25 onwards.	The overall number of reports is declining due to information reports being replaced by memos where appropriate as a more effectively and timely communication. This increases the percentage of reports in PX.	Standard consultation
4.1.28.3 Maintain documented governance processes that ensure statutory compliance	LOS change from establish and maintain documented governance processes that ensure compliance with the local government legislation to Maintain documented governance processes that ensure statutory compliance and method of measurement from Delegations, standing orders, governance statements, committee structures, terms of reference, Code of Conduct etc. are published on the CCC website consistent with the requirements of local government legislation		Standard consultation

	to Compliant delegations, Standing Orders, committee structures, Code of Conduct etc. are published on the Website		
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Appendix B: Possible issues impacting the Activity & the mitigations planned

B.1. Changing customer needs

Population / demographic changes (High impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans/actions
General population/demographic changes	Reliant on census and other statistical data.	<ul style="list-style-type: none"> The needs of communities may change. 	<ul style="list-style-type: none"> Elected Members will need to understand these changes and how it may impact their decision-making. 	<ul style="list-style-type: none"> Adoption and implementation of an Elected Members Development Strategy.

Equity and access (Low impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Incomes/discretionary income	Many governance meetings are live-streamed.	<ul style="list-style-type: none"> Accessibility issues such as access to a device or wi-fi to view decision-making or contribute to decision-making processes. 	<ul style="list-style-type: none"> Residents may not consider that decision-making is transparent. 	<ul style="list-style-type: none"> Continue to provide options for decision-making in physical locations as well as online.

Identity and social cohesion (High impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Changes to public perception of democratic institutions.	Some evidence of polar	<ul style="list-style-type: none"> May result in increased dissatisfaction in the Council. 	<ul style="list-style-type: none"> There is likely to be a cost impact on resourcing participation and potentially safety issues for staff and Elected Members. 	<ul style="list-style-type: none"> Mainly for other Activities but to continue to monitor impact on support required for Elected Members.

B.2. Tiriti Partnerships (Low impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Legislation supporting Māori participation in Council decisions.	Participation is limited to the framework in the Relationship	<ul style="list-style-type: none"> Options formalised for participation in governance decision-making. 	<ul style="list-style-type: none"> There is likely to be a cost impact on resourcing participation. 	<ul style="list-style-type: none"> None.

	Agreement with Papatipu Rūnanaga.			
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B.3. Technological growth (Low impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Changing technology	Elected members have the capacity to join a meeting remotely. Some decision-making forums are livestreamed.	<ul style="list-style-type: none"> More decision-making forums are livestreamed. Some non-decision-making forums are also livestreamed. 	<ul style="list-style-type: none"> Greater transparency for the residents. Increased cost. 	<ul style="list-style-type: none"> None.

B.4. Resilience and environmental considerations

Climate change & adaptation (High impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Understanding of issues by Elected Members and need to communicate with residents.	Evolving	<ul style="list-style-type: none"> Unknown. 	<ul style="list-style-type: none"> May change the breadth and depth of the work that the Activity delivers. 	<ul style="list-style-type: none"> Adoption and implementation of Elected Member Development. Keep Elected Members apprised of evolving issues.

Sustainable development (Low impact)

This Activity has identified no possible sustainable development issues impacting the Activity.

B.5. Infrastructure (Low impact)

This Activity has identified no possible infrastructure issues impacting the Activity.

B.6. Regulations & reform (High impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
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Government reform.	Evolving	<ul style="list-style-type: none">Unknown.	<ul style="list-style-type: none">May change the make-up of the work that the Activity delivers.	<ul style="list-style-type: none">Provide support to Elected Members in relation to developments as required.
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B.7. Identified Business Unit Risks

Business Units aligned with this activity, i.e., Facilities and Asset Planning, Legal and Democratic Services, Office of the Mayor and Chief Executive, Digital and Community Support & Partnerships, will collaborate to deliver the levels of service for this activity.

Strategic priorities risk is associated with	Risk Description	Assessed Risk Level			Controls / Mitigations	Residual Risk Rating
	Risk Title There is a risk that/of	Impact	Likelihood	Inherent Risk Level	Inherent	Residual
<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> If we fail to invest in governance capacity, then Elected Members may not make the best decisions for the community which will mean that the strategic priorities may not be met. 	Major	Likely	Medium	<ul style="list-style-type: none"> Development of governance capacity. 	Medium
<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> If we fail to be transparent in our decision-making, then the trust and confidence in the democratic institution is at risk, which will mean that the community may not have trust and confidence in the Council. 	Moderate	Unlikely	Medium	<ul style="list-style-type: none"> Continue to meet statutory requirements for meetings and decision-making. Increase access to digital options for meeting participation 	Medium