

# **Long Term Plan 2024-34**

## **Joint development briefing**

**Oct 24, 2023**

# Long Term Plan 2024-34

---

- This briefing is one of a series held as part of the development of the Long Term Plan 2024-34.
- **All discussions involve draft material and reflect a position on the day.**
- Decisions will be set out in the draft Long Term Plan, which will be adopted for consultation in February 2024.
- This recording is intended to provide residents with an overview and understanding of the big picture issues, and therefore may not include all detail and matters discussed at the briefing.

Long Term Plan 2024-34 Activity Plan

# Civic and International Relations

- *Coordinate and lead city-wide international relations activity, in alignment with the 2020 International Relations Policy Framework (IRPF)*
- *Delivery of Scheduled Civic Ceremonies*
- *Delivery of Unscheduled Civic or National Ceremonies or Visits*

Adopted XX and XX June 2024

# 1. What this activity delivers

The Civic and International Relations activity is responsible for the planning and delivery of ceremonial activities for the city ranging from monthly citizenship ceremonies through to visit to the city by heads of state and members of the Royal Family, as well as major scheduled commemorations.

The activity also coordinates the city's international relations. This is divided into the coordination of the [International Relations Policy Framework](#), management of the Sister City programme, as well as the management of incoming international delegations and VIP visitors to the city.

This activity includes the following services:

✓	<p><b>Coordinate and lead city-wide international relations activity, in alignment with the 2020 International Relations Policy Framework (IRPF):</b></p> <ul style="list-style-type: none"><li>• taking the lead on city-wide coordination and collaboration in support of the agreed vision and priorities set out in the IRPF;</li><li>• convening regular coordination meetings and leading the development of the implementation plans and monitoring and reporting frameworks which sit under the IRPF;</li><li>• delivering targeted City visits to partnership destinations consistent with the agreed vision and priorities set out in the IRPF;</li><li>• collaborating with Local Government New Zealand in providing technical assistance to identified areas in the South Pacific region;</li></ul>
---	--

	<ul style="list-style-type: none"><li>• liaising with the Sister City community and ensuring that opportunities for wider engagement based on Sister City contacts can be taken up where appropriate;</li><li>• coordinating arrangements for hosting official visitors to the city, in accordance with agreed priorities for inwards visits and the IRPF implementation plan;</li><li>• supporting the Christchurch Antarctic Office to deliver the Christchurch Antarctic Gateway Strategy; and</li><li>• ensuring coordination and alignment of the IRPF implementation plan with other Council work programmes which have an international dimension.</li></ul>
✓	<p><b>Delivery of Scheduled Civic Ceremonies:</b></p> <ul style="list-style-type: none"><li>• delivery of citizenship ceremonies for Christchurch based new New Zealand citizens;</li><li>• support the RSA to deliver the ANZAC Day Dawn Service and other identified commemorative events;</li><li>• deliver an annual programme of other civic or ceremonial events including 22 February commemorations, Civic Awards, Suffrage Day, Mayor's Taskforce For Jobs Apprentice Graduation, and/or Charter Parades; and</li><li>• maintain the Council's official flag network.</li></ul>
✓	<p><b>Delivery of Unscheduled Civic or National Ceremonies of Visits:</b></p> <ul style="list-style-type: none"><li>• deliver unscheduled ceremonies or visits with civic or national significance as required (such as royal visits, head of government/state visits, and national remembrance services), in partnership with central government agencies as appropriate; and</li><li>• deliver other unscheduled civic ceremonies in support of the Mayor and Council, including functions and activities for visiting dignitaries.</li></ul>





Unscheduled visit to Christchurch by HRH The Princess Royal in February 2023.

Photo Image: RSA



Anzac Day Dawn service held in Cathedral Square on 25 April 2023.

Photo Image: John Spurdle Star Media



Chinese New Year celebrations, January 2023.

Photo Image: CCC



Mayor's visit to the Korean Polar Research Institute's icebreaker Areon in March 2023

Photo Image: CCC



Monthly citizenship ceremony

Photo Image: CCC



Visit to Christchurch by the Dutch Ambassador in May 2023.

Photo Image: CCC

## A snapshot of provision and use for 2022/23:

- ✓ 197 engagements that included:
- ✓ 23 Antarctic engagements
- ✓ 13 RSA and/or military commemorative engagements
- ✓ 11 Citizenship Ceremonies
- ✓ 47 Diplomatic calls and engagements
- ✓ 14 Major Sister City engagements + Outbound delegation to Adelaide
- ✓ 13 Visiting delegations
- ✓ 1 Royal Visit + activities to commemorate the demise of the Crown and the Coronation of King Charles III



Christchurch City Council Sister City locations

## Where we came from

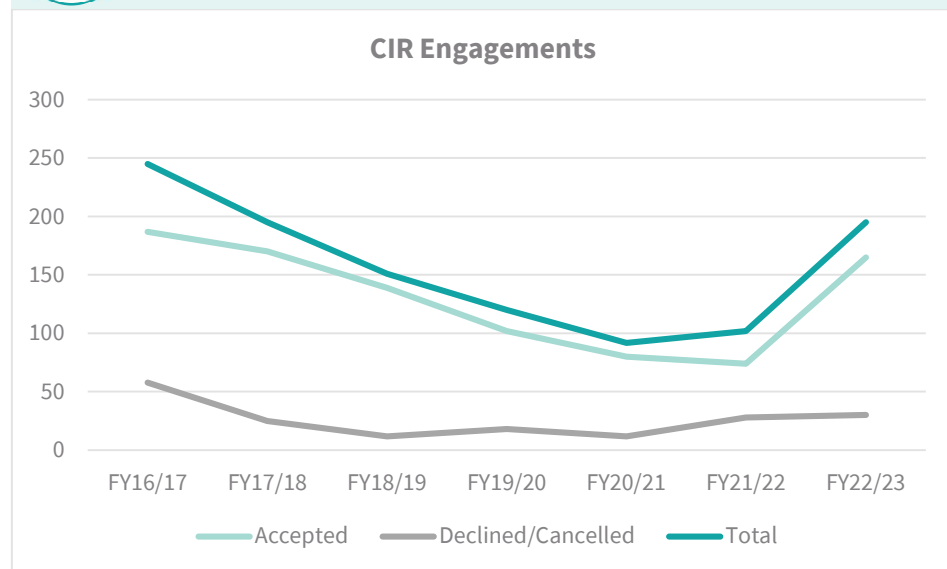
The Sister City movement started in New Zealand over 50 years ago as a way to establish greater friendship and understanding between people of different countries through direct contact. Christchurch has an aggregate of 277 years of Sister City relations. Our first Sister City relationships were established in 1972 with Adelaide and Christchurch in the United Kingdom. Since that time Sister Cities have been established with Kurashiki in Japan in 1973, Seattle in the United States in 1981, Gansu Province in China in 1984, Songpa-gu in the Republic of Korea in 1995, Wuhan in China in 2006 and a friendly city agreement with Shenzhen was agreed upon in 2014. For more information please see: <https://ccc.govt.nz/the-council/civic-and-international-relations/sister-cities-programme/>

Civic and International Relations was originally part of the Council's Marketing Unit. In 2013 Civic and International Relations was moved to be part of the Office of the Chief Executive where it remained until 2020 when the Office of the Chief Executive was merged with the Office of the Mayor and Chief Executive.

## Civic and International Relations engagements



197 CIR engagements in 2022/23



The Covid-19 pandemic dramatically reduced the number of CIR engagements. These have now rapidly rebounded with engagements at FY17/18 levels.

Source: Civic and International Relations Team

**Who our key customers are:** Mayor and Councillors, Executive Leadership Team, Department of Internal Affairs, Visits & Ceremonial Office, Ministry of Foreign Affairs & Trade, Diplomatic and Consular Corps, Christchurch residents and businesses.

**Who our key stakeholders are:** Aerospace Christchurch, Ara Institute (Te Pūkenga), Asia New Zealand Foundation, Canterbury Employers' Chamber of Commerce, Christchurch Antarctic Office, Christ Church Cathedral, Christchurch Educated, Christchurch International Airport, Christchurch Sister City Committees, ChristchurchNZ, Department of Internal Affairs, Education New Zealand, Lincoln University, Local Government New Zealand, Lyttelton Port Company, Ministry of Foreign Affairs & Trade, New Zealand Defence Force, New Zealand Trade & Enterprise, Papatipu Rūnanga, Te Rūnanga o Ngāi Tahu, The Christchurch Foundation, University of Canterbury, Visits & Ceremonial Office

**Community outcomes:** A collaborative confident city, a cultural powerhouse city, and a thriving prosperous city.









## 2. Why we deliver this activity

### 2.1. Community Outcomes: How this activity contributes

Community Outcomes		Contribution*	Key contributions to achieving our community outcomes
	<b>A collaborative confident city</b> Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe	★★★★	<b>This activity delivers both scheduled and non-scheduled civic ceremonies.</b> <ul style="list-style-type: none"> <li>• Delivery of citizenship ceremonies for new New Zealanders.</li> <li>• Support of the RSA and other military and veteran organisations to commemorate and remember their service and contribution.</li> <li>• Delivery of unscheduled civic ceremonies or visits contribute to a collaborative confident city as they enable citizens to have a strong sense of belonging and take pride in being New Zealanders (e.g. royal visits, heads of state/government visits) or citizens of Christchurch (e.g. remembrance services, such as that following the 2019 mosque attacks).</li> </ul>
	<b>A green, liveable city</b> 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	★★★	<b>This activity works with international partners to support both our own green and liveable city as well as international cities.</b> <ul style="list-style-type: none"> <li>• Identifying, connecting, and working with international partners to share best practice on building climate resilience.</li> <li>• Collaborating with Local Government New Zealand in providing technical assistance to identified areas in the South Pacific region to build climate resilience and protect and regenerate the environment.</li> </ul>
	<b>A cultural powerhouse city</b> 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'	★★★★	<b>This city works with sister cities, the diplomatic and consular corps, and migrant communities to promote Christchurch as a cultural powerhouse city.</b> <ul style="list-style-type: none"> <li>• Council's support for Sister City committees contributes to a cultural powerhouse city by supporting community groups to connect and deepen relationships with citizens in our Sister Cities.</li> <li>• Liaise and host embassy and other international delegations / visits.</li> </ul>
	<b>A thriving prosperous city</b> 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	★★★★	<b>This activity coordinates and leads city-wide international relations activity, in alignment with the 2020 International Relations Policy Framework (IRPF).</b> <ul style="list-style-type: none"> <li>• Collaborates with city-wide stakeholders on international initiatives that attract talent and that stimulate a prosperous economy for Christchurch, in four partnership destinations.</li> <li>• Facilitates 7 Sister City relationships, a number of which comprise the IRPF Partnership destinations.</li> <li>• Provides advice to the Mayor &amp; Councillors on civic &amp; international matters.</li> <li>• Supports ChristchurchNZ deliver the Antarctic Strategy.</li> <li>• Liaise &amp; host embassy &amp; other international delegations / visits.</li> <li>• Delivers scheduled and unscheduled civic ceremonies, national ceremonies and civic events.</li> </ul>
<b>*Level of contribution – what this means</b>			
★★★★ 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
	<b>Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility and connection.</b>	★★	<ul style="list-style-type: none"> <li>For both international relations activities and civic ceremonies, appropriate community groups are included and consulted extensively in the planning phase.</li> <li>By liaising with the diplomatic and consular corps and migrant groups we can assist migrant communities with connection.</li> </ul>
	<b>Champion Christchurch and collaborate to build our role as a leading New Zealand city.</b>	★★★★	<ul style="list-style-type: none"> <li>The IRPF is centred around relevant stakeholders working together to champion Christchurch internationally and to build our role as a leading New Zealand city in the eyes of the world.</li> <li>CIR's scheduled and unscheduled civic ceremonies and visits generally take place in the central city, and are high profile and well attended (e.g. 2023 visit by HRH The Princess Royal and the 2023 Anzac Dawn Parade in Cathedral Square were well attended and had national and international coverage).</li> <li>Support to the Christchurch Antarctic Office and the annual Council Antarctic Scholarship champion Christchurch as one of the five gateway cities to Antarctica.</li> </ul>
	<b>Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents.</b>	★	<ul style="list-style-type: none"> <li>The work we do relies significantly on the perception our key stakeholders have of the Council's reputation and community standing. It is therefore important that we operate in ways that further enhance the Council's reputation.</li> </ul>
	<b>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.</b>	★	<ul style="list-style-type: none"> <li>Under its "good global citizen" guiding principle, the IRPF acknowledges that climate change is an internationally significant issue and that the city should exploit opportunities to learn from/assist other cities/nations when they arise.</li> <li>While the CIR activity incurs minimal GHG operational emissions, international travel is occasionally required as part of international relations activity (i.e. targeted visits to partnership destinations consistent with the agreed vision and priorities set out in the IRPF).</li> </ul>
	<b>Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents.</b>	★	<ul style="list-style-type: none"> <li>Budgets for international relations activities and ceremonies/visits are carefully managed. Budgets for ceremonies with diminishing year on year significance (e.g. 22 February commemorations) are carefully reduced over time, in consultation with stakeholding communities.</li> </ul>
	<b>Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind.</b>	★	<ul style="list-style-type: none"> <li>Longer term impacts from the services we deliver are considered in our service delivery and policy considerations and decisions.</li> </ul>
*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		

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


### Net zero emissions Christchurch

	<p>Key sources of greenhouse gas emissions from this activity include:</p> <ul style="list-style-type: none"> <li>• International travel is occasionally required as part of international relations activity (i.e. targeted visits to partnership destinations consistent with the agreed vision and priorities set out in the IRPF.)</li> <li>• Electricity use in the office.</li> <li>• Local staff business travel.</li> <li>• Visits to the City most often entail air travel.</li> </ul>		
	<p>Civic and International Relations are taking the following actions to reduce greenhouse gas emissions:</p> <table border="1"> <tr> <td data-bbox="208 491 1167 665"> <p>Operational/embedded greenhouse gas emissions</p> <ul style="list-style-type: none"> <li>• Avoid non-essential business travel by using online meeting options where possible and use the shared EV fleet for local travel. 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.</li> </ul> </td><td data-bbox="1167 491 2112 665"> <p>Greenhouse gas emissions by users of Civic and International Relations</p> <ul style="list-style-type: none"> <li>• Enabling use of online meetings where possible with international counterparts.</li> </ul> </td></tr> </table>	<p>Operational/embedded greenhouse gas emissions</p> <ul style="list-style-type: none"> <li>• Avoid non-essential business travel by using online meeting options where possible and use the shared EV fleet for local travel. 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.</li> </ul>	<p>Greenhouse gas emissions by users of Civic and International Relations</p> <ul style="list-style-type: none"> <li>• Enabling use of online meetings where possible with international counterparts.</li> </ul>
<p>Operational/embedded greenhouse gas emissions</p> <ul style="list-style-type: none"> <li>• Avoid non-essential business travel by using online meeting options where possible and use the shared EV fleet for local travel. 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.</li> </ul>	<p>Greenhouse gas emissions by users of Civic and International Relations</p> <ul style="list-style-type: none"> <li>• Enabling use of online meetings where possible with international counterparts.</li> </ul>		

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

	<p>Key climate risks for the Civic and International Relations activity includes:</p> <ul style="list-style-type: none"> <li>• There are limited direct physical risks on the activity and no physical assets held by the activity.</li> <li>• Staff traveling to or for work may be affected by changes to climate, heat and outdoor air quality as well as increased risk of vector-borne diseases.</li> <li>• More frequent severe weather or outbreaks of vector-borne disease may disrupt anticipated international engagements.</li> </ul>
	<p>Options being considering to reduce the risks to the Civic and International Relations activity and the community posed by those climate risks include:</p> <ul style="list-style-type: none"> <li>• Ensuring vaccination and insurance policies for staff travelling overseas remain up to date and a comprehensive health &amp; safety risk assessment is conducted.</li> <li>• Contingency planning and use of remote engagements in the event of disruptions.</li> </ul>

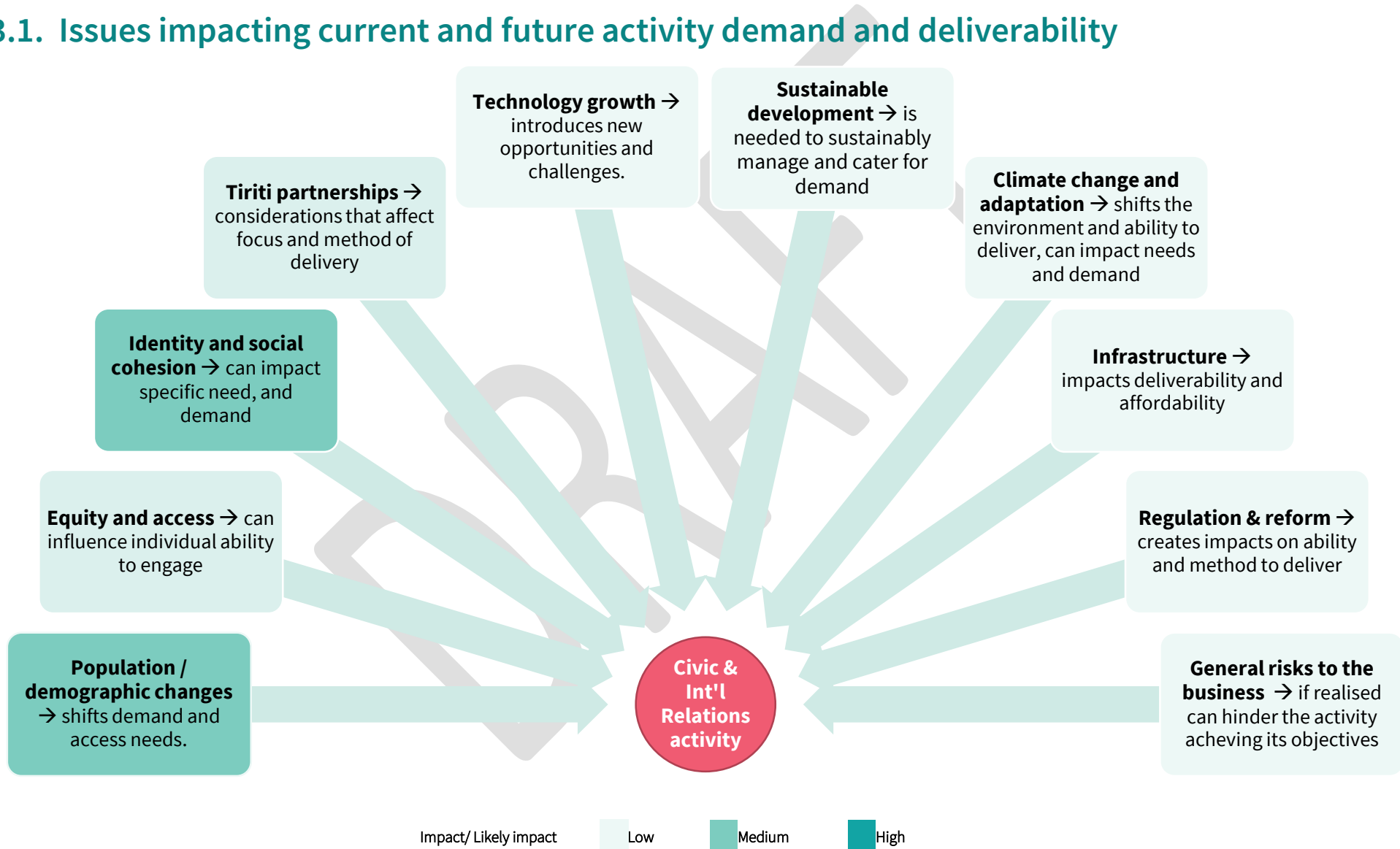
### We are guardians of our natural environment and taonga

	<ul style="list-style-type: none"> <li>• Identifying, connecting, and working with international partners to share best practice on building climate resilience.</li> <li>• Collaborating with Local Government New Zealand in providing technical assistance to identified areas in the South pacific region to build climate resilience and protect and regenerate the environment.</li> </ul>
	<ul style="list-style-type: none"> <li>• No specific changes to levels of service are required for this activity plan as a result of climate change.</li> </ul>

### 3. How we are planning for future impacts

There are various factors influencing current and future demand for Council library facilities 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.*

**This activity has identified no high impact issues.**

**All current and future demand and deliverability impacts are identified as having medium to low or of no impact for this Activity.**

DRAFT



## 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 Activity has **3 Community (C) Levels of Service**. (These LOS community facing and will be published in our Statement of Service Provision)*
- ➔ *Civic and International Relations also have **5 Management (M) Levels of Service**. (These are LOS that are measured in the organisation to ensure service delivery)*

 <b>Coordinate and lead city-wide international relations activity, in alignment with the 2020 International Relations Policy Framework (IRPF)</b>			
<b>Service contributes to:</b> <ul style="list-style-type: none"> <li>A thriving prosperous city.</li> <li>A green, liveable city.</li> <li>A cultural powerhouse city.</li> </ul> <p>This is by generally maintaining the targets of the levels of service promised.</p>		<b>Levels of Service</b> This service has one Community and three Management LoS. <ul style="list-style-type: none"> <li>Lead city-wide coordination and collaboration in support of the agreed vision and priorities set out in the 2020 International Relations Policy Framework (IRPF) action plans.</li> <li>Support Sister City Committees to deliver community activities.</li> <li>Deliver visit programmes, functions and activities for visiting dignitaries.</li> <li>Liaising with, and supporting, the Christchurch Antarctic Office to ensure Antarctic engagement activities are aligned with the International Relations Policy Framework.</li> </ul>	
 <b>Delivery of Scheduled Civic Ceremonies</b>		 <b>Delivery of Unscheduled Civic or National Ceremonies or Visits</b>	
<b>Service contributes to:</b> <ul style="list-style-type: none"> <li>A collaborative confident city.</li> <li>A thriving prosperous city.</li> </ul> <p>This is by generally maintaining the targets of the levels of service promised.</p>		<b>Service contributes to:</b> <ul style="list-style-type: none"> <li>A collaborative confident city.</li> <li>A thriving prosperous city.</li> </ul> <p>This is by generally maintaining the targets of the levels of service promised.</p>	
<b>Levels of Service</b> This service has two Community and one Management LoS. <ul style="list-style-type: none"> <li>Citizenship Ceremonies for Christchurch based new New Zealand citizens' delivered.</li> <li>Support the RSA and community in the delivery of commemorative events.</li> <li>Annual programme of other civic ceremonies delivered.</li> </ul>		<b>Levels of Service</b> This service has one Management LoS. <ul style="list-style-type: none"> <li>Manage delivery of unscheduled Civic or national ceremonies or visits, including visits of the royal family and/or Governor General, and national remembrance /memorial events.</li> </ul>	

## 5. How assets will be managed to deliver the services

This activity does not have assets.

DRAFT

## 6. Capital expenditure and key capital projects

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

DRAFT

## 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 further refinement of inflation and other assumptions for the new LTP.

<b>Civic &amp; International Relations</b>								
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
<b>Activity Costs Before Overheads by Service</b>								
Civic and International Relations	962	1,004	1,037	1,066	1,095	1,122	1,146	1,169
	<b>962</b>	<b>1,004</b>	<b>1,037</b>	<b>1,066</b>	<b>1,095</b>	<b>1,122</b>	<b>1,146</b>	<b>1,169</b>
<b>Activity Costs by Cost Type</b>								
Direct Operating Costs	305	318	329	338	347	355	363	370
Direct Maintenance Costs	9	10	10	10	11	11	11	11
Staff and Contract Personnel Costs	527	552	570	586	602	616	630	642
Other Activity Costs	119	124	129	132	136	139	142	145
Overheads, Indirect and Other Costs	205	212	222	224	232	240	243	248
Depreciation								
Debt Servicing and Interest								
<b>Total Activity Cost</b>	<b>1,167</b>	<b>1,217</b>	<b>1,259</b>	<b>1,291</b>	<b>1,327</b>	<b>1,362</b>	<b>1,389</b>	<b>1,418</b>
<b>Funded By:</b>								
Fees and Charges								
Grants and Subsidies	132	138	142	146	150	154	157	160
Cost Recoveries								
Other Revenues								
<b>Total Operational Revenue</b>	<b>132</b>	<b>138</b>	<b>142</b>	<b>146</b>	<b>150</b>	<b>154</b>	<b>157</b>	<b>160</b>
<b>Net Cost of Service</b>	<b>1,034</b>	<b>1,079</b>	<b>1,117</b>	<b>1,144</b>	<b>1,177</b>	<b>1,208</b>	<b>1,232</b>	<b>1,257</b>
<b>Funding Percentages</b>								
Rates	89%	89%	89%	89%	89%	89%	89%	89%
Fees and Charges	0%	0%	0%	0%	0%	0%	0%	0%
Grants and Subsidies	11%	11%	11%	11%	11%	11%	11%	11%
Cost Recoveries	0%	0%	0%	0%	0%	0%	0%	0%
Other Revenues	0%	0%	0%	0%	0%	0%	0%	0%
<b>Capital Expenditure</b>								
<b>Total Activity Capital</b>								



## 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 Civic and International Relations activity predominately through the general rate. This means that most funding comes from ratepayers, mostly on the basis of capital value, with benefits mostly received in the same year as the expenditure is incurred.

- **Operating expenditure:** All operational costs for the Civic and International Relations 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 Civic and International Relations activity does not have any capital related expenditure.

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 does not expect any significant negative effects on social, economic, environmental or cultural wellbeing of the local community, now or in the future.**

DRAFT

# Questions

# **Long Term Plan 2024-34 Joint development briefing**

**Oct 24, 2023**



# Long Term Plan 2024-34

---

- This briefing is one of a series held as part of the development of the Long Term Plan 2024-34.
- **All discussions involve draft material and reflect a position on the day.**
- Decisions will be set out in the draft Long Term Plan, which will be adopted for consultation in February 2024.
- This recording is intended to provide residents with an overview and understanding of the big picture issues, and therefore may not include all detail and matters discussed at the briefing.

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

# 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

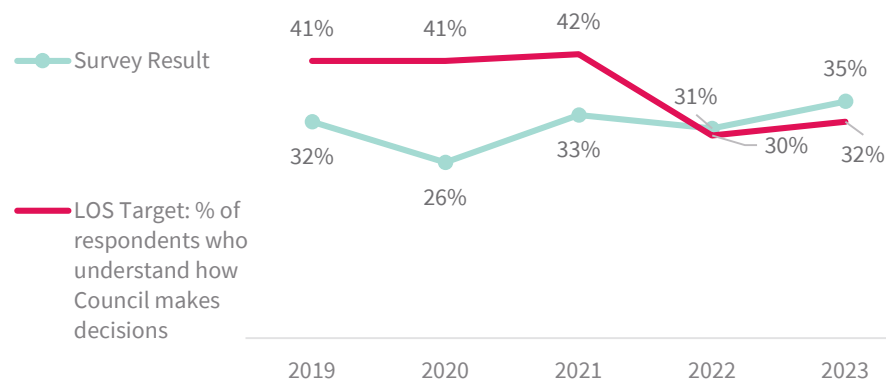
Between 2008 and 2023 this service has delivered five elections and 11 by-elections, with the requisite information, monitoring, and reporting requirements of each. Communication between the Council and a range of national bodies such as the Justice Committee, the Local Government Commission, the Remuneration 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
	<b>Collaborative and confident</b> 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"> <li>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.</li> <li>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).</li> </ul>
	<b>Green and liveable</b> 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"> <li>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.</li> <li>We support the decision-makers who make the strategic decisions about climate action.</li> </ul>
	<b>A cultural powerhouse</b> 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"> <li>Changing tools and technologies such as livestreaming, video links and translation services allow our diverse communities a more accessible conduit to decision making.</li> <li>We support the decision-makers to make the decisions that benefit our communities now and in the future.</li> </ul>
	<b>Thriving and prosperous</b> 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.	★★★★	
<b>*Level of contribution – what this means</b>			
★★★★★ 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"> <li>Enables a participatory, localised, and collaborative approach to decision making.</li> <li>Provides support for public consultation, deputations, and hearings to enable citizen input into decision-making, and ensure effective democratic processes.</li> <li>Supports communities and organisations to engage in Council engagement processes, including submissions to the Annual and Long-Term Plan, and policy changes.</li> <li>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.</li> <li>Focuses Community Board support on community-building projects and activities.</li> <li>Ensures local context guides a technical project so that a sense of local identity and place are fostered.</li> <li>Encourages early community engagement to create better local buy-in, and more robust end to end projects.</li> <li>Builds community capacity to attract a diverse representation of Elected Members</li> </ul>
	Champion Ōtautahi-Christchurch and collaborate to build our role as a leading New Zealand city.	★★★★	<ul style="list-style-type: none"> <li>We support the decision-makers to meet their strategic priorities through effective decision-making.</li> </ul>
	Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents.	★★★★	<ul style="list-style-type: none"> <li>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.</li> <li>Actively manages relationships and maintain good communication with communities during periods of transition.</li> <li>Substantially reducing the number of decisions made behind closed doors.</li> <li>Encourage and support participation in election and representation processes.</li> <li>Ensures Council and Community Board meetings where decisions are made are live-streamed.</li> </ul>
	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"> <li>Enables a participatory, localised, and collaborative approach to decision making.</li> <li>Provides direct support and assistance (including financial) to community organisations resilience and contribute to all forms of local decision making and community action.</li> <li>Facilitates community engagement re: climate change with elected members, Council.</li> <li>Promotion of climate change-related information through community events, and Council</li> <li>Actively targets wellbeing by involving citizens in green space development in urban areas.</li> <li>Builds community capacity via recreation and environmental protection initiatives.</li> </ul>
	Manage ratepayers' money wisely, delivering quality core services to the whole	★★	<ul style="list-style-type: none"> <li>Develops and enforces the effective delegation of decision making resulting in efficient decisions made at the appropriate level.</li> </ul>



	community and addressing the issues that are important to our residents.		<ul style="list-style-type: none"> <li>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.</li> <li>Transparent decision making including the presentation of detailed current and future resource requirements informing each decision.</li> <li>Inter-generational impact and understanding by ensuring that the ongoing resource and other implications of recommendations are available and are considered</li> </ul>
	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"> <li>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.</li> <li>Changing tools and technologies such as livestreaming, video links and translation services allow our diverse communities a more accessible conduit to decision making.</li> </ul>
<b>*Levels of contribution – what this means</b>			
★★★★	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:

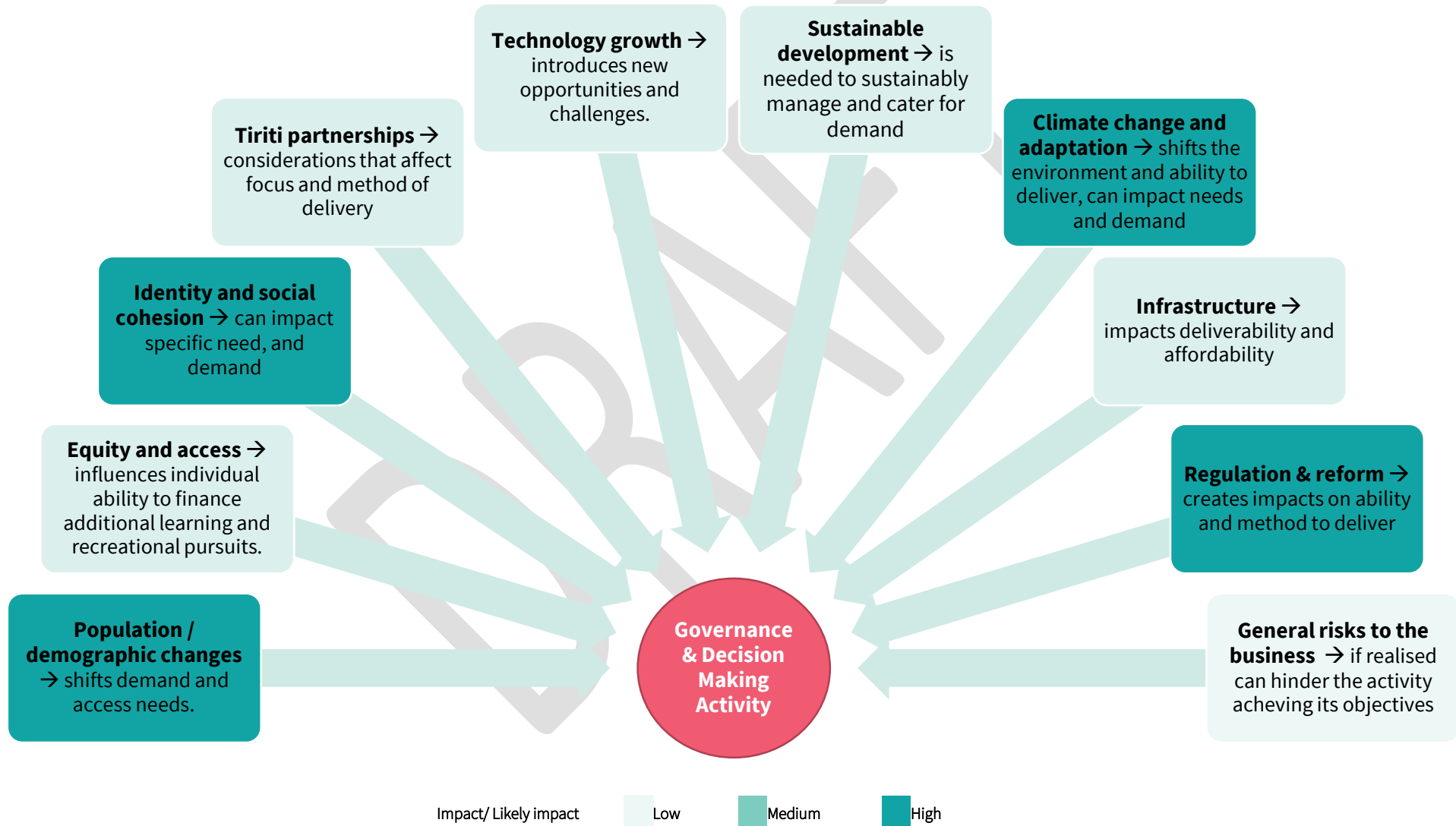
- There are limited direct physical risks on this activity and no assets held by this activity.

	<ul style="list-style-type: none"> <li>• More frequent disruption from severe weather events may impact the suitability/ accessibility of meeting facilities and require resilient communications technology.</li> <li>• Staff traveling to or for work may be affected by changes to climate, heat and outdoor air quality.</li> <li>• Climate impacts, and central and local government responses will impact our communities and require appropriate responses to engage them in decision making.</li> <li>• Staff capability and understanding of the climate change impacts and risks.</li> </ul> <p>Other impacts on assets and infrastructure (see the <a href="#">Asset Management Plan</a> for more details).</p>
	<p><b>Options being considered to reduce the risks to the Governance and Decision-Making activity and the community posed by those climate risks include:</b></p> <ul style="list-style-type: none"> <li>• Direct/physical risks to staff commuting/accessibility is managed through flexible working policies to enable working from home for extreme weather events.</li> <li>• 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.</li> <li>• Proactive communications to communities on climate change risks to support and maintain public participation in decision-making</li> <li>• Ensuring staff and elected members have appropriate training on climate change impacts.</li> </ul>
<p><b>We are guardians of our natural environment and taonga</b></p>	
	<p><b>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.</b></p> <ul style="list-style-type: none"> <li>• Investing in governance capacity, by adopting a development strategy for members that will include a climate change component to the learning experiences for members</li> </ul>
	<p><b>Please explain any levels of service changes in this LTP, or that may be required in the future because of climate change.</b></p> <ul style="list-style-type: none"> <li>• This activity has no level of service changes that may be required because of climate change.</li> </ul>

### 3. How we are planning for future impacts

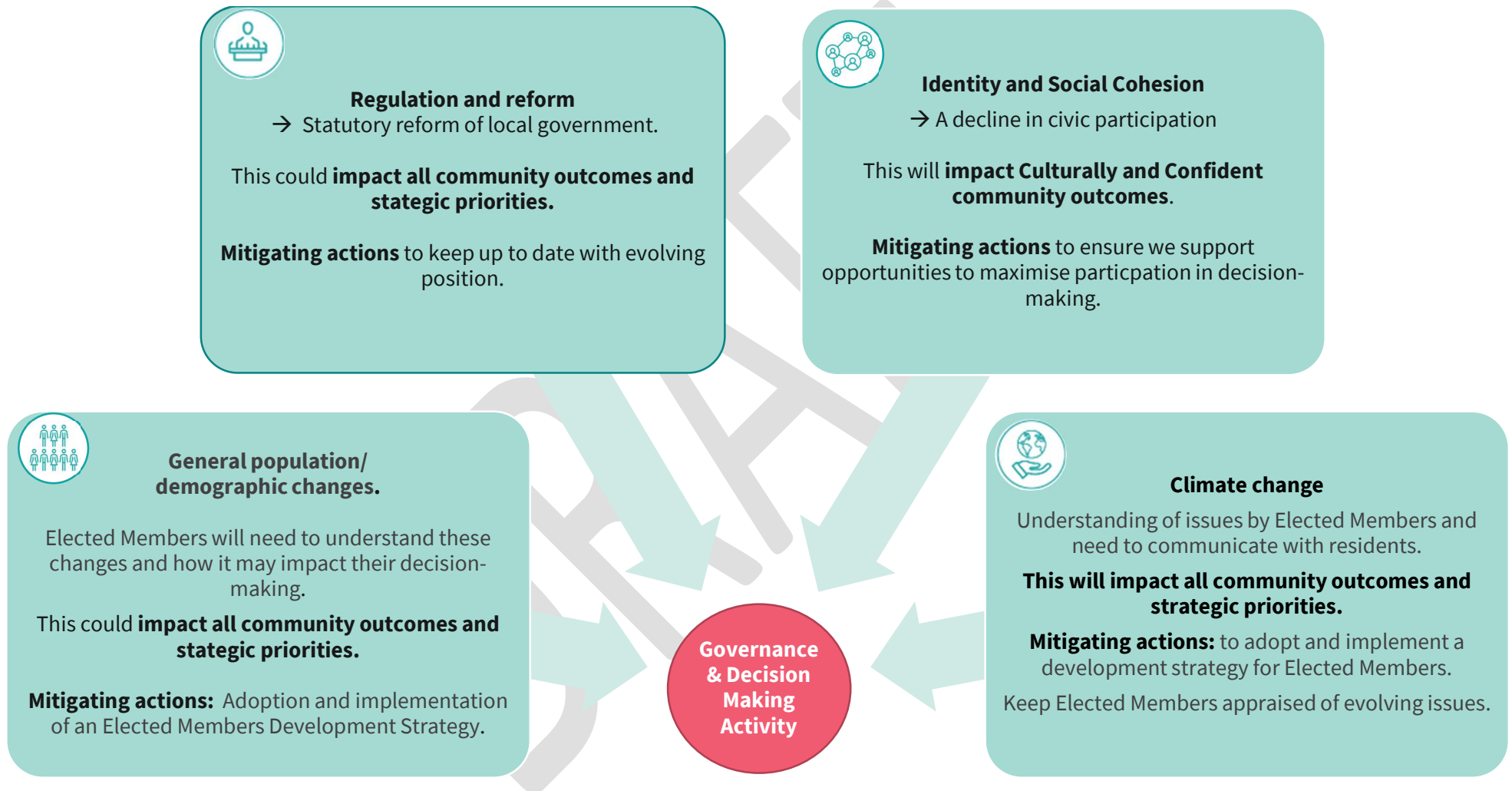
There are various factors influencing current and future demand for Council Governance and Decision-Making and the ability to deliver them. These are listed below.

#### 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)*

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

## 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.

DRAFT

# 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
<b>Activity Costs Before Overheads by Service</b>								
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
	<b>7,885</b>	<b>8,272</b>	<b>9,963</b>	<b>8,841</b>	<b>9,149</b>	<b>10,592</b>	<b>9,463</b>	<b>9,698</b>
<b>Activity Costs by Cost Type</b>								
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								
<b>Total Activity Cost</b>	<b>14,056</b>	<b>13,857</b>	<b>15,943</b>	<b>15,648</b>	<b>15,247</b>	<b>17,053</b>	<b>16,800</b>	<b>16,213</b>
<b>Funded By:</b>								
Fees and Charges	47	49	332	52	53	359	56	57
Grants and Subsidies								
Cost Recoveries								
<b>Total Operational Revenue</b>	<b>47</b>	<b>49</b>	<b>332</b>	<b>52</b>	<b>53</b>	<b>359</b>	<b>56</b>	<b>57</b>
<b>Net Cost of Service</b>	<b>14,010</b>	<b>13,809</b>	<b>15,612</b>	<b>15,597</b>	<b>15,194</b>	<b>16,695</b>	<b>16,744</b>	<b>16,157</b>
<b>Funding Percentages</b>								
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.

DRAFT

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
<b>Social</b>	
Governance processes are formal, legislative, and complex -- participation is challenging	<ul style="list-style-type: none"> <li>Continue to provide for deputations and a public forum at governance meetings.</li> <li>Regularly review and update standing orders. Greater delegation of local decision making to community boards.</li> </ul>
The community do not understand how Council make decisions	<ul style="list-style-type: none"> <li>Implement Council's 32 step process on transparency. Continue with the use of communicative tools such as Newslane.</li> <li>Develop and promote alternative forms of community engagement.</li> <li>Greater delegation of local decision making to community boards.</li> <li>Continue to livestream and increase the number of governance meetings that can be viewed digitally.</li> </ul>
Interest and participation in local elections is low	<ul style="list-style-type: none"> <li>Support the LGA requirement for Chief Executive to facilitate participation.</li> <li>Use networks to clearly communicate information.</li> <li>Support community to participate, as candidates and/or voters</li> <li>Continue to take opportunities to raise awareness and participation</li> </ul>
<b>Economic</b>	
This activity does not expect any significant negative impacts on economic wellbeing of the local community, now or in the future.	
<b>Environmental</b>	
This activity does not expect any significant negative impacts on environmental wellbeing of the local community, now or in the future.	
<b>Cultural</b>	
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.

# Questions

# **Long Term Plan 2024-34 Joint development briefing**

**Oct 24, 2023**

# Long Term Plan 2024-34

---

- This briefing is one of a series held as part of the development of the Long Term Plan 2024-34.
- **All discussions involve draft material and reflect a position on the day.**
- Decisions will be set out in the draft Long Term Plan, which will be adopted for consultation in February 2024.
- This recording is intended to provide residents with an overview and understanding of the big picture issues, and therefore may not include all detail and matters discussed at the briefing.



Long Term Plan 2024-34 Activity Plan

# Legal Services

- *High quality, cost effective legal services*

Adopted XX and XX June 2024

## Approvals

Role	Position	Name	For Draft LTP	
			Signature	Date of sign-off
General Manager	General Manager Strategic Policy & Performance	Lynn McClelland		xx June 2023
Activity Manager	Head of Legal & Democratic Services	Helen White		xx June 2023
Finance Business Partner	Finance Business Partner	Nick Dean		xx June 2023

## Authors and advisors to this Activity Plan

Group	Business Unit	Position	Name
Strategic Policy & Performance	Legal & Democratic Services	Manager Legal Service Delivery, Commercial & Property	Elizabeth Neazor
Strategic Policy & Performance	Legal & Democratic Services	Manager Legal Services, Public, Regulatory & Litigation	Ron Lemm
Strategic Policy & Performance	Legal & Democratic Services	Head of Legal & Democratic Services	Helen White

## Contents

1.	WHAT THIS ACTIVITY DELIVERS .....	4
2.	WHY WE DELIVER THIS ACTIVITY.....	5
2.1.	COMMUNITY OUTCOMES: HOW THIS ACTIVITY CONTRIBUTES.....	5
2.2.	STRATEGIC PRIORITIES - HOW THIS ACTIVITY SUPPORTS PROGRESS ON OUR PRIORITIES .....	7
2.3.	CLIMATE RESILIENCE GOALS: HOW THIS ACTIVITY SUPPORTS CLIMATE RESILIENCE GOALS .....	8
3.	HOW WE ARE PLANNING FOR FUTURE IMPACTS .....	10
3.1.	ISSUES IMPACTING CURRENT AND FUTURE ACTIVITY DEMAND AND DELIVERABILITY .....	10
3.2.	THE HIGH IMPACT ISSUES AND MITIGATIONS PLANNED .....	11
4.	OUR LEVELS OF SERVICE .....	12
5.	HOW ASSETS WILL BE MANAGED TO DELIVER THE SERVICES.....	13
6.	CAPITAL EXPENDITURE AND KEY CAPITAL PROJECTS .....	14
7.	FINANCIAL RESOURCES NEEDED .....	15
7.1.	RESOURCES NEEDED.....	15
7.2.	REVENUE, FINANCING AND RATING POLICY .....	
8.	POSSIBLE SIGNIFICANT NEGATIVE IMPACTS ON WELLBEING.....	17
A.	APPENDIX A: LEVELS OF SERVICE DETAIL .....	19
A.1.	CONTINUOUS IMPROVEMENT REVIEW (S17A) – RECOMMENDATIONS FOR CHANGE .....	19
A.2.	LEVELS OF SERVICE: PERFORMANCE MEASURES IN DETAIL .....	20
A.3.	LEVELS OF SERVICE CHANGES FROM LONG-TERM PLAN 2021-31, AND WHY .....	22
B.	APPENDIX B: POSSIBLE ISSUES IMPACTING THE ACTIVITY & THE MITIGATIONS PLANNED .....	24
B.1.	CHANGING CUSTOMER NEEDS .....	24
B.2.	TIRITI PARTNERSHIPS (X IMPACT) .....	24
B.3.	TECHNOLOGICAL GROWTH (X IMPACT).....	24
B.4.	RESILIENCE AND ENVIRONMENTAL CONSIDERATIONS .....	25
B.5.	INFRASTRUCTURE (X IMPACT) .....	25
B.6.	REGULATIONS & REFORM (XIMPACT) .....	25
B.7.	IDENTIFIED BUSINESS UNIT RISKS .....	26

# 1. What this activity delivers

High quality, cost-effective legal services by internal and external lawyers to enable Christchurch City Council to comply with its statutory obligations and effectively manage legal and commercial risks in advancing its organisational goals, including the strategic priorities

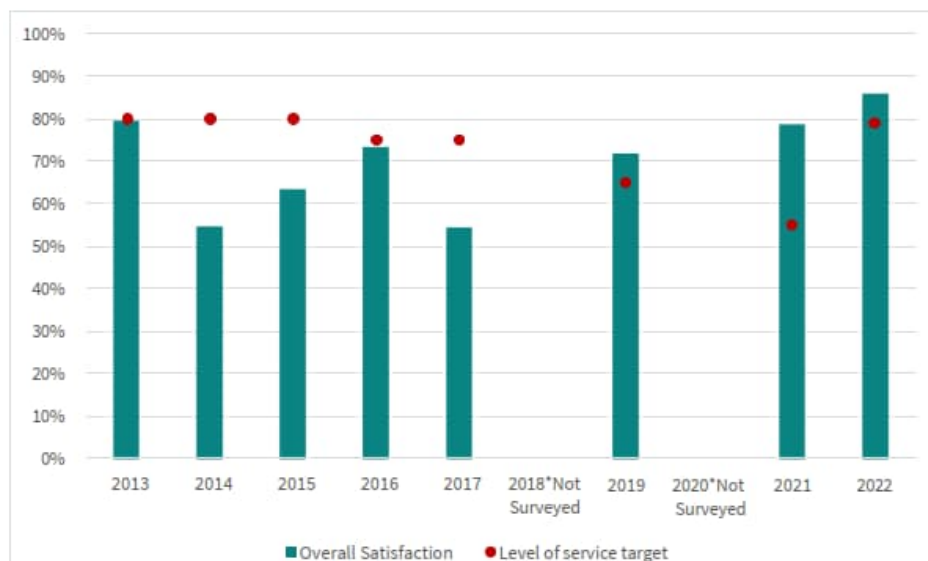
## A snapshot of provision and use

- ✓ Of the 111 respondents of the November 2022 satisfaction survey, 35% had used the services provided by Legal Services
- ✓ Overall satisfaction score of 86%
- ✓ Satisfaction for being treated with courtesy and respect 93%
- ✓ Satisfaction for resolving enquiries within the agreed timeframes 90%
- ✓ Satisfaction for the availability and accessibility of the service 90%



## What our community is saying




**Overall service satisfaction for Legal Services is the highest it has been.**



Te Hononga Civic Offices, Christchurch

## 2. Why we deliver this activity

### 2.1. Community Outcomes: How this activity contributes







Community Outcomes	Contribution*	Key contributions to achieving our community outcomes
 <p>Collaborative and confident Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe.</p>	★★★★	<ul style="list-style-type: none"> <li>• We are the Council's internal legal team. We provide specialist legal advice, drawing on the skills of lawyers who have practised externally and who also have a knowledge and understanding of considerations that are unique to local government.</li> <li>• We provide a full legal service, covering commercial and property advice including contract negotiations, advisory and drafting, transactional advice and services, specialist procurement knowledge, and specialist knowledge within resource management, local authority governance, building claims, the sale and supply of alcohol, debt recovery, climate change, legislative reform and general litigation</li> <li>• In addition to the above, we provide legal and strategic advice to our operational units with risk assessment and mitigation and elimination strategies</li> <li>• We assess all legislative amendments for how they will affect each applicable business units and the Council as a whole, we advise staff and Council on these changes and work with the business units and Council to amend and update processes, policies, and strategies to take account of such changes</li> <li>• We are a connector between the Council and our CCOs and CCTOs</li> <li>• We assist, support, and facilitate the provision of community services by the operational business units</li> </ul>
 <p>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.</p>	★	<ul style="list-style-type: none"> <li>• We work with the business units advising on and preparing various legal arrangements (each being suitable to its own circumstances) to enable and facilitate planting and forestry right agreements on private land.</li> <li>• We remain up to date with and advise on (1) litigation risk in relation to decisions that affect Council operational emissions or district emissions and climate adaptation and (2) sustainability requirements for Council legal documents</li> </ul>
 <p>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'.</p>	★	<ul style="list-style-type: none"> <li>• In addition to providing legal advice, we work with the operational business units in terms of policy and strategy to support the work that they do and work to find appropriate ways to partner with the very wide range of community stakeholders. We work to enable and support our business units to be innovative in their community partnering engagement, while still meeting all local government requirements</li> <li>• We work with our business units and our CCOs and CCTOs to support and facilitate working as partners to benefit our communities.</li> </ul>

			<ul style="list-style-type: none"> <li>Working closely with the operational business enables legal services to add value, and to alleviate and/or mitigate risk to the organisation.</li> </ul>
	<p>Thriving and prosperous</p> <p>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.</p>		<ul style="list-style-type: none"> <li>Our expanded legal team allows us to better support and provide advice to our innovative business teams such as City Growth, Smart Christchurch.</li> </ul>
*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		

DRAFT



## 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 developing our city and district, prioritising wellbeing, accessibility, and connection.	★	Legal Services can help ensure the Council is on track to meet our strategic priorities by providing advice and support to business units.
	Champion Ōtautahi-Christchurch and collaborate to build our role as a leading New Zealand city.		
	Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents.		
	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.		
	Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents.		
	Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind.		
*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		





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

### Net zero emissions Christchurch

	<p>Key sources of greenhouse gas emissions from this activity includes:</p> <p><u>Operational/embedded emissions</u></p> <ul style="list-style-type: none"> <li>• <i>Office facilities</i>: Emissions from Te Hononga Civic Office facilities used by Legal Services staff. This includes printing, materials, electricity, etc.</li> <li>• <i>Work travel</i>: Legal services staff sometimes travel for work purposes and there are travel emissions associated with this. However, travel for Legal services staff is rare and usually limited to travel for key training/conferences that are specifically relevant to local government or in-house lawyers. Travel within the city can be done on public transport, shared bike fleet, or the shared EV fleet.</li> <li>• <i>Commuting</i>: Legal services staff commuting emissions.</li> <li>• <i>Upstream suppliers</i>: Emissions from the external legal providers, and the providers of legal resources (such as case law search databases and matter management software etc). While these emissions are indirect and currently unquantified, they are still an emissions-source associated with our activities.</li> </ul> <p><u>Emissions from users of activity</u></p> <ul style="list-style-type: none"> <li>• <i>Legal advice on emissions</i>: Users of legal services include Council officers and elected members who require legal services input on projects, policy, and decisions, which in turn can affect Council operational emissions, and/or Christchurch district emissions</li> </ul>				
	<p>Legal Services are taking the following actions to reduce greenhouse gas emissions:</p> <table border="1"> <thead> <tr> <th data-bbox="203 662 1167 735">Operational/embedded greenhouse gas emissions</th> <th data-bbox="1167 662 2110 735">Greenhouse gas emissions by users of Legal Services</th> </tr> </thead> <tbody> <tr> <td data-bbox="203 735 1167 1203"> <ul style="list-style-type: none"> <li>• <i>Office facilities</i>: Responsibility for operational emissions from Te Hononga Civic Office falls to the facilities management team.</li> <li>• <i>Work travel</i>: Where travel for work purposes is required, we encourage and implement remote options to avoid travel where possible, or use of low emissions options such as the Council's EV fleet. Where remote options are not possible, we will rely on the Council offsetting policy/process to offset the effect of these emissions.</li> <li>• <i>Commuting</i>: Our flexible working policy allows and encourages working from home where appropriate to reduce commuting emissions.</li> <li>• <i>Upstream suppliers</i>: Quantification of emissions from legal resources and external legal suppliers will enable legal services to determine whether we can assist with reduction of these emissions through procurement processes.</li> </ul> </td> <td data-bbox="1167 735 2110 1203"> <ul style="list-style-type: none"> <li>• <i>Legal advice on emissions</i>: Upskilling legal services team in relation to climate legal frameworks to improve advice on legal climate risks and opportunities to ensure robust advice on these issues to Council officers and elected members. This in turn will facilitate robust climate governance, strategy, and risk management.</li> <li>• <i>Legal advice on emissions</i>: Ensuring that legal climate risks and opportunities are recognised in Council decision making and reporting. This includes recent involvement in a project to improve guidance for Council staff on climate considerations in Council reporting.</li> </ul> <p>Note: Legal services do not directly manage Council assets or activities that affect district emissions. However, we acknowledge the importance of robust legal advice will assist asset and activity managers to make decisions that reduce district emissions.</p> </td> </tr> </tbody> </table>	Operational/embedded greenhouse gas emissions	Greenhouse gas emissions by users of Legal Services	<ul style="list-style-type: none"> <li>• <i>Office facilities</i>: Responsibility for operational emissions from Te Hononga Civic Office falls to the facilities management team.</li> <li>• <i>Work travel</i>: Where travel for work purposes is required, we encourage and implement remote options to avoid travel where possible, or use of low emissions options such as the Council's EV fleet. Where remote options are not possible, we will rely on the Council offsetting policy/process to offset the effect of these emissions.</li> <li>• <i>Commuting</i>: Our flexible working policy allows and encourages working from home where appropriate to reduce commuting emissions.</li> <li>• <i>Upstream suppliers</i>: Quantification of emissions from legal resources and external legal suppliers will enable legal services to determine whether we can assist with reduction of these emissions through procurement processes.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Legal advice on emissions</i>: Upskilling legal services team in relation to climate legal frameworks to improve advice on legal climate risks and opportunities to ensure robust advice on these issues to Council officers and elected members. This in turn will facilitate robust climate governance, strategy, and risk management.</li> <li>• <i>Legal advice on emissions</i>: Ensuring that legal climate risks and opportunities are recognised in Council decision making and reporting. This includes recent involvement in a project to improve guidance for Council staff on climate considerations in Council reporting.</li> </ul> <p>Note: Legal services do not directly manage Council assets or activities that affect district emissions. However, we acknowledge the importance of robust legal advice will assist asset and activity managers to make decisions that reduce district emissions.</p>
Operational/embedded greenhouse gas emissions	Greenhouse gas emissions by users of Legal Services				
<ul style="list-style-type: none"> <li>• <i>Office facilities</i>: Responsibility for operational emissions from Te Hononga Civic Office falls to the facilities management team.</li> <li>• <i>Work travel</i>: Where travel for work purposes is required, we encourage and implement remote options to avoid travel where possible, or use of low emissions options such as the Council's EV fleet. Where remote options are not possible, we will rely on the Council offsetting policy/process to offset the effect of these emissions.</li> <li>• <i>Commuting</i>: Our flexible working policy allows and encourages working from home where appropriate to reduce commuting emissions.</li> <li>• <i>Upstream suppliers</i>: Quantification of emissions from legal resources and external legal suppliers will enable legal services to determine whether we can assist with reduction of these emissions through procurement processes.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Legal advice on emissions</i>: Upskilling legal services team in relation to climate legal frameworks to improve advice on legal climate risks and opportunities to ensure robust advice on these issues to Council officers and elected members. This in turn will facilitate robust climate governance, strategy, and risk management.</li> <li>• <i>Legal advice on emissions</i>: Ensuring that legal climate risks and opportunities are recognised in Council decision making and reporting. This includes recent involvement in a project to improve guidance for Council staff on climate considerations in Council reporting.</li> </ul> <p>Note: Legal services do not directly manage Council assets or activities that affect district emissions. However, we acknowledge the importance of robust legal advice will assist asset and activity managers to make decisions that reduce district emissions.</p>				

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

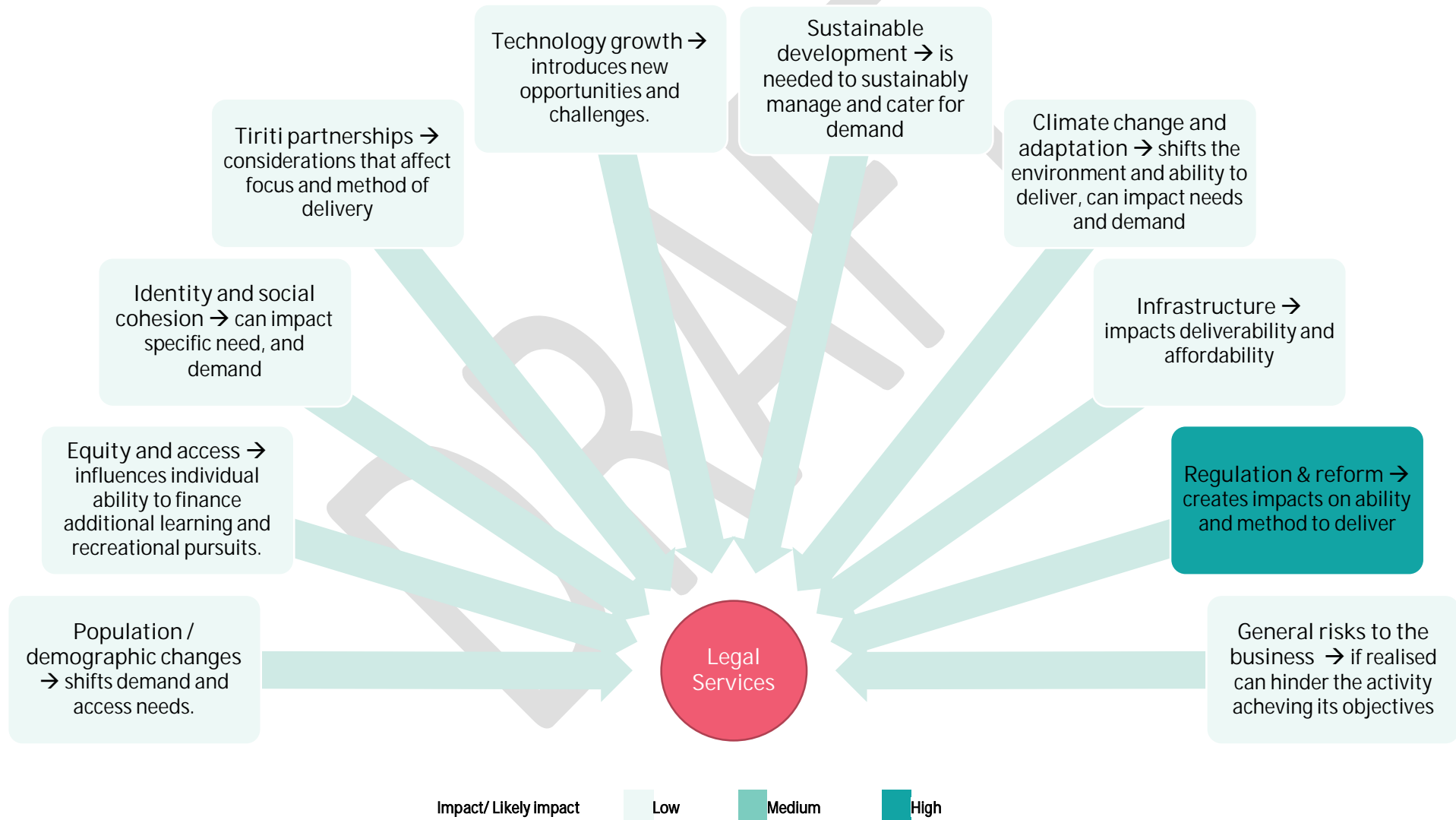
	<p>Key climate risks for the Legal Services activity includes:</p> <ul style="list-style-type: none"> <li>• <i>Physical risks to staff</i>: The changing climate could have direct impacts on our staff. This includes extreme weather (such as rainfall, flooding, extreme hot days, etc) affecting staff's ability to commute and accessibility to Te Hononga Civic Offices. This also includes health effects of changing climate on staff – e.g., increased illness, asthma, and susceptibility to extreme heat waves.</li> </ul>
--	---

	<ul style="list-style-type: none"> <li>• <i>Physical risks to our suppliers:</i> Upstream legal services suppliers (such as resource providers or external legal providers) will have similar commuting/accessibility and health effects for their staff.</li> <li>• <i>Changing regulatory framework:</i> Changing regulatory framework in relation to climate adaptation and emergency management.</li> <li>• <i>Management of climate risk in procurement related documentation:</i> Legal advice to the Council procurement team must include advice on clear allocation of climate risk in procurement documentation, such as contracts for the supply of services and resources.</li> <li>• <i>Management of climate risk in project/activity decisions:</i> Legal advice to the Council on project or activity decisions must include advice on how the legal framework in relation to climate adaptation affects those decisions.</li> </ul>
	<p>Options being considered to reduce the risks to the Legal Services activity and the community posed by those climate risks include:</p> <ul style="list-style-type: none"> <li>• <i>Physical risks to staff:</i> Direct/physical risks to staff commuting/accessibility is managed through flexible working policies to enable working from home for extreme weather events.</li> <li>• <i>Physical risks to our suppliers:</i> Working with suppliers to ensure that direct/physical risks for their staff are also managed appropriately.</li> <li>• <i>Changing regulatory framework:</i> Current and relevant advice on climate adaptation and emergency management can be achieved through ongoing staff training on the fast-moving developments in these areas.</li> <li>• <i>Management of climate risk in procurement related documentation:</i> Ensuring legal review of contractual documents which allocate climate risk, include clause banks of clear and concise contractual wording to allocate risk.</li> <li>• <i>Management of climate risk in project/activity decisions:</i> Early engagement with project or activity decision makers to ensure that robust, timely and appropriate legal advice can be provided on the legal adaptation framework. This includes recent involvement in a project to improve guidance for Council staff on climate considerations in Council reporting.</li> <li>• <i>Training:</i> Ensuring the legal services team have the skills and training necessary to provide this advice.</li> </ul>
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> <p>Legal Services will continue to work with other business units to support the management of climate change risks.</p>
	<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"> <li>• This activity has no level of service changes that may be required because of climate change.</li> </ul>

### 3. How we are planning for future impacts

*There are various factors influencing current and future demand for Council library facilities 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.*

### → Regulation and reform

This will impact the community outcomes and strategic priorities

A collaborative confident city

A cultural powerhouse city .

Mitigating actions to ensure we manageregulation and reform include

Working with business units to understand impacts

Keeping abreast of changes in regulation

Continuing professional development

Legal  
Services

# 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 & Levels of Service measurements

- ➔ Legal Services have 0 Community (C) Levels of Service. (These LOS community facing and will be published in our Statement of Service Provision)
- ➔ Legal Services also 5 Management (M) Levels of Service. (These are LOS that are measured in the organisation to ensure service delivery)

<div><div><div>✓</div></div></div> High quality, cost effective legal services	
Service contributes to: This is an internal service. This is by generally maintaining the targets of the levels of service promised.	<ul style="list-style-type: none"><li>• Legal contact provided in a timely manner. Target: 90% advice provided within timeframes agreed between internal business unit and Legal Services</li><li>• Percentage of internal business unit requester satisfied with legal service provided. Target: 70% satisfaction.</li><li>• Cost-effective legal service provision. Target: 0.7-1.0 controllable costs.</li><li>• Cost-effective legal service provision. Target: Up to 75% internal provision.</li><li>• High quality legal advice provision. Target: 90% of business units have at least one relationship management meeting every six months to agree and review quality benchmarks</li></ul>

## 5. How assets will be managed to deliver the services

This activity does not have assets.

DRAFT

## 6. Capital expenditure and key capital projects

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

DRAFT



## 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*

#### Legal Services

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
<b>Activity Costs Before Overheads by Service</b>								
Legal Services	4,493	4,694	4,849	4,985	5,120	5,243	5,358	5,465
	4,493	4,694	4,849	4,985	5,120	5,243	5,358	5,465
<b>Activity Costs by Cost Type</b>								
Direct Operating Costs	1,697	1,769	1,827	1,878	1,929	1,975	2,019	2,059
Direct Maintenance Costs								
Staff and Contract Personnel Costs	2,759	2,887	2,983	3,066	3,149	3,225	3,296	3,361
Other Activity Costs	37	38	40	41	42	43	44	45
Overheads, Indirect and Other Costs	(4,407)	(4,605)	(4,757)	(4,890)	(5,022)	(5,143)	(5,256)	(5,361)
Depreciation								
Debt Servicing and Interest								
<b>Total Activity Cost</b>	<b>86</b>	<b>90</b>	<b>92</b>	<b>95</b>	<b>98</b>	<b>100</b>	<b>102</b>	<b>104</b>
<b>Funded By:</b>								
Fees and Charges	86	90	92	95	98	100	102	104
Grants and Subsidies								
Cost Recoveries								
Other Revenues								
<b>Total Operational Revenue</b>	<b>86</b>	<b>90</b>	<b>92</b>	<b>95</b>	<b>98</b>	<b>100</b>	<b>102</b>	<b>104</b>
<b>Net Cost of Service</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Percentages</b>								
Rates	0%	0%	0%	0%	0%	0%	0%	0%
Fees and Charges	100%	100%	100%	100%	100%	100%	100%	100%
Grants and Subsidies	0%	0%	0%	0%	0%	0%	0%	0%
Cost Recoveries	0%	0%	0%	0%	0%	0%	0%	0%
Other Revenues	0%	0%	0%	0%	0%	0%	0%	0%
<b>Capital Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Activity Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 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 Legal Services activity predominately through the general rate. This means that most funding comes from ratepayers, mostly on the basis of capital value, with benefits mostly received in the same year as the expenditure is incurred.

- Operating expenditure: All operational costs for the Legal Services 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 Legal Services activity does not have any capital related expenditure.

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 does not expect to have any significant negative effects on social, economic, environmental, or cultural wellbeing of the local community, now or in the future.

DRAFT

# Questions

# **Long Term Plan 2024-34 Joint development briefing**

**Oct 24, 2023**

# Long Term Plan 2024-34

---

- This briefing is one of a series held as part of the development of the Long Term Plan 2024-34.
- **All discussions involve draft material and reflect a position on the day.**
- Decisions will be set out in the draft Long Term Plan, which will be adopted for consultation in February 2024.
- This recording is intended to provide residents with an overview and understanding of the big picture issues, and therefore may not include all detail and matters discussed at the briefing.

Long Term Plan 2024-34 Activity Plan

# Risk and Assurance

- *Health, Safety & Wellbeing*
- *Risk & Audit*

Adopted XX and XX June 2024



# 1. What this activity delivers

## Health, Safety & Wellbeing

Christchurch City Council is committed to providing a safe and healthy environment for all workers and citizens. We know that the success of our organisation depends on the wellbeing of our people, by providing the best possible support and resources to help our teams thrive.

Through our Health, Safety, and Wellbeing services and safety leadership, we offer a wide range of initiatives and programs to support employee health and safety, reduce workplace health risks, and promote a culture of wellness. From fitness classes and healthy eating options to mental health support and safety training, we have everything our team members need to stay healthy, happy, and engaged at work.

## Risk and Audit

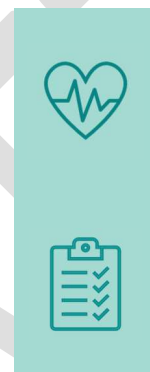
Christchurch City Council is committed to promoting a culture of risk awareness and responsible decision-making through our Risk Management and Internal Audit functions. Our comprehensive suite of services includes risk assessments, regulatory compliance reviews, and fraud investigations, among others, to provide the highest level of assurance to our stakeholders.

Effective risk management and internal audit functions are crucial for the success and sustainability of any organisation. These functions provide tools and resources to identify, assess, and mitigate potential risks, and ensure regulatory compliance and adherence to internal policies and controls.

We believe that effective risk management and internal audit functions are critical to achieving our business objectives and maintaining stakeholder trust. By working together, we can continue to promote a culture of risk awareness and responsible decision-making, driving success and growth for our organisation.

The Head of Risk and Assurance is the Council's Protected Disclosure and Fraud Officer, responsible for responding to protected disclosures or fraud concerns, and raising awareness of these.

## This activity includes the following services:



### Health, Safety & Wellbeing

- Support Health and Safety Representatives
- Conduct site audits
- Conduct Risk Assessment
- Undertake investigations

### Risk & Audit

- Internal Audits
- Risk identification
- Internal reviews
- Compliance audits

## Who our key customers are:





The employees and community members who interact with our services.

## Who our key stakeholders are:







The Christchurch Community, Health, Safety and Wellbeing. Council Professionals across the Country, ARMC

## 2. Why we deliver this activity

### 2.1. Community Outcomes: How this activity contributes


Community Outcomes		Contribution*	Key contributions to achieving our community outcomes
	<b>A collaborative confident city</b> Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe		<ul style="list-style-type: none"><li>• We support public events so the public can feel safe.</li><li>• We support assets owner with inspections.</li><li>• We support and identify areas of business unit improvement opportunities.</li><li>• We support business units identify risks that could impact the achievement of strategic priorities.</li></ul>
	<b>A green, liveable city</b> 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	★	
	<b>A cultural powerhouse city</b> 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’		
	<b>A thriving prosperous city</b> 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		
<b>*Level of contribution – what this means</b>			
★★★★	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
	<b>Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility, and connection.</b>	★★	<ul style="list-style-type: none"> <li>Risk and Assurance can help ensure the Council is on track to meet our strategic priorities by providing advice, supporting to business units, and seeking continuous improvement opportunities.</li> </ul>
	<b>Champion Christchurch and collaborate to build our role as a leading New Zealand city.</b>	★	<ul style="list-style-type: none"> <li>Risk and Assurance can help ensure the Council is on track to meet our strategic priorities by providing advice and support to business units.</li> </ul>
	<b>Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents.</b>	★★	<ul style="list-style-type: none"> <li>Risk and Assurance can help ensure the Council is on track to meet our strategic priorities by providing advice, supporting to business units, and seeking continuous improvement opportunities.</li> </ul>
	<b>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.</b>	★	<ul style="list-style-type: none"> <li>Risk and Assurance can help ensure the Council is on track to meet our strategic priorities by providing advice and support to business units.</li> </ul>
	<b>Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents</b>	★★	<ul style="list-style-type: none"> <li>Risk and Assurance can help ensure the Council is on track to meet our strategic priorities by providing advice, supporting to business units, and seeking continuous improvement opportunities.</li> </ul>
	<b>Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind.</b>	★★	<ul style="list-style-type: none"> <li>Risk and Assurance can help ensure the Council is on track to meet our strategic priorities by providing advice, supporting to business units, and seeking continuous improvement opportunities.</li> </ul>
*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		

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


### Net zero emissions Christchurch

	<p><b>Key sources of greenhouse gas emissions from this activity includes:</b></p> <ul style="list-style-type: none"> <li>• Direct emissions: <ul style="list-style-type: none"> <li>○ Use of Council facilities and pool cars</li> </ul> </li> <li>• Indirect: <ul style="list-style-type: none"> <li>○ Providing advice around climate risk and courses of action to achieve targets, for example through internal audit.</li> </ul> </li> </ul>				
	<p><b>Risk and Assurance are taking the following actions to reduce greenhouse gas emissions:</b></p> <table border="1"> <thead> <tr> <th data-bbox="212 454 1164 486">Operational/embedded greenhouse gas emissions</th><th data-bbox="1164 454 2132 486">Greenhouse gas emissions by users of Risk and Assurance activities</th></tr> </thead> <tbody> <tr> <td data-bbox="212 486 1164 558"> <ul style="list-style-type: none"> <li>• Avoid non-essential business travel by using online meeting options where possible and use the shared EV fleet for local travel.</li> </ul> </td><td data-bbox="1164 486 2132 558"> <ul style="list-style-type: none"> <li>• There are no significant or controllable GHG emissions as a result of this activity.</li> </ul> </td></tr> </tbody> </table>	Operational/embedded greenhouse gas emissions	Greenhouse gas emissions by users of Risk and Assurance activities	<ul style="list-style-type: none"> <li>• Avoid non-essential business travel by using online meeting options where possible and use the shared EV fleet for local travel.</li> </ul>	<ul style="list-style-type: none"> <li>• There are no significant or controllable GHG emissions as a result of this activity.</li> </ul>
Operational/embedded greenhouse gas emissions	Greenhouse gas emissions by users of Risk and Assurance activities				
<ul style="list-style-type: none"> <li>• Avoid non-essential business travel by using online meeting options where possible and use the shared EV fleet for local travel.</li> </ul>	<ul style="list-style-type: none"> <li>• There are no significant or controllable GHG emissions as a result of this activity.</li> </ul>				

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

	<p><b>Key climate risks for the Risk and Assurance activity includes:</b></p> <ul style="list-style-type: none"> <li>• Risk and Assurance has limited direct physical risks to our activity. However, staff traveling to, or from work may be affected by changes to climate, heat, and outdoor air quality.</li> <li>• As a shared service the potential for Risk and Assurance services could increase as our environment changes. Therefore, Risk and Assurance are: <ul style="list-style-type: none"> <li>○ Develop a knowledge base in our Unit, in order to support other staff who are working on matters relating to climate change and emissions reduction.</li> </ul> </li> </ul>
--	--

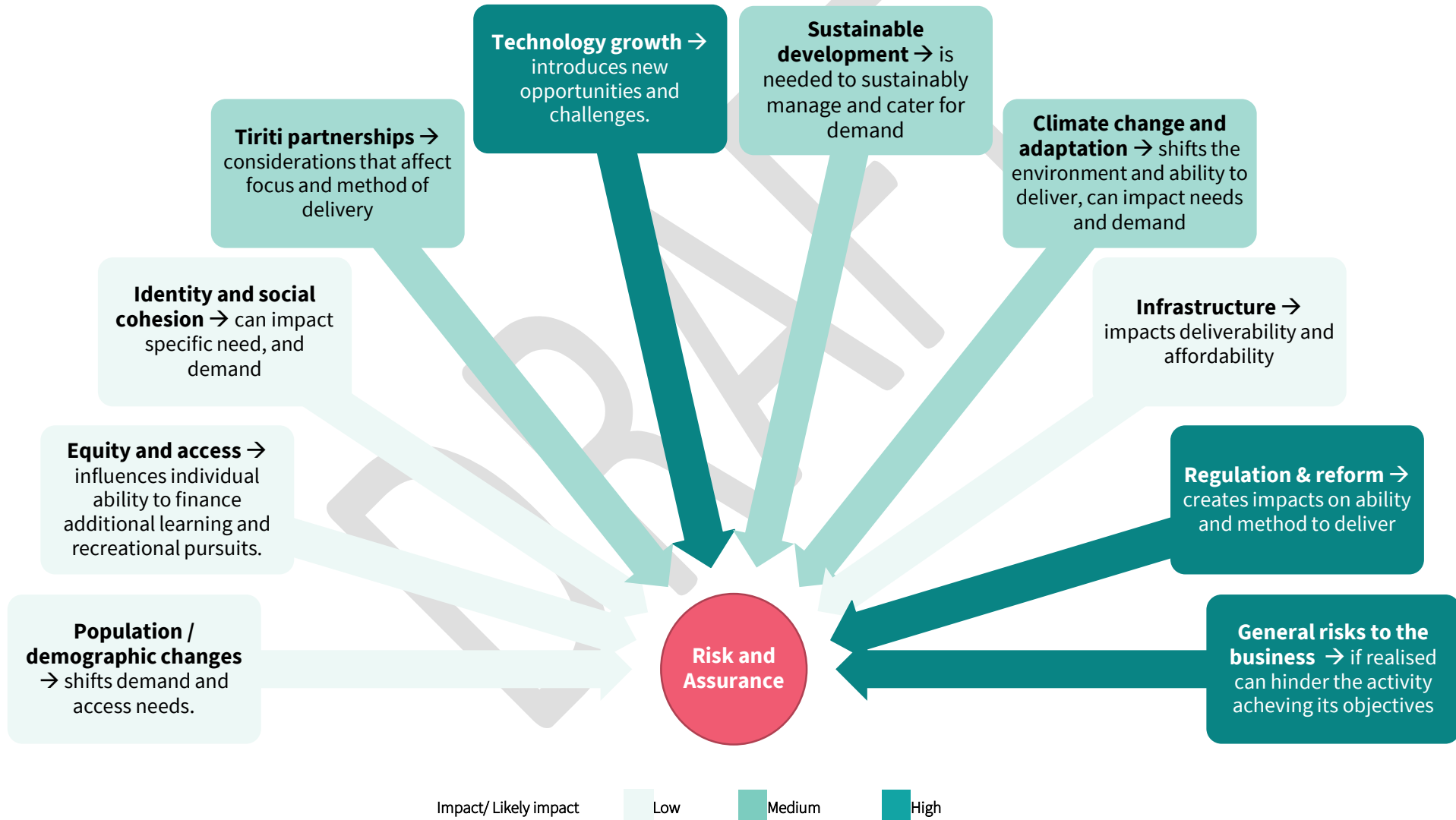
### We are guardians of our natural environment and taonga

	<p><b>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.</b></p> <ul style="list-style-type: none"> <li>• Risk and Assurance will strengthen corporate processes that enable appropriate management of climate change risks across Council.</li> </ul> <p><b>Please explain any levels of service changes in this LTP, or that may be required in the future as a result of climate change.</b></p> <ul style="list-style-type: none"> <li>• No levels of service changes.</li> </ul>
--	--

### 3. How we are planning for future impacts

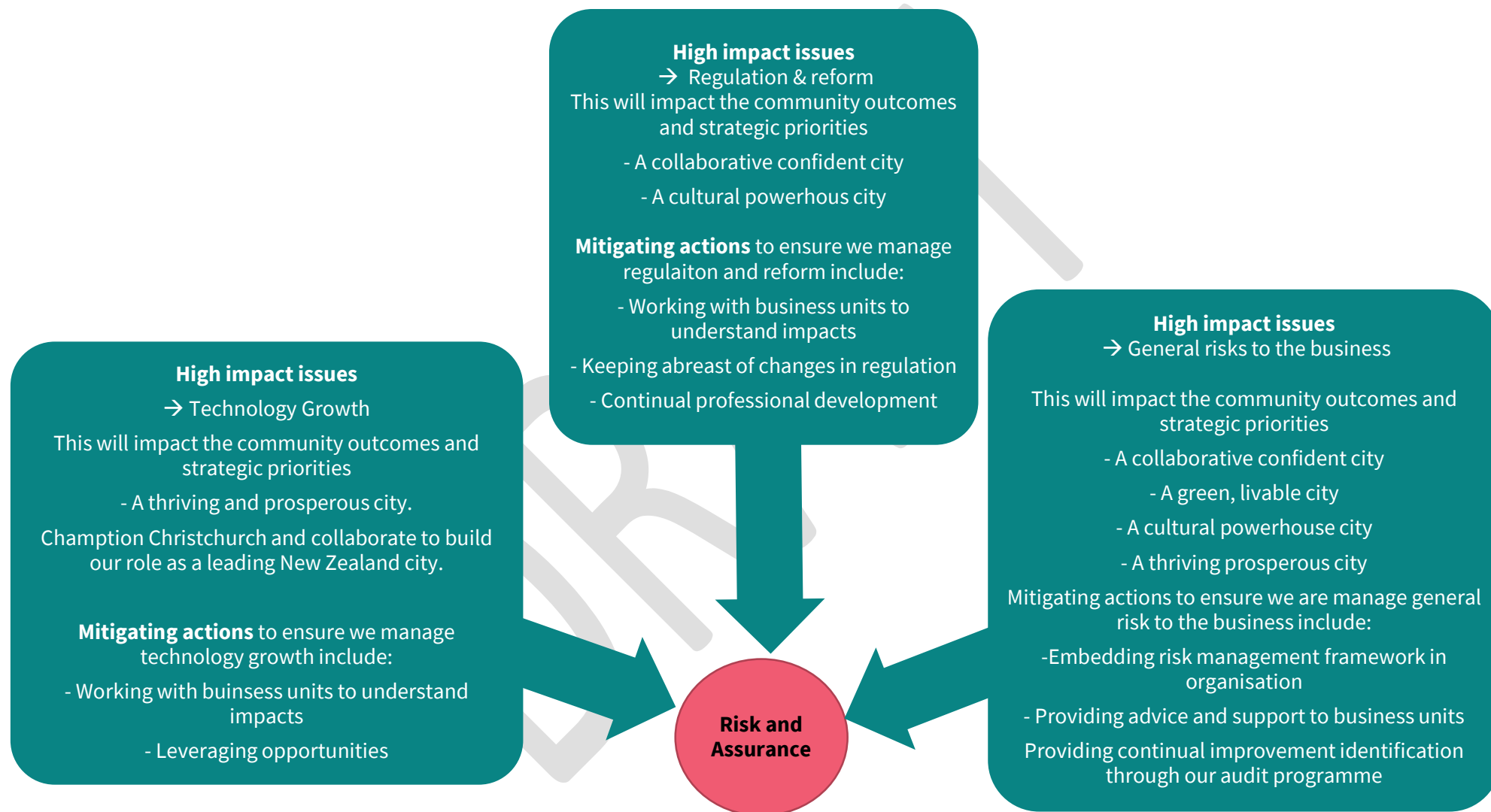
There are various factors influencing current and future demand for Risk and Assurance services and the ability to deliver them. These are listed below.

#### 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 & Levels of Service measurements

- ➔ Risk & Assurance have **0 Community (C) Levels of Service**. (These LOS community facing and will be published in our Statement of Service Provision)
- ➔ Risk & Assurance also **2 Management (M) Levels of Service**. (These are LOS that are measured in the organisation to ensure service delivery)



#### Health, Safety & Wellbeing

##### Service contributes to:

- This is an internal service.
- This is by generally maintaining the targets of the levels of service promised.

##### Levels of Service

- Meet obligations under Health and Safety legislation to keep our workers and those who use our services and facilities, safe and well.



#### Risk & Audit

##### Service contributes to:

- This is an internal service.
- This is by generally decreasing the targets of the levels of service promised.

##### Levels of Service

- Independent and objective risk and audit service.



## 5. How assets will be managed to deliver the services

**Risk and Assurance does not have assets.**

DRAFT

## 6. Capital expenditure and key capital projects

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

DRAFT

# 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. This does not include the \$2.041M for the Health & Safety Team and Council-wide ACC Pre-claim Costs and Medical Services & exams as this was not part of the activity.

### Risk & Internal Audit

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
<b>Activity Costs Before Overheads by Service</b>								
Risk & Assurance	890	931	962	989	1,016	1,040	1,063	1,084
	<b>890</b>	<b>931</b>	<b>962</b>	<b>989</b>	<b>1,016</b>	<b>1,040</b>	<b>1,063</b>	<b>1,084</b>
<b>Activity Costs by Cost Type</b>								
Direct Operating Costs	165	172	178	183	188	192	196	200
Direct Maintenance Costs								
Staff and Contract Personnel Costs	724	758	783	805	827	847	866	883
Other Activity Costs	1	1	1	1	1	1	1	1
Overheads, Indirect and Other Costs	(890)	(931)	(962)	(989)	(1,016)	(1,040)	(1,063)	(1,084)
Depreciation								
Debt Servicing and Interest								
<b>Total Activity Cost</b>	-	-	-	-	-	-	-	-
<b>Funded By:</b>								
Fees and Charges								
Grants and Subsidies								
Cost Recoveries								
Other Revenues								
<b>Total Operational Revenue</b>								
<b>Net Cost of Service</b>	-	-	-	-	-	-	-	-
<b>Funding Percentages</b>								
Rates	100%	100%	100%	100%	100%	100%	100%	100%
Fees and Charges	0%	0%	0%	0%	0%	0%	0%	0%
Grants and Subsidies	0%	0%	0%	0%	0%	0%	0%	0%
Cost Recoveries	0%	0%	0%	0%	0%	0%	0%	0%
Other Revenues	0%	0%	0%	0%	0%	0%	0%	0%
<b>Capital Expenditure</b>	-	-	-	-	-	-	-	-
<b>Total Activity Capital</b>	-	-	-	-	-	-	-	-

Long Term Asset & Liability Plan - Financial Resources Page 20



## 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 Risk and Assurance activity predominately through the general rate. This means that most funding comes from ratepayers, mostly on the basis of capital value, with benefits mostly received in the same year as the expenditure is incurred.

- **Operating expenditure:** All operational costs for the Risk and Assurance 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 External Activity Plans.
- **Capital expenditure:** The Risk and Assurance activity does not have any capital related expenditure.

DRAFT

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 does not expect to have any significant negative effects on social, economic, environmental, or cultural wellbeing of the local community, now or in the future.**

DRAFT

# Questions