Long Term Plan 2024-34 Activity Plan

Performance, Finance, and Procurement

- *Ensure Christchurch City Council has high quality plans and plans monitoring in place (Long Term Plan, Annual Plan, operational plans)*
- *Financial Reporting*
- *Financial Management (including corporate and external reporting, financial policy, insurance, treasury, and tax*
- *Procurement and Contract Management*

Adopted XX and XX June 2024

Christchurch City Council

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			Signature	Date of sign-off
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1. What this activity delivers

Ensure Christchurch City Council has high quality plans and plans monitoring in place (Long Term Plan, Annual Plan, operational plans)

For Council to deliver better performance in future years will mean creating and executing effective performance management. This means ensuring planning and implementation of the LTP through effective project management, by creating organisational performance targets around it, creating plans for execution around those targets and ensuring linkages to individual performance plans. This demands sophisticated performance monitoring mechanisms. Focus is on transparency and accountability for business results. This involved definition and implementation of an agreed programme of LGA S17A Service Delivery Reviews for Council.

High quality planning and plan monitoring is supported through conducting the annual Residents Surveys, Quality of Life and Life in Christchurch surveys, producing clear and concise Environmental Scans, monitoring, research, and reporting on community outcomes indicators, and maintaining city monitoring datasets and household and business growth models.

Procurement

Procurement works in a collaborative manner with the business to achieve a return on investment against the Procurement operating budget in the form of cashable tactical savings and cost avoidance. Ensure appropriate processes are in place and applied to govern the expenditure of public funds.

New Procurement Policy is being prepared for approval by H2-FY24. The new policy will influence its supporting Procurement Framework and will guide the processes and performance increases for this service for when this plan comes in effect in 01 July 2024. Full effect will begin to be seen by FY26/27. This will be updated for LTP 2027.

Financial Management

- Ensures that Council complies with its statutory financial obligations manages all financial transactions including borrowing and calculating and collecting rates
- Manages tax compliance
- Delivers organisational financial reporting and forecasting
- Manager Cash Flow requirements and Treasury compliance
- Monitors investment in Council Controlled Organisations, (CCOs)
- Reduces risk by securing appropriate insurance cover.

Financial Reporting

- Supports each business area by partnering and supporting to achieve their financial and commercial outcomes.
- Annual and long-term budgets are developed in conjunction with budget owners
- Financial, performance and commercial advice and support is provided to each business activity within Council, including monthly forecasts of financial performance
- Work with the other performance management activities to ensure managers understand their roles and responsibilities around compliance with Council's financial and performance frameworks, policies and processes Provision of financial reporting and self-service financial reporting tools for the organisation
- On-going development of new reporting tools and functionality to improve access and transparency to financial data

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This activity includes the following services:

- **Ensure Christchurch City Council has high quality plans and plans monitoring in place (Long Term Plan, Annual Plan, operational plans)** – To deliver better performance for Christchurch and Banks Peninsula in future years through effective planning and implementation of the Long-term Plan, Annual Plans, supported by performance monitoring mechanisms, and by providing transparency and accountability through regular reporting against organisational performance targets.
- **Financial Reporting** – The provision of the full suite of financial services and financial reporting, including, monthly reporting internally and externally, treasury management, Rates, Insurance, and the monitoring of Council subsidiaries.
- **Financial Management (including corporate and external reporting, financial policy, insurance, treasury, and tax)** – The timely provision of monthly financial reports to enable agile decision making. Completion of the financial section of the Annual Report with a clear audit in relation to financial activities and reporting.
- **Procurement and Contract Management -** To ensure Council procurement is conducted in an open, transparent, fair, and accountable way consistent with the principles of the Council Procurement Policy and the Office of the Auditor General: procurement guidance for public entities. This is achieved through the Procurement Framework, Rules and Policy which is owned and managed by this activity. To provide efficient processes and professional advice for the procurement of goods, services and works and ongoing management of contracts to ensure 'total value' is achieved

Who our key customers are:

Mayor and Councillors, Office of Auditor General, Executive Leadership Team and Heads of Service.

Who our key stakeholders are:

Mana whenua, community board members, Christchurch City Holdings, and associated companies.

What we do:

This activity plan provides visibility of and accountability for core business functions, corporate planning and performance, finance and procurement and contracts.

Community outcomes:

The services in this activity supports achievement of all the Community Outcomes through the organisational support provided to the external activities of Council.

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A snapshot of provision and use:

Ensure Council legislative and audit requirements are managed and met across planning, financial management and procurement.

Corporate Planning and Performance

- ✓ Developed and delivered the LTP 2021-31 prior to and during COVID-19 lockdown.
- ✓ Delivered Annual plans and updated plans
- ✓ Conduct annual Residents Surveys, periodic Quality of Life and Life in Christchurch surveys, and one-offs, such as Te Kaha consultation
- ✓ Monthly Performance reporting to Finance and Performance Committee
- ✓ Commenced the LTP 2024-34

Procurement

- ✓ Own and manage the procurement policy
- ✓ Own and manage the procurement framework and rules
- ✓ Lead and/or support procurement category strategies
- ✓ Lead and/or advise on sourcing activities
- ✓ Provide operational contract management advice and/or support.
- ✓ Compliance monitoring and reporting of all of Council Procurement activity, for context FY22/23 spend of $980M across over 3,400 suppliers.

Financial Management

- ✓ Complete Council Annual Report
- ✓ Provide financial input into Annual and Long Term Plans, including calculation of Rates
- ✓ Manage Treasury requirements.
- ✓ Collection of Rates
- ✓ Pay Council's suppliers.
- ✓ Ensure adequate insurance cover
- ✓ Monitor the results of nine CCOs with combined assets of circa $3 billion

Financial Reporting

- ✓ Maintain online financial reporting tool – Value for Money
- ✓ Ongoing face to face and training, supplemented with mandatory online training modules of finance processes.
- ✓ Provision of month-end financial reports to Performance Management Unit within 6 working days of month end
- ✓ Provide on a monthly basis financial reporting, being; A Snap Forecast for the CEO, Full Corporate Report for the CFO, Executive Management Report to ELT and Council Report to Finance and Performance Committee
- ✓ Provision of financial forecasts and budgets for all operational, groups, units, and teams across Council

2. Why we deliver this activity

2.1. Community Outcomes: How this activity contributes

Community Outcomes		Contribution*	Key contributions to achieving our community outcomes
	A collaborative confident city Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe		• This internal service supports all the Community Outcomes through the organisational support provided by this Activity to the External Services of the Council
	A green, liveable city 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		
	A cultural powerhouse city 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'		
	A thriving prosperous city Our city is a great place for people, business and investment where we can all grow our potential, where enterprises are innovative and smart, and where together we raise productivity and reduce emissions		

*Level of contribution – what this means	
★★★★	This activity is critical to the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service
★★★	This activity strongly supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements
★★	This activity supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable
★	This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact

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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	★	• Community Outcome monitoring, and via Annual Plan / Long Term Plan and community surveys • Equity and Inclusion Policy applies to the procurement, management, and delivery of Council services. All elected members, employees, volunteers, and third parties/contractors carrying out work on behalf of Council are required to comply with this policy. This policy commits that we will use an equity and inclusion lens to inform decision making to avoid discrimination promote inclusion and increase fairness in the city, wherever possible.
	Champion Christchurch and collaborate to build our role as a leading New Zealand city	★	• No direct impact by this activity to this strategic priority
	Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents	★	• Applying the 'Fostering Local Business' principle from the Procurement Policy • Providing commercial and financial analysis support to initiatives as they are developed • Annual Plan / Long Term Plan and community surveys
	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 biodiversity, water bodies and tree canopy.	★	• Applying the 'Environmental Enhancement' principle from the Procurement Policy • We have managed changes to the LTP to embed climate resilience into our planning for the district. This supports our strategic priority to reduce GHG emissions while supporting leading a city-wide response to climate change. • Maximise investment in sustainable organisations whilst maintaining an equitable return on investment.
	Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents	★	• The Procurement Objective for this strategic priority is 'Value for money', which is included in procurement and contract management activities. • In supporting the development of all organisational budgets, we are mindful of the need to ensure value for money spend and ensuring that rates are affordable and sustainable. • Through performance analysis and section 17A service delivery reviews we monitor and advise on value for money • By monitoring the Council's Long Term Planning, and actual operating results and providing appropriate financial advice as required. • By ensuring appropriate funding policies are in place and Council's credit rating is maintained. • We lead and manage organisation saving initiatives
	Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind	★	• This is supported through end-to-end procurement activity.

*Levels of contribution – what this means	
★★★★	This activity is critical to achievement of this strategic priority – we measure our impact with actions and levels of service in the Strategic Priorities Action Plan
★★★	This activity strongly supports achievement of this strategic priority – we measure our impact with actions and levels of service in the Strategic Priorities Action Plan for important elements only
★★	This activity supports achievement of this strategic priority - we measure our impact with actions and levels of service in the Strategic Priorities Action Plan if practicable
★	This activity may provide incidental support for the achievement of this strategic priority – it's not cost-effective to measure our impact

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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 include:

Operational/embedded emissions

- *Office facilities:* Emissions from Te Hononga Civic Office facilities used by Performance, Finance, and Procurement staff. This includes printing, materials, electricity, etc.
- *Work travel:* Performance, Finance, and Procurement staff sometimes travel for work purposes and there are travel emissions associated with this. However, travel for Performance, Finance, and Procurement staff is rare and usually limited to travel for key training/conferences that are specifically relevant to local government. Travel within the city can be done on public transport, shared bike fleet, or the shared EV fleet.
- *Commuting:* Performance, Finance, and Procurement staff commuting emissions.
- *Upstream suppliers:* Emissions from the external Performance, Finance, and Procurement providers. While these emissions are indirect and currently unquantified, they are still an emissions-source associated with our activities.

Performance, Finance, and Procurement 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 falls to the facilities management team.
- *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 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.
- *Commuting:* Our flexible working policy allows and encourages working from home where appropriate to reduce commuting emissions.
- *Upstream suppliers:* Quantification of emissions from Performance, Finance, and Procurement resources and external Performance, Finance, and Procurement suppliers will enable Performance, Finance, and Procurement services to determine whether we can assist with reduction of these emissions through procurement processes.

Greenhouse gas emissions by users of Performance, Finance, and Procurement:

Note: Performance, Finance, and Procurement services do not directly manage Council assets or activities that affect district emissions. However, we acknowledge the importance of assisting asset and activity managers to make decisions that reduce district emissions.

In addition, Procurement has an indirect effect in reducing emissions through the Procurement Policy and its supporting Framework. At the same time, the development of a new Procurement Sustainability Framework is being considered and should be presented in FY24.

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

Key climate risks for the Performance, Finance, and Procurement activity includes:

- *Physical risks to staff:* 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.
- *Physical risks to our suppliers:* Upstream Performance, Finance, and Procurement services suppliers will have similar commuting/accessibility and health effects for their staff.

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	• *Financial risks:* In the likelihood of additional finance being required to adapt/respond to climate change including costs associated with offsetting, responding to emergency events due to climate related events, increased maintenance costs of assets due to increased exposure to extreme weather events, this matter will be seen in the respective activity plans. • *Insurance risk*s: Risk of not being able to insure, or additional cost for insuring, Council assets due to climate change impacts. • *Reporting and standards risk:* Potential new and/or additional national or international reporting requirements and standards for financial disclosures and procurement.
	Options being considered to reduce the risks to the Performance, Finance, and Procurement activity and the community posed by those climate risks include: • *Physical risks to staff:* Direct/physical risks to staff commuting/accessibility is managed through flexible working policies to enable working from home for extreme weather events • *Physical risks to our suppliers:* Working with suppliers to ensure that direct/physical risks for their staff are also managed appropriately. • *Financial risks:* Proactive preparation and planning for future funding risks. • *Insurance risks:* Proactive preparation and planning for future insurance risks. • *Reporting and standards risk:* Ensuring we are prepared to implement any new required financial disclosures. Keeping up to date with the latest guidance from government on procurement expectations and requirements. Ensuring legal review of procurement contractual documents which allocate climate risk, include clause banks of clear and concise contractual wording to allocate risk. • *Training:* Ensuring the Performance, Finance, and Procurement staff have the skills and training necessary to manage risks to the Activity due to climate change.
We are guardians of our natural environment and taonga	
	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. • The Procurement & Contracts Unit will be undertaking a review of the Procurement Policy in H1-FY24. This will lead to a review of the Procurement Framework and procedures which should be fully implemented by early H1-FY25. • The development of a new Procurement Sustainability Framework is being considered and will be presented for approval in FY24. • The Travel Policy will be reviewed by the end of FY24.
	Please explain any levels of service changes in this LTP, or that may be required in the future as a result of climate change. • LOS change statement

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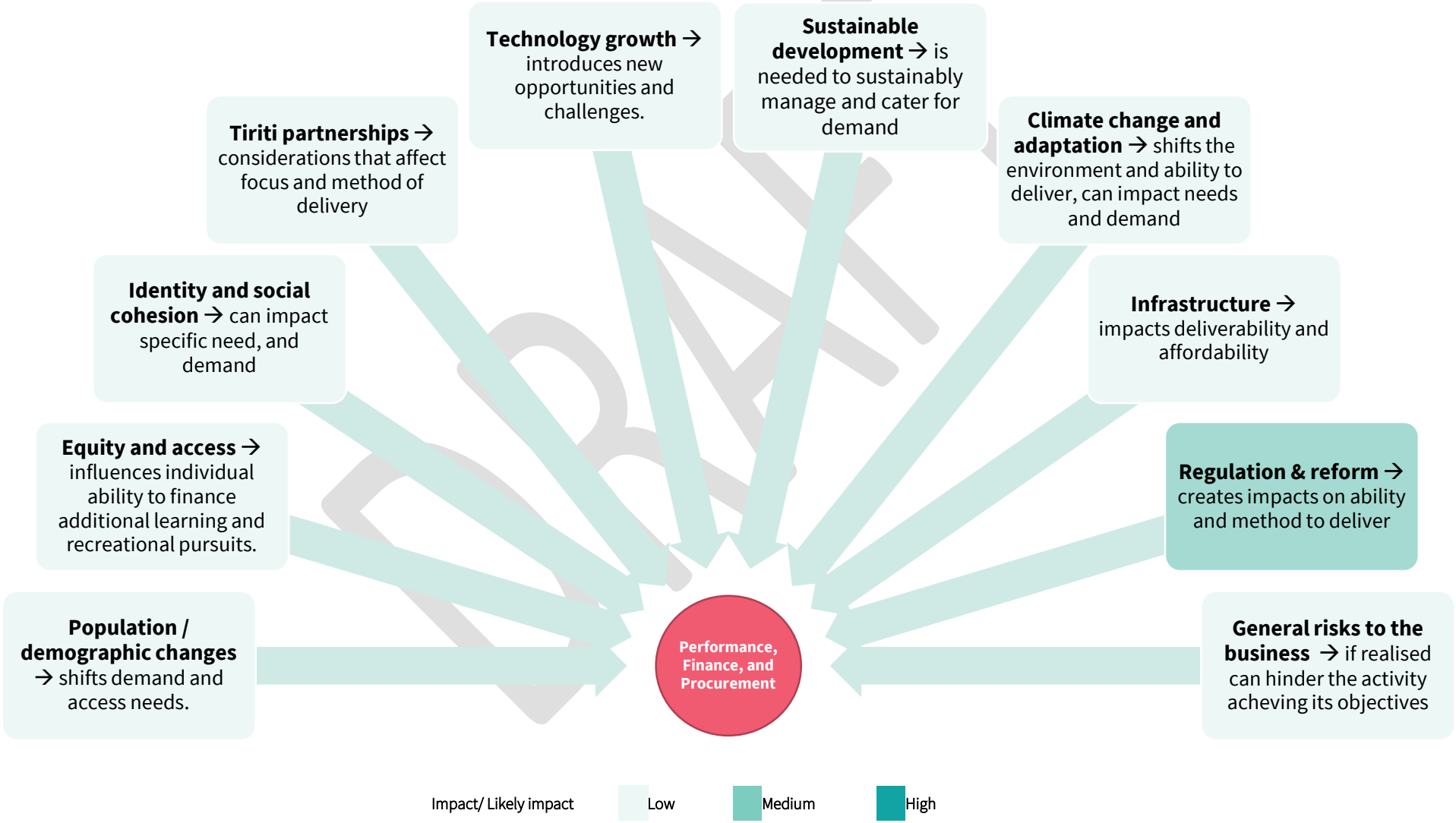
3. How we are planning for future impacts

There are various factors influencing current and future demand for Performance, Finance, and Procurement and the ability to deliver them. These are listed below.

3.1. Issues impacting current and future activity demand and deliverability



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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 impacts issues.

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

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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

- ➔ *Performance, Finance, and Procurement have **6 Community (C) Levels of Service.** (These LOS community facing and will be published in our Statement of Service Provision)*
- ➔ *Performance, Finance, and Procurement also **26 Management (M) Levels of Service**. (These are LOS that are measured in the organisation to ensure service delivery)*

✓ **Ensure Christchurch City Council has high quality plans and plan monitoring in place (Long Term Plan, Annual Plan, operational plans)**	
Service contributes to: • A collaborative confident city • A thriving prosperous city This is by generally maintaining the targets of the levels of service promised.	**Levels of Service** • Implement the Long Term Plan and Annual Plan programme plan • Implement and evolve CCC performance framework • Deliver Organisational Performance Reporting and Analysis • Implement agreed programme of Service Delivery Reviews (LGA s17A) • Conduct Resident Surveys, analyse and provide results to Council and staff • Monitoring and research projects (surveys, analysis, and reports) prepared as required • Community outcomes monitoring and reporting programmes are maintained • City monitoring datasets are maintained • Household and business growth models are maintained

✓ **Financial Reporting**	
Service contributes to: • Outcome 1 • Outcome 2 This is by generally <change?> the targets of the levels of service promised.	**Levels of Service** • Facilitate group and unit planning and budgeting • Financial Reporting

✓ **Procurement and Contract Management (5xM)**	
Service contributes to: • Outcome 1 • Outcome 2 • Outcome 2 This is by generally <change?> the targets of the levels of service promised.	**Levels of Service** • Procurement and Contract Management is managed as a shared service delivery – Performance • Procurement and Contract Management is managed as a shared service delivery – Conformance • Procurement and Contract Management Compliance Monitoring and Reporting

✓ **Financial Management**	
Service contributes to: • Outcome 1 • Outcome 2 • Outcome 2 This is by generally <change?> the targets of the levels of service promised.	**Levels of Service** • Council and Group financial and treasury reporting • Financial Management

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5. How assets will be managed to deliver the services

This activity does not have assets.

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6. Capital expenditure and key capital projects

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

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7. Financial resources needed

7.1. Resources needed

Performance Management & Reporting

000's	Annual Plan 202	LTP 2024/25	LTP 2025/26	LTP 2026/27	LTP 2027/28	LTP 2028/29	LTP 2029/30	LTP 2030/31
Activity Costs Before Overheads by Service								
Business Partnerships	2,216	2,320	2,389	2,410	2,475	2,535	2,590	2,642
Financial Management	7,155	6,967	9,660	7,700	7,603	10,529	8,286	8,132
Plans & Plan Monitoring	1,546	1,307	1,362	1,714	1,423	1,471	1,841	1,517
Procurement & Contract Management	2,440	2,555	2,639	2,713	2,787	2,854	2,916	2,975
	13,357	**13,148**	**16,050**	**14,537**	**14,287**	**17,388**	**15,634**	**15,266**
Activity Costs by Cost Type								
Direct Operating Costs	3,482	3,045	5,617	3,814	3,278	6,115	4,113	3,515
Direct Maintenance Costs								
Staff and Contract Personnel Costs	9,344	9,553	9,868	10,144	10,418	10,668	10,903	11,121
Other Activity Costs	531	550	565	578	590	605	618	630
Overheads, Indirect and Other Costs	(11,544)	(11,264)	(14,109)	(12,546)	(12,247)	(15,360)	(13,566)	(13,160)
Depreciation								
Debt Servicing and Interest								
Total Activity Cost	**1,812**	**1,884**	**1,941**	**1,991**	**2,040**	**2,027**	**2,068**	**2,106**
Funded By:								
Fees and Charges	1,619	1,687	1,743	1,791	1,840	1,884	1,925	1,964
Grants and Subsidies								
Cost Recoveries	193	197	199	199	200	144	143	142
Other Revenues								
Total Operational Revenue	**1,812**	**1,884**	**1,941**	**1,991**	**2,040**	**2,027**	**2,068**	**2,106**
Net Cost of Service	-	-	-	-	-	-	-	-
Funding Percentages								
Rates	0%	0%	0%	0%	0%	0%	0%	0%
Fees and Charges	89%	90%	90%	90%	90%	93%	93%	93%
Grants and Subsidies	0%	0%	0%	0%	0%	0%	0%	0%
Cost Recoveries	11%	10%	10%	10%	10%	7%	7%	7%
Other Revenues	0%	0%	0%	0%	0%	0%	0%	0%
Capital Expenditure								
	-	-	-	-	-	-	-	-
Total Activity Capital	-	-	-	-	-	-	-	-

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 Performance Management and Reporting 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 Performance Management and Reporting 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 Performance Management and Reporting activity does not have any capital related expenditure.

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More information on the Council's Finance and Funding Polices can be found in the *Financial Strategy* and the *Revenue and Financing Policy*

8. Possible significant negative impacts on wellbeing

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

Negative Effect	Mitigation
Social	
Smaller tier suppliers may struggle to ensure they can deliver against our Procurement Policy through tendering/contracting activity. This could result in increased challenges for Council to contract with some local suppliers.	To ensure the Procurement Framework that has been designed to support adherence to the procurement policy considers and directs how all 'tiers' of our supply base can respond to Councils Procurement principles.
Economic	
Rate requirements unsustainable, negatively impacting ability for ratepayers to pay.	Rates affordability is cornerstone of Rates setting discussions. Budget Managers are aware of Rates impact on all spending decisions.
Environmental	
N/a	
Cultural	
N/a	

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Appendices

A. Appendix A: Levels of Service detail

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

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

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

LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
Ensure Christchurch City Council has high quality plans and plan monitoring in place (Long Term Plan, Annual Plan, operational plans)										
13.1.1	C	Implement the Long Term Plan and Annual Plan programme plan	2022/23: Achieved 2021/22: Achieved 2020/21: Achieved 2019/20: Achieved 2018/19: Achieved	LGA 2002. Taituarā industry guidance.	Critical path milestone due dates in programme plans are met	Critical path milestone due dates in programme plans are met	Critical path milestone due dates in programme plans are met	Critical path milestone due dates in programme plans are met	Based on LTP and Annual Plan programme plan milestones	A collaborative confident city
13.1.2.2	C	Implement and evolve CCC performance framework	2022/23: Achieved 2021/22: Achieved 2020/21: Achieved 2019/20: Achieved 2018/19: Achieved	LGA 2002. LTP and Annual Report audits by OAG.	Performance Framework in place	Performance Framework in place	Performance Framework in place	Performance Framework in place	There is a CCC performance framework in place at all times. Preserve integrity of CCC Performance Framework – all Performance Framework (Big Picture) linkages and key components functional	A collaborative confident city

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LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
13.1.26	C	Deliver Organisational Performance Reporting and Analysis	2022/23: Achieved 2021/22: 100% (New LOS in 2021)		At least 95% of governance, corporate, group and unit performance reports and analyses, based on organisational performance targets. delivered to agreed deadlines	At least 95% of governance, corporate, group and unit performance reports and analyses, based on organisational performance targets. delivered to agreed deadlines	At least 95% of governance, corporate, group and unit performance reports and analyses, based on organisational performance targets. delivered to agreed deadlines	At least 95% of governance, corporate, group and unit performance reports and analyses, based on organisational performance targets. delivered to agreed deadlines	Every month, organisational Performance Reports are published on the intranet, and are sent to ELT and Governance	A collaborative confident city
NEW 13.1.27	C	Implement agreed programme of Service Delivery Reviews (LGA s17A)	New LOS in 2023/24	LGA 2002 s17A	Programme delivery to Council to agreed timelines	Programme delivery to Council to agreed timelines	Programme delivery to Council to agreed timelines	Programme delivery to Council to agreed timelines	Schedule of proposed, planned and agreed Service Delivery Reviews	A collaborative confident city
13.1.3	C	Conduct Resident Surveys, analyse and provide results to Council and staff	2022/23: Achieved 2021/22: Achieved 2020/21: Achieved 2019/20: Achieved 2018/19: Achieved	All major councils in NZ conduct resident surveys of some kind	Maintain two surveys per year, by the end of May	Maintain two surveys per year, by the end of May	Maintain two surveys per year, by the end of May	Maintain two surveys per year, by the end of May	Points of Contact Survey and a General Satisfaction Survey on Council's products and services only. Two surveys per year, by the end of May: General Satisfaction Survey and Points of Contact Survey.	A collaborative confident city

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LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
NEW 13.1.24.4	M	Monitoring and research projects (surveys, analysis, and reports) prepared as required	New LOS in 2024/25		Projects deliver to agreed timelines	Projects deliver to agreed timelines	Projects deliver to agreed timelines	Projects deliver to agreed timelines	Includes projects such as support for short-call consultations for Te Kaha, and OPP. Excludes annual residents survey (13.1.3.)	A collaborative confident city
13.1.24.1	C	Community outcomes monitoring and reporting programmes are maintained	2022/23: 85% 2021/22: 90% 2020/21: Achieved 2019/20: Achieved 2018/19: Achieved		85% of community outcomes monitoring indicators are up-to-date and reported publicly	85% of community outcomes monitoring indicators are up-to-date and reported publicly	85% of community outcomes monitoring indicators are up-to-date and reported publicly	85% of community outcomes monitoring indicators are up-to-date and reported publicly	Outcomes monitoring management database report. Maintained since 2004	A collaborative confident city
13.1.24.2	M	City monitoring datasets are maintained	2022/23: 85% 2021/22: 85% 2020/21: 95% 2019/20: 85% 2018/19: 96%		85% of city monitoring datasets are up to date	85% of city monitoring datasets are up to date	85% of city monitoring datasets are up to date	85% of city monitoring datasets are up to date	Report from the Data Warehouse system. Maintained since 1991	A collaborative confident city

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LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
13.1.24.3	M	Household and business growth models are maintained	2022/23: Not achieved 2021/22: Achieved 2020/21: Achieved 2019/20: Achieved 2018/19: Achieved		Household and business growth models are kept up to date and are reviewed at least annually	Household and business growth models are kept up to date and are reviewed at least annually	Household and business growth models are kept up to date and are reviewed at least annually	Household and business growth models are kept up to date and are reviewed at least annually	Growth models review tracking spreadsheet. Maintained since the first Development Contributions Policy ~ 2004	A thriving prosperous city
Financial Reporting										
13.1.4.2	M	Facilitate group and unit planning and budgeting	2022/23: 100% 2021/22: 100% 2020/21: 100% 2019/20: 100% 2018/19: Achieved		Plans and budgets prepared within corporate timeframes - 100% of deadlines met within agreed timeframe	Plans and budgets prepared within corporate timeframes - 100% of deadlines met within agreed timeframe	Plans and budgets prepared within corporate timeframes - 100% of deadlines met within agreed timeframe	Plans and budgets prepared within corporate timeframes - 100% of deadlines met within agreed timeframe	Co-ordination of the detailed operational financial budgeting process to meet the corporate milestones and timeframes Working with business owners to ensure milestones and timeframes are met. 100% of deadlines met within agreed timeframe	

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LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
13.1.5.1	M	Business Performance Reporting	2022/23: Achieved 2021/22: Achieved 2020/21: Achieved 2019/20: Achieved 2018/19: Achieved		Monthly business unit and group financial reports prepared for integration with performance reports within agreed timeframes	Monthly business unit and group financial reports prepared for integration with performance reports within agreed timeframes	Monthly business unit and group financial reports prepared for integration with performance reports within agreed timeframes	Monthly business unit and group financial reports prepared for integration with performance reports within agreed timeframes	Monthly reporting on both operational & capital performance to General Managers and Unit Managers ensures financial and services delivery awareness is maintained to the highest level within the Council's Services. This needs to be provided in a manner that is understandable to the managers to allow them to both relate and react to the information. This also provides the basis for performance commentary to Council. 100% of deadlines met within agreed timeframe	

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LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
13.1.5.3	M	Business Performance Reporting	2022/23: Achieved 2021/22: Not Achieved (New LOS in 2021)		Continually review adequacy of self - service reports for business use.	Continually review adequacy of self - service reports for business use.	Continually review adequacy of self - service reports for business use.	Continually review adequacy of self - service reports for business use.	Continually review adequacy of self - service reports for business use.	
Financial Management (including corporate and external reporting, financial policy, insurance, treasury and tax)										
13.1.6	M	Council and Group financial and treasury reporting	2022/23: Achieved 2021/22: Achieved 2020/21: Achieved 2019/20: Not Achieved 2018/19: Achieved *(Upgraded from A+ to AA- in 2019 and reaffirmed in 2020)*	Reports - OAG guidelines, Accounting Standards, Financial Prudence Benchmarks, Standard &Poor's credit rating	Provide Council and Group financial and treasury reporting within statutory or otherwise agreed timeframes	Provide Council and Group financial and treasury reporting within statutory or otherwise agreed timeframes	Provide Council and Group financial and treasury reporting within statutory or otherwise agreed timeframes	Provide Council and Group financial and treasury reporting within statutory or otherwise agreed timeframes	Measured through: • Monthly reports to CFO • Monthly forecasts to ELT • Quarterly reports to Treasury Committee • Quarterly financial performance report to Council • Budgets/ financial plans as part of the LTP and Annual Plan • Annual Council and Group forecasts to Standard & Poor's	

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LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
13.1.7.4	M	Financial Management	2022/23: Achieved 2021/22: Achieved 2020/21: Achieved 2019/20: Achieved 2018/19: Achieved	OAG guidelines, Accounting Standards Treasury Risk Management Policies Financial Prudence benchmark Standard and Poor's Credit Rating	Review financial and treasury strategies and policies within statutory or otherwise agreed timeframes Ensure compliance with prudential ratios	Review financial and treasury strategies and policies within statutory or otherwise agreed timeframes Ensure compliance with prudential ratios	Review financial and treasury strategies and policies within statutory or otherwise agreed timeframes Ensure compliance with prudential ratios	Review financial and treasury strategies and policies within statutory or otherwise agreed timeframes Ensure compliance with prudential ratios	Revised strategies and policies delivered and adopted as part of the LTP Amended strategies and policies delivered and adopted as required as part of an Annual Plan Compliance with policies and strategies in each Annual Plan and Long Term Plan	
Procurement and Contract Management										

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13.1.21.1	M	Procurement and Contract Management is managed as a shared service delivery – Performance	2022/23: Achieved 2021/22: Not Achieved (New LOS in 2021)	Sustainable savings – Chartered Institute of Procurement and Supply 2 MBIE – Government Rules of Sourcing	Return on Investment (ROI) = total Cost Reduction/Avoidance	Return on Investment (ROI) = total Cost Reduction/Avoidance	Return on Investment (ROI) = total Cost Reduction/Avoidance	Return on Investment (ROI) = total Cost Reduction/Avoidance	Saving Methodology is split between Cost Reduction (CR) and Cost Avoidance (CA), which can be both Opex and Capex. Addressable Spend = The annualised amount of money Procurement and Contracts will be Contract Managing or Sourcing and has been identified as having a Cost Reduction/ Avoidance opportunity Cost Reduction = a budgetary decrease against the estimated contract spend as per the agreed budget Cost Avoidance = Savings where a cost has been avoided, this could include (but is not limited to)	

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LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
									adjustments not budgeted for and we have a negotiated decrease from original tender/ contract price or negotiations decreasing suppliers claims/variations or extensions Return on Investment (ROI) to be delivered according to the total Cost Reduction/ Avoidance agreed by 01 August every year against addressable spend. The CA & CR total will be agreed upon by the C.E. annually	

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LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
13.1.21.2	M	Procurement and Contract Management is managed as a shared service delivery – Performance	2022/23: 58.74% to all non price benefits , 31.42% to sustainable benefits 2021/22: 85% (New measure in 2021)	Sustainable savings – Chartered Institute of Procurement and Supply MBIE - Government Rules of Sourcing	Sustainable return through procurement activity - 90% of sourcing activity and contract management activity to achieve sustainable outcomes annually	Sustainable return through procurement activity - 90% of sourcing activity and contract management activity to achieve sustainable outcomes annually	Sustainable return through procurement activity - 90% of sourcing activity and contract management activity to achieve sustainable outcomes annually	Sustainable return through procurement activity - 95% of sourcing activity and contract management activity to achieve sustainable outcomes annually	85% of sourcing activity and contract management activity to achieve sustainable outcomes including the below categories: - Environmental - Social - Economic	

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LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
13.1.22.1	M	Procurement and Contract Management is managed as a shared service delivery – Conformance	2022/23: 100% 2021/22: 97.8% 2020/21: 98% 2019/20: 98% 2018/19: 97%		95% of all procurement activity more than $100k (Excl. GST) put to market through RFP/T	95% of all procurement activity more than $100k (Excl. GST) put to market through RFP/T	95% of all procurement activity more than $100k (Excl. GST) put to market through RFP/T	95% of all procurement activity more than $100k (Excl. GST) put to market through RFP/T	Excludes: • Procurement associated with emergency response and recovery activities where justification approved within delegated authority. • Procurement approved via Council's procurement departure process • Procurement activity conducted by Council staff outside of the procurement and contracts unit	
13.1.22.3	M	Procurement and Contract Management is managed as a shared service delivery – Conformance	2022/23: 100% 2021/22: 100% (New LOS in 2021)		100% of Procurement & Contract recommended Departures have valid procurement plans/strategies and risk assessment	100% of Procurement & Contract recommended Departures have valid procurement plans/strategies and risk assessment	100% of Procurement & Contract recommended Departures have valid procurement plans/strategies and risk assessment	100% of Procurement & Contract recommended Departures have valid procurement plans/strategies and risk assessment	Departures in business units that are recommended by Procurement are checked and validated	

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LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
13.1.23.1	M	Procurement and Contract Management Compliance Monitoring and Reporting	2022/23: Achieved 2021/22: 100% 2020/21: 100% 2019/20: 100% 2018/19: 100%		Report to Audit and Risk Management Committee monitoring compliance on time: 100%	Report to Audit and Risk Management Committee monitoring compliance on time: 100%	Report to Audit and Risk Management Committee monitoring compliance on time: 100%	Report to Audit and Risk Management Committee monitoring compliance on time: 100%	Report to Audit and Risk Management Committee every quarter. To ensure actions are closed out by the agreed timeframe, or revised timeframe	

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

Deletions

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
13.1.15 Payroll is processed	Moved to People & Culture Activity Plan	Moved to People & Culture Activity Plan as this business unit is now responsible for this Level of service.	Standard Consultation
13.1.7.1 Financial management – Asset valuation Target: Assets classes are valued on a rolling basis	Deletion	These are compliance and Audit requirements that occur as per policy.	
13.1.7.3 Financial and Treasury management Target: Ensure compliance with financial and treasury management policies 100% of the time	Deletion	This will be adequately covered by LOS 13.1.7.4	
13.1.7.5 Council Annual Report Target: Deliver annual report within statutory timeframe and with unmodified audit opinion with no emphasis of matter	Deletion	This is a requirement of both the Local Government Act and the Office of the Auditor General.	
13.1.7.6 Tax management Target: Deliver tax returns periodically and within statutory deadlines	Deletion	These ae legislative and compliance requirements.	
13.1.9 Complete successful citywide revaluation, including roll maintenance Target: 100% in accordance with the standards and timeframes set out in the Rating Valuation Act, Regulations, and Rules and any Orders made in relation to them. 100% of SLAs as per the contract	Deletion	This is a legislative requirement	
13.1.6 General Ledger (GL) Accounts reconciled Target: At least 99%	Deletion	This is an internal control task.	
13.1.25.1 Monitoring of CCTO performance	Deletion	It is a compliance requirement that such actions occur.	

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Target: Report CCO and CCTO performance to Council in line with reporting cycle (quarterly or six monthly)			
13.1.10 Insurance Programme Management: Council's assets have an appropriate level of insurance (subject to cost and insurance market availability) Claims for damaged assets are settled with the best possible outcome for Council Target: Quarterly update report to Finance and Performance Committee	Deletion	This is a management action that is also recorded on the risk register. It forms part of Councils quarterly reporting package.	
13.1.10.2 Insurance claims are settled with the best possible outcome for Council Target: Half yearly reporting on outstanding insurance claims with detail of those settled		An operational matter that is at the forefront of claim negotiations.	
13.1.11 Rates are collected (includes rates on behalf of ECan) Target: % rates paid in same year: at least 97%	Deletion	This is an internal management protocol. Rates debtors' reports are included in Council quarterly reports.	
13.1.12 Debt Collection Target: % debt collected at 3 months: At least 96%	Deletion	This is an internal management protocol. General debtors' reports are included in Council quarterly reports.	
13.1.14 Manage un - cleared items on bank statements Target: No uncleared items >$25k on bank statement 3 days after month end	Deletion	This is an internal management task.	
13.1.13 Accounts Payable processed efficiently Target: % of Accounts Payable paid by 20th of month: At least 90%	Deletion	This is an internal management task.	

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New

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
LOS 13.1.27 Implement agreed programme of Service Delivery Reviews (s17A) Target: Programme delivery to Council to agreed timelines	New	This LOS has been introduced to provide clarity on the range of core levels of service that the service/activity provides.	
LOS 13.1.24.4 Monitoring and research projects (surveys, analysis, and reports) prepared as required Target: Projects deliver to agreed timelines	New		

Amendments

This Activity has no amended levels of service.

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B. Appendix B: Possible issues impacting the Activity & the mitigations planned

B.1. Changing customer needs

Population / demographic changes (low impact)

Issue/driver	Present Position	➔ Projection	Impact on services	Mitigating plans/actions
Population growth	XXX,XXX in 2023	•	•	•
Population growth (general and in specific areas)		•	•	•
Ageing population		•	•	•
Family/household structure		•	•	•
Diversity		•	•	•
Shifts within city (e.g., growing communities, possible future managed retreat)		•	•	•

Equity and access (low impact)

Issue/driver	Present Position	➔ Projection	Impact on services	Mitigating plans
Incomes/discretionary income	XXX,XXX in 2024	• XXX,XXX in XXX	•	•
Growing gap rich and poor	This is noted as a low impact as the finance and procurement services, whist assisting the external activities of Council, do not have a direct impact on the setting	•	•	• Some mitigation can be applied through poroposaing Council review its remission or other policies to ensure any growing gap between rich and poor is taken into account.

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	of rates increases or other possible financial impacts.			
Physical access		•	•	•
Equity access across city		•	•	•

Identity and social cohesion (low impact)

Issue/driver	Present Position	➔ Projection	Impact on services	Mitigating plans
Cultural identity		•	•	•
Sense of place and community		•	•	•
Rising crime, rallies, protests (safety)		•	•	•
Safety staff and public		•	•	•

B.2. Tiriti Partnerships (low impact)

Issue/driver	Present Position	➔ Projection	Impact on services	Mitigating plans
		•	•	•
		•	•	•
		•	•	•

B.3. Technological growth (low impact)

Issue/driver	Present Position	➔ Projection	Impact on services	Mitigating plans
Changing technology		•	•	•
Digital divide		•	•	•
Digital security		•	•	•

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B.4. Resilience and environmental considerations

Climate change & adaptation (low impact)

Issue/driver	Present Position	➔ Projection	Impact on services	Mitigating plans
Key climate impact #1		•	•	•
Key climate impact #1		•	•	•
Population movement due to managed retreat and adaptation		•	•	• **General summary** • An **initial focu**s on infrastructure that supports • **Short-term** (now, and LTP years 1-3): • **Medium term** (LTP years 4-6): • **Longer term** (LTP years 6 – onwards):.
Increasing numbers of extreme weather events change utilisation of physical and digital assets		•	•	•
Increased community expectations of information and engagement		•	•	•

Sustainable development (low impact)

Issue/driver	Present Position	➔ Projection	Impact on services	Mitigating plans
Managing GHG emissions (per table above)		•	•	•
Ethical markets & procurement	Ethical market and modern slavery including forced labour is a major	• Modern Slavery legislation is being discussed in the New Zealand Government. Australia, the UK and the EU already have laws in place.	• None as Christchurch City Council Procurement Policy and supporting Framework already includes this driver.	• Christchurch City Council Procurement Policy and supporting Framework prescribe the process for

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	issue globally. Christchurch City Council takes this issue seriously and is committed to eradicating all forms of modern slavery.	Therefore, our projection is that within this next LTP period, there will be a new legislation being implemented in New Zealand.		appointing new suppliers, conducting supplier due diligence, establishing supply arrangements, executing supply contracts as well as making purchases and placing orders. We are committed to the highest standards of social, environmental responsibility and ethical conduct.
Resilience & risk		•	•	
Natural hazards		•	•	
Triple bottom line		•	•	

B.5. Infrastructure (low impact)

Issue/driver	Present Position	➔ Projection	Impact on services	Mitigating plans
Delivering on what we say and looking after what we've got		•	•	•
Resilience to impacts of climate change		•	•	•
Planning and investing for growth		•	•	•
Understanding and maintaining the condition of our infrastructure		•	•	•

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B.6. Regulations & reform (medium impact)

Issue/driver	Present Position	➔ Projection	Impact on services	Mitigating plans
Three Waters reform		•	•	•
Resource Management reforms		•	•	•
Future for Local government	There will be likely impacts on the services within the PMR activity from any future local government reform.	•	• Amalgamation of services	• Stay abreast of future briefings and announcements. • Ensure intended service delivery plans and methods of delivery keep pace with this changing situation, to be best placed should amalgamation take place.

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B.7. Identified Business Unit Risks

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

Business risks that could impact this activity have been considered. A summary of risks currently assessed as most relevant to the activity are listed below. Risks are recorded and periodically reported to the Executive Leadership Team and the Audit and Risk Management Committee.

Strategic priorities risk is associated with	Risk Description	Assessed Risk Level			Controls / Mitigations	Residual Risk Rating
		Impact	Likelihood	Inherent Risk Level		
Performance						
• Build trust and confidence in the Council. • Manage ratepayers' money wisely.	**Ensure LTP/AP content alignment** There is a risk of: • key elements of the LTP/AP (outcomes, levels of service, budgets, capital projects and asset plans) can become misaligned.	Major	Unlikely	8 (medium)	• Ensure workstream plans remain current and aligned, through regular reporting to the LTP project team, LTP Steering Group, ARMC and Finance and Performance Committee. • Where misalignment is identified that cannot be readily resolved, ensure rapid escalation of content misalignment to LTP project team, LTP project sponsor, LTP Steering Group.	Low
• Build trust and confidence in the Council. • Manage ratepayers' money wisely.	**Manage LTP/AP milestone slippage** There is a risk of: • Key milestones for the LTP process are missed. This would compromise the project timeline.	Major	Likely	12 (high)	• LTP project team, LTP Steering Group, ARMC and Finance and Performance Committee adhere to agreed timeframes, process and expectations, and monitors milestone progress and risks on a monthly basis from July 2022 - June 2024. • Workstream leads for each key workstream of the LTP are	Low

Strategic priorities risk is associated with	Risk Description	Assessed Risk Level			Controls / Mitigations	Residual Risk Rating
		Impact	Likelihood	Inherent Risk Level		
					responsible for rapid escalation of any risks that could compromise delivery of a fit for purpose documents for presentation to councillors from July 2023.	
• Build trust and confidence in the Council. • Manage ratepayers' money wisely.	**Effective engagement with appropriate representational portion of our community** There is a risk: • We aren't engaging with a representative portion of the community through consultations, which could mean we aren't getting the full picture.	Moderate	Highly Likely	12 (high)	• Through the LTP workstream plan for Communication and Engagement Council's Engagement Working Group's Strategy for early engagement on the Long Term Plan provides a high level overview of tactics to support engagement on the Long Term Plan. The Strategy was developed with input from the Engagement Working Group and advocates from a range of communities, and aims to: • Support the development of a Long Term Plan that closely matches the priorities of our community • Increase residents' understanding of what a Long Term Plan is, and why it is such an important conversation for Christchurch and Banks Peninsula. • Encourage submissions from a diverse range of submitters. The Strategy proposes tactics to be delivered in three phases, running	High

Strategic priorities risk is associated with	Risk Description	Assessed Risk Level			Controls / Mitigations	Residual Risk Rating
		Impact	Likelihood	Inherent Risk Level		
					until consultation on the LTP in March-April 2024.	
• Build trust and confidence in the Council. • Manage ratepayers' money wisely.	**Provide effective and timely reporting to Governance around organisational performance** There is a risk of: • Governance not being able to make informed decisions and we will not understand if we are on track to meet organisational performance targets. This could result in critical service delivery failure, degradation of overall residents' satisfaction with Council, and potential reputational risks.	Major	Unlikely	8 (medium)	• Ensure ongoing monthly reporting of the organisational key performance targets (as a minimum service delivery (LOS), capital project delivery, operational and capital budgets) to Council or appropriate open committee forum. • Provide as year-end forecasts with exceptions reporting throughout the year, with year-end actual information for June. • Exceptions to be provided with appropriate management comments and remedial actions for bring performance back on track. • Provide opportunity for Councillors/committee members to ask questions and seek clarifications.	Low
• Build trust and confidence in the Council. • Manage ratepayers'	**Ensure the Performance Framework remains in place at all times** There is a risk: • The organisation is not giving full effect to the	Major	Unlikely	8 (medium)	• Ensure all Performance Framework (Big Picture) linkages and key components remain functional, are understood, and are actively used by all levels of leadership within the organisation.	Medium

Strategic priorities risk is associated with	Risk Description	Assessed Risk Level			Controls / Mitigations	Residual Risk Rating
		Impact	Likelihood	Inherent Risk Level		
money wisely.	decisions of Council. This could result in critical service delivery failure, degradation of overall residents' satisfaction with Council, delivering services not agreed to through Governance, and potential reputational risks.				• Reinstate Annual PDP audit by business partners to ensure adequate operationalising of council agreed objectives and ELT performance priorities through PDPs (currently in hiatus)	
• Build trust and confidence in the Council. • Manage ratepayers' money wisely.	**Ensure our monitoring and research services remain effective, safe, and focused on collection, analysis and reporting of data and findings from residents, for the benefit of decision makers, residents and the community as a whole.** There is a risk of: • Inaccuracies in data collection, analysis, or reporting. This could result in incorrect findings being reported to decision makers and/or loss of trust and confidence in data.	Moderate	Unlikely	6 (medium)	• Ensure data collection, analysis and reporting processes are documented and followed where required. • Peer review data outputs before these are given to decision makers. • Staff handling and collecting data are aware of relevant Privacy Act provisions.; confidential data stored in restricted drives; confidential data not emailed if this can be avoided by using Microsoft Teams or another secure transfer method. • Ensure data supply deadlines are in place with data suppliers. • Ensure data gaps are identified and primary surveying is	Low

Strategic priorities risk is associated with	Risk Description	Assessed Risk Level			Controls / Mitigations	Residual Risk Rating
		Impact	Likelihood	Inherent Risk Level		
	• Data privacy breaches. This could result in violations of the Privacy Act 2020 and/or loss of confidence in residents giving feedback to Council. • Some Community Outcomes and organisational performance indicators and targets not able to be measured due to gaps in secondary datasets and data not being available. This could result in failure to provide progress results for some outcome and performance measures.				considered where appropriate to reduce data gaps. • Ensure ongoing data gaps and viable mitigation approaches are recorded in Community Outcomes and performance methodology documents and reports and are reviewed frequently • Ensure Resident Surveys methodology is regularly peer reviewed to ensure it aligns to the service commitments adopted by Council, and to ensure when conducting surveys, we are capturing the core concerns of our community, towards understanding opportunities to improve our service offerings. • Ensure our community outcomes monitoring and reporting programmes are reviewed regularly and aligned to Councils adopted outcomes, and that they provide the longer-term trend line perspectives of the effectiveness of our service delivery programmes.	

Strategic priorities risk is associated with	Risk Description	Assessed Risk Level			Controls / Mitigations	Residual Risk Rating
		Impact	Likelihood	Inherent Risk Level		
• Build trust and confidence in the Council. • Manage ratepayers' money wisely.	**Retention and development of staff** • Lack of team resources (staffing) will lead to inability to deliver some legally required organisational outputs (LTP, Annual Plan, Performance reporting, Service Delivery Reviews, survey and monitoring an research)	Major	Likely	6 (medium)	• Support filling existing (not additional) vacancies or reduce work programme.	Medium
Finance						
•	If we fail to develop the infrastructure and financial strategy in an aligned and complementary manner, then the two strategies will be conflicting. Resulting in business units unable to develop clear and consistent Activity Plans.	Major	Likely	medium	• Close working between the different strategy development teams to ensure IS and FS are aligned.	Medium
•	Uncertainly regarding Three Waters transfer, extent and debt agreement	Extreme	Likely		• Liaising closely with NTU/DIA on transfer and timing of 3 Waters related debt.	High
•	Climate Change costs cannot be absorbed in Financial Strategy or fully quantified – or decisions not made on how to incorporate in time	Extreme	Unlikely	medium	• Maintenance of an appropriate level of debt headroom.	Medium

Strategic priorities risk is associated with	Risk Description	Assessed Risk Level			Controls / Mitigations	Residual Risk Rating
		Impact	Likelihood	Inherent Risk Level		
Procurement						
• List • List	**Strategic Procurement Advice – Inaccurate data being captured and reported on** There is a risk of: • Making sub-optimal procurement decisions caused by not having access to complete, timely, relevant, and accurate data • Unsupportable procurement position, challenge of procurement decision/outcome and/or an unsatisfactory outcome for Council	<Impact>	<Likelihood>	<Inherent Risk Level>	• Prior to releasing a tender to the market, an appropriately detailed procurement plan is developed and approved by Business Owners with the support of a Procurement Lead where required. All RFx documents to be reviewed and approved by a Procurement Manager. • Implement a Best-practise procurement forum to be held at least annually to ensure that all Council staff undertaking procurement activity are aware of current Council procurement policy and the supporting procurement framework, and staff are made aware of any changes to Council procurement policy and the supporting procurement framework. • Develop a procurement training for all new staff undertaking procurement activity on behalf of the Council • Develop and implement a monthly internal audit and reporting process to identify	<rating>

Strategic priorities risk is associated with	Risk Description	Assessed Risk Level			Controls / Mitigations	Residual Risk Rating
		Impact	Likelihood	Inherent Risk Level		
					spend on/off contract, spend analytics and categorisation and non-compliance with the procurement policy & procurement manual to alert ELT to activities that are occurring outside of the procurement framework.	
• List • List	**Retaining and Developing Staff** *(Procurement expertise is on the Long-Term Skill Shortage List on Immigration New Zealand)* There is a risk of: • Not being able to attract and retain appropriate staff. • Being unable to develop staff to the level that we need them to operate at to provide the level of support and service which we strive to provide. • Lack of resources to deliver our levels of service and support the business units with appropriate advice to	<Impact>	<Likelihood>	<Inherent Risk Level>	• Develop and complete a procurement capability assessment as part of Annual PDP process to identify opportunities for career development. • Regular 1:1 meetings (at least twice per month) are held with each staff member to facilitate open communication around workload, development opportunities & career aspirations. • Identify opportunities for staff to receive training and development opportunities in skills and behaviours that are required for their role now and in the near future as our IT systems and financial processes are upgraded.	<rating>

Strategic priorities risk is associated with	Risk Description	Assessed Risk Level			Controls / Mitigations	Residual Risk Rating
		Impact	Likelihood	Inherent Risk Level		
	ensure Council meets its strategic framework objects through our supply chain.					
•	**Strategic Procurement Advice – Policy and Framework** There is a risk of: • Making sub-optimal procurement decisions caused by lack of understanding of Council's Procurement Policy and supporting Framework • Unsupportable procurement position, challenge of procurement decision/outcome and/or an unsatisfactory outcome for Council	<Impact>	<Likelihood>	<Inherent Risk Level>	• Prior to releasing a tender to the market, an appropriately detailed procurement plan is developed and approved by Business Owners with the support of a Procurement Lead where required. All RFx documents to be reviewed and approved by a Procurement Manager. • A risk assessment must be completed for each procurement that provides guidance as to whether an internal or external probity officer should be considered as part of the procurement planning and sourcing activity. This needs to be reviewed as part of approving the procurement plan. • The conflict of interest policy and processes must be applied for each procurement undertaken. All Confidentiality & Conflict of Interest forms will be reviewed by the	

Strategic priorities risk is associated with	Risk Description	Assessed Risk Level			Controls / Mitigations	Residual Risk Rating
		Impact	Likelihood	Inherent Risk Level		
					Procurement Manager during the planning and delivery phase (as appropriate). • Implement a Best-practise procurement forum to be held at least annually to ensure that all Council staff undertaking procurement activity are aware of current Council procurement policy and the supporting procurement framework, and staff are made aware of any changes to Council procurement policy and the supporting procurement framework. • Develop a procurement training for all new staff undertaking procurement activity on behalf of the Council • Develop and implement a monthly internal audit and reporting process to identify spend on/off contract, spend analytics and categorisation and non-compliance with the procurement policy & procurement manual to alert ELT to activities that are occurring outside of the procurement framework.	

Strategic priorities risk is associated with	Risk Description	Assessed Risk Level			Controls / Mitigations	Residual Risk Rating
		Impact	Likelihood	Inherent Risk Level		
•	**Ability to provide an agile procurement support and service that addresses current volatile and uncertain environment while being compliant with relevant legislation.** There is a risk of: • Not being able to make fast decision when required. • Not being able to deliver a fast and agile procurement support.	<Impact>	<Likelihood>	<Inherent Risk Level>	• Upskill key procurement staff on new agile Public Procurement methods. Implement these new methods in the Procurement Framework. Develop templates and embed them in the relevant processes. • Develop and deliver an internal training to all procurement staff and relevant business units to understand new agile ways of working. • Implement a Best-practise procurement forum to be held at least annually to ensure that all Council staff undertaking procurement activity are aware of current Council procurement policy and the supporting procurement framework, and staff are made aware of any changes to Council procurement policy and the supporting procurement framework.	
•	**Health and Safety** There is a risk of: • Procurement processes fails to identify unsafe suppliers	<Impact>	<Likelihood>	<Inherent Risk Level>	• The approach to H&S evaluation is to be outlined and justified as part of the procurement plan which is signed off by the Procurement Manager.	

Strategic priorities risk is associated with	Risk Description	Assessed Risk Level			Controls / Mitigations	Residual Risk Rating
		Impact	Likelihood	Inherent Risk Level		
					• For tenders where the scope of work is assessed as Classification 1 (high risk work) respondents are required to complete a H&S questionnaire and provide a copy of their H&S plan. This is assessed as part of the evaluation on a pass/fail basis by a technically qualified and trained person. • For tenders where the scope of work is not 'Classification 1' respondents are required to sign a statement confirming that they comply with the relevant H&S Act 2015"	

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