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 25 and 27 June 2024

Christchurch City Council

Final Version

- The Long Term Plan 2024-2034, and all its associated documents, including amendments to the draft LTP were adopted by Council on the 27th of June 2024. Approved changes, as appropriate, have been reflected in this Activity Plan.
- Uploaded 26 June 2024

Approvals

Role	Position	Name	For Draft LTP	
			Signature	Date of sign-off
General Manager/ Assistant Chief Executive	Assistant Chief Executive	Lynn McClelland	Lynn McClelland	11 March 2024
Finance Business Partner	Finance Business Partner	Nick Dean	Nick Dean	2 February 2024
Activity Manager	Head of Legal and Democratic Services	Helen White	Helen White	11 March 2024
Activity Manager	Head of Community Support and Partnerships	John Filsell	John Filsell	22 January 2024

Authors and advisors to this Activity Plan

Group	Business Unit	Position	Name
Citizens & Community	Community Support, Governance and Partnerships	Head of Community Support, Governance and Partnerships	John Filsell
Legal & Democratic Services	Legal & Democratic Services	Head of Legal & Democratic Services	Helen White

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1. What this activity delivers

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

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

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

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

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

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

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

The Activity manages, updates, and supports staff in Infocouncil, and it provides training to staff and elected members in Bigtincan 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:

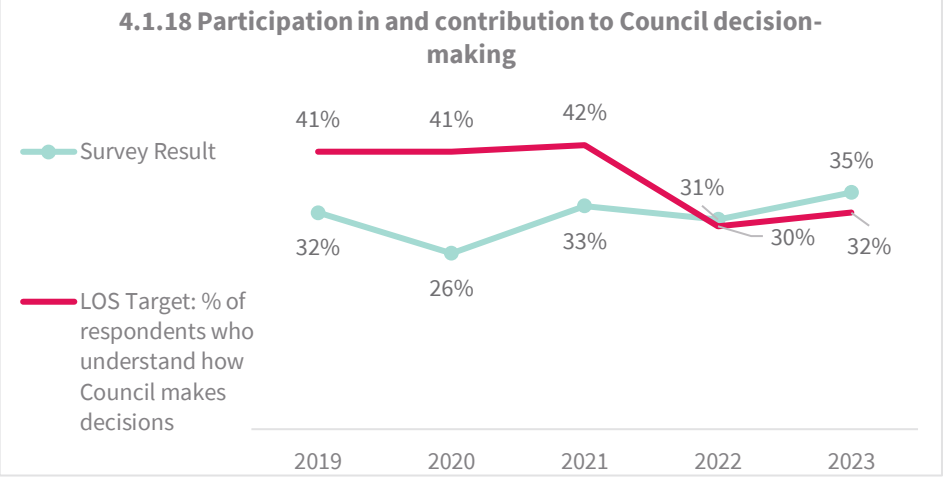
	Services	Contributes to Community outcomes
✓	**Holding elections of Elected Members to the Council and Community Boards, polls, and representation reviews** – Between 2008 and 2020 this service has delivered four elections and 11 by-elections, with the requisite information, monitoring, and reporting 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.	• Collaborative confident city • Cultural powerhouse city
✓	**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.	• Collaborative confident city • Cultural powerhouse city
✓	**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.	• Collaborative confident city • Cultural powerhouse city

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



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: Christchurch resident survey

Who our key customers are

Elected members, residents, and ratepayers.

Who our key stakeholders are

Elected members, residents, and ratepayers. Management.

A snapshot of provision and use:

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

2. Why we deliver this activity

2.1 Community Outcomes: How this activity contributes

Community Outcomes		Contribution*	Key contributions to achieving our community outcomes
	Collaborative and confident Our residents can actively participate in community and city life, have a strong sense of belonging and identity, and feel safe.	★★★★	• We facilitate opportunities for citizens to engage with Community Boards and Council, creating a greater sense of ownership and enhancing citizen participation in decision making particularly around building resilience in our communities. Community engagement and participation in decision making builds social capital, resilience, and wellbeing. • The activity supports a growing understanding within the community of decision-making processes and ensures Council and Community Board decision making is inclusive and relevant by being as close as possible to the community affected by the decisions (subsidiarity).
	Green and liveable Our neighbourhoods and communities are accessible and well connected, supporting our goals to reduce emissions, build climate resilience and protect and regenerate the environment, especially our biodiversity, water bodies and tree canopy.	★★★	• We provide direct support and assistance (including financial) to community organisations to build capacity, improve community resilience and contribute to all forms of local decision making and community action. • We support the decision-makers who make the strategic decisions about climate action.
	A cultural powerhouse Our diverse communities are supported to understand and protect their heritage, pursue their arts, cultural and sporting interests, and contribute to making our city a creative cultural and events 'powerhouse'.	★★★	• Changing tools and technologies such as livestreaming, video links and translation services allow our diverse communities a more accessible conduit to decision making. • We support the decision-makers to make the decisions that benefit our communities now and in the future.
	Thriving and prosperous Our city is a great place for people, business, and investment where we can all grow our potential, where enterprises are innovative and smart, and where together we raise productivity and reduce emissions.	★★★	

***Level of contribution – what this means**

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

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

Strategic Priorities		Contribution*	How our strategic priorities influence the way we work
	Be an inclusive an equitable city which puts people at the centre of our city and district, prioritising wellbeing, accessibility and connection.	★★★★	• Enables a participatory, localised, and collaborative approach to decision making. • Provides support for public consultation, deputations, and hearings to enable citizen input into decision-making, and ensure effective democratic processes. • Supports communities and organisations to engage in Council engagement processes, including submissions to the Annual and Long-Term Plan, and policy changes. • Facilitates engagement with elected members, Council staff and processes through close connections and relationships with community and strategic partners and enabling elected members to represent those views to the Council. • Focuses Community Board support on community-building projects and activities. • Ensures local context guides a technical project so that a sense of local identity and place are fostered. • Encourages early community engagement to create better local buy-in, and more robust end to end projects. • Builds community capacity to attract a diverse representation of Elected Members
	Champion Ōtautahi-Christchurch and collaborate to build our role as a leading New Zealand city.	★★★	• We support the decision-makers to meet their strategic priorities through effective decision-making.
	Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents.	★★★★	• Facilitates frequent and regular opportunities for citizens to engage with elected members and Community Boards, thus creating greater ownership and enhancing citizen participation in decision making. • Actively manages relationships and maintain good communication with communities during periods of transition. • Substantially reducing the number of decisions made behind closed doors. • Encourage and support participation in election and representation processes. • Ensures Council and Community Board meetings where decisions are made are live-streamed.
	Reduce emissions as a Council and as a city, and invest in adaptation and resilience, leading a city-wide response to climate change while protecting our indigenous biodiversity, water bodies and tree canopy.	★★	• Enables a participatory, localised, and collaborative approach to decision making. • Provides direct support and assistance (including financial) to community organisations resilience and contribute to all forms of local decision making and community action. • Facilitates community engagement re: climate change with elected members, Council. • Promotion of climate change-related information through community events, and Council • Actively targets wellbeing by involving citizens in green space development in urban areas. • Builds community capacity via recreation and environmental protection initiatives.
	Manage ratepayers' money wisely, delivering quality core services to the whole	★★	• Develops and enforces the effective delegation of decision making resulting in efficient decisions made at the appropriate level.

	community and addressing the issues that are important to our residents.		• Ensures the appropriate use of information technology and range of meeting options lowers the cost and time commitment of the ratepayer, staff, and elected member alike. • Transparent decision making including the presentation of detailed current and future resource requirements informing each decision. • Inter-generational impact and understanding by ensuring that the ongoing resource and other implications of recommendations are available and are considered
	Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind.	★★★	• We support the decision-makers to make good decisions for the communities of today and for the future including by exposing young people to governance through avenues such as the Youth Committee. • Changing tools and technologies such as livestreaming, video links and translation services allow our diverse communities a more accessible conduit to decision making.

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

Strategic Priorities: Strengthening Communities Together Strategy 2022

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

Te Pou Tua Toru: Te Mahi Participation

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

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

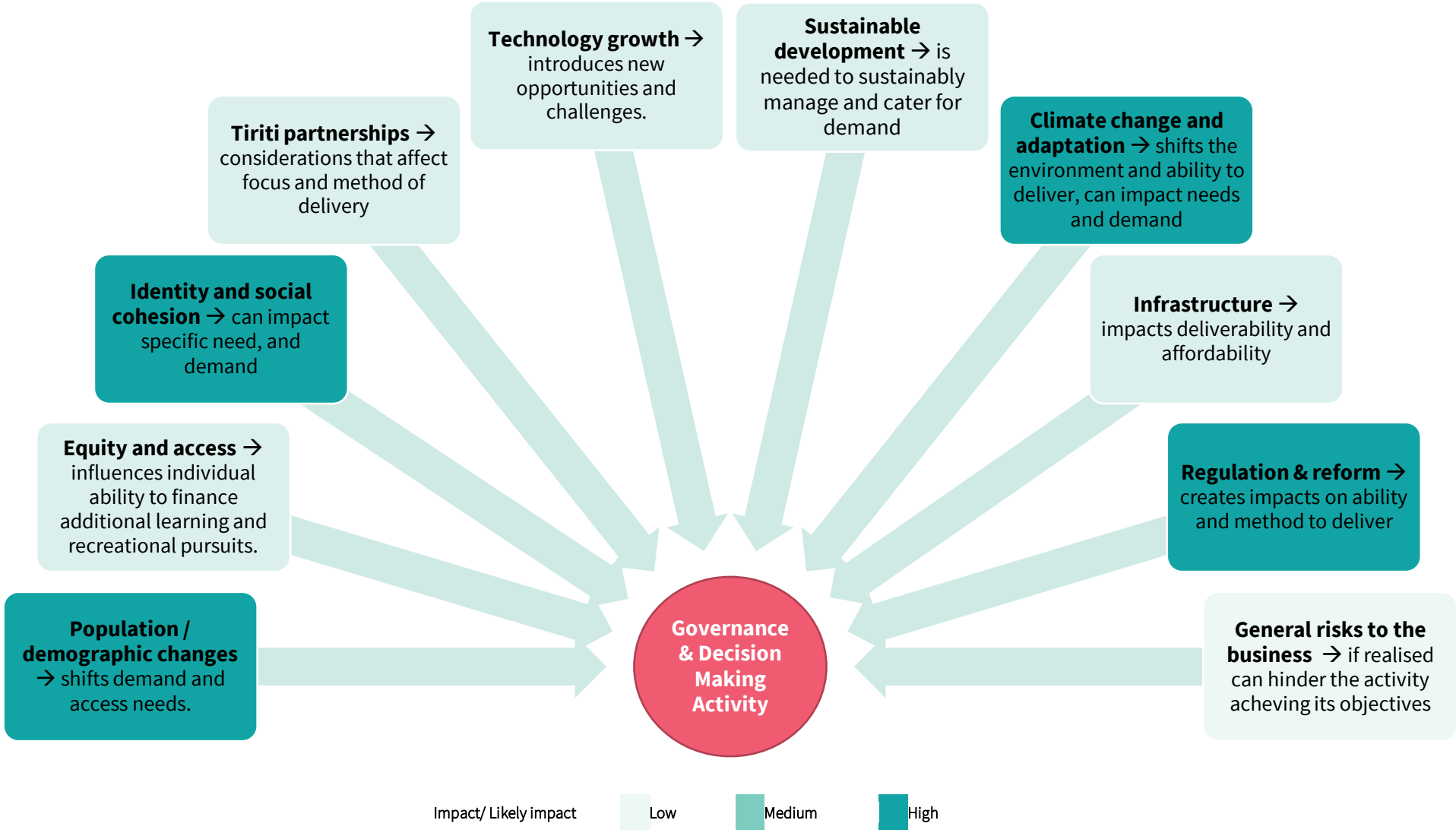
- There are limited direct physical risks on this activity and no assets held by this activity.

	• More frequent disruption from severe weather events may impact the suitability/ accessibility of meeting facilities and require resilient communications technology. • Staff traveling to or for work may be affected by changes to climate, heat, and outdoor air quality. • Climate impacts, and central and local government responses will impact our communities and require appropriate responses to engage them in decision making. • Staff capability and understanding of the climate change impacts and risks. Other impacts on assets and infrastructure (see the Asset Management Plan for more details).
	Options being considered to reduce the risks to the Governance and Decision-Making activity and the community posed by those climate risks include: • Direct/physical risks to staff commuting/accessibility is managed through flexible working policies to enable working from home for extreme weather events. • Improved online engagement facilities and support to better enable resilient communication to abate the need for community travel to meetings. Provision to be made for remote meetings in severe weather events to ensure disruption to processes is at a minimum, and the processes themselves are not compromised by these events. • Proactive communications to communities on climate change risks to support and maintain public participation in decision-making • Ensuring staff and elected members have appropriate training on climate change impacts.
We are guardians of our natural environment and taonga	
	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. • Investing in governance capacity, by adopting a development strategy for members that will include a climate change component to the learning experiences for members
	Please explain any levels of service changes in this LTP, or that may be required in the future because of climate change. • This activity has no level of service changes that may be required because of climate change.

3. How we are planning for future impacts

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

3.1 Issues impacting current and future activity demand and deliverability.



Christchurch City Council

3.2 The high impact issues and mitigations planned.

The more prominent issues that in particular affect 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
→ Statutory reform of local government.

This could **impact all community outcomes and stategic priorities.**

Mitigating actions to keep up to date with evolving position.

Identity and Social Cohesion
→ A decline in civic participation

This will **impact Culturally and Confident community outcomes**.

Mitigating actions to ensure we support opportunities to maximise particpation in decision-making.

General population/ demographic changes.

Elected Members will need to understand these changes and how it may impact their decision-making.

This could **impact all community outcomes and stategic priorities.**

Mitigating actions: Adoption and implementation of an Elected Members Development Strategy.

Governance & Decision Making Activity

Climate change

Understanding of issues by Elected Members and need to communicate with residents.

This will impact all community outcomes and strategic priorities.

Mitigating actions: to adopt and implement a development strategy for Elected Members.

Keep Elected Members appraised of evolving issues.

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 & Level of Service Statements, with Measures of Success and future year Targets

Level of Service statement (What we will provide)	Measures of success (What our community can expect)	Performance Targets/Outputs			
		2024/25	2025/26	2026/27	2027 - 34
Providing smart secretariat services, information, and support for Council decision-making processes at governance level					
Provide smart secretariat services, information, and support for Council decision-making processes at governance level	Increase transparency in decision making through minimising public excluded reports (4.1.28.4)	A maximum of 6.5% of reports considered in PX	Less than 6.5% of reports considered in PX		
	Increase transparency in decision making by releasing reports (4.1.28.5)	85% of all PX reports from the current triennium reviewed for potential release			
	Increase transparency in decision making through livestreaming eligible meetings (4.1.28.6)	90% of eligible meetings livestreamed and recorded on a digital platform			
	Resident satisfaction with participation in and contribution to Council decision-making (understanding decision making) (4.1.18)	At least 32%	At least 33%	At least 34%	

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, and 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, and Community Facilities Asset Management Plans for more information on these assets.

6. Capital expenditure and key capital projects

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

7. Financial resources needed

7.1 Resources needed

Governance and Decision Making

000's	LTP 2024/25	LTP 2025/26	LTP 2026/27	LTP 2027/28	LTP 2028/29	LTP 2029/30	LTP 2030/31	LTP 2031/32	LTP 2032/33	LTP 2033/34
Activity Costs Before Overheads by Service										
Holding Elections, Polls & Reviews	90	1,380	51	96	1,476	54	103	1,551	57	109
Secretariat & Advice to Elected Members	8,491	8,791	9,029	9,261	9,413	9,619	9,818	10,014	10,215	10,409
Investing in Governance Capacity										
	8,581	**10,170**	**9,080**	**9,357**	**10,888**	**9,673**	**9,921**	**11,566**	**10,271**	**10,518**
Activity Costs by Cost Type										
Direct Operating Costs	352	1,329	435	452	1,422	415	405	1,512	445	430
Direct Maintenance Costs	2	2	2	2	2	2	2	2	2	2
Staff and Contract Personnel Costs	7,868	8,168	8,310	8,517	8,737	8,890	9,093	9,278	9,452	9,640
Other Activity Costs	359	671	333	386	727	366	421	773	372	446
Overheads, Indirect and Other Costs	6,007	6,193	6,538	6,772	6,873	7,379	7,570	7,614	7,680	8,095
Depreciation	1	1	1							
Debt Servicing and Interest										
Total Activity Cost	**14,589**	**16,364**	**15,619**	**16,129**	**17,762**	**17,052**	**17,491**	**19,180**	**17,951**	**18,613**
Funded By:										
Fees and Charges	49	410	51	52	439	55	56	467	58	59
Grants and Subsidies										
Cost Recoveries										
Total Operational Revenue	**49**	**410**	**51**	**52**	**439**	**55**	**56**	**467**	**58**	**59**
Net Cost of Service	**14,540**	**15,954**	**15,568**	**16,076**	**17,323**	**16,997**	**17,435**	**18,713**	**17,893**	**18,554**
Funding Percentages										
Rates	100%	97%	100%	100%	98%	100%	100%	98%	100%	100%
Fees and Charges	0%	3%	0%	0%	2%	0%	0%	2%	0%	0%
Grants and Subsidies	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Cost Recoveries	0%	0%	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.

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	
Governance processes are formal, legislative, and complex -- participation is challenging	• Continue to provide for deputations and a public forum at governance meetings. • Regularly review and update standing orders. Greater delegation of local decision making to community boards.
The community do not understand how Council make decisions	• Implement Council's 32 step process on transparency. Continue with the use of communicative tools such as Newsline. • Develop and promote alternative forms of community engagement. • Greater delegation of local decision making to community boards. • Continue to livestream and increase the number of governance meetings that can be viewed digitally.
Interest and participation in local elections is low	• Support the LGA requirement for Chief Executive to facilitate participation. • Use networks to clearly communicate information. • Support community to participate, as candidates and/or voters • Continue to take opportunities to raise awareness and participation
Economic	
This activity does not expect any significant negative impacts on economic wellbeing of the local community, now or in the future.	
Environmental	
This activity does not expect any significant negative impacts on environmental wellbeing of the local community, now or in the future.	
Cultural	
Governance processes are overtly based on a Westminster system often alien to many cultures	Engage Tiriti Partnership team, Community Development Advisors, the Multicultural Advisory Group, and multicultural stakeholders to advise on and promote culturally friendly governance processes and encourage members of culturally diverse communities to participate.

Appendices

Appendix A: Levels of Service detail

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

In response to Council's decision to undertake a s17A review for the Elections function (part of the Governance and Decision-making activity), this involves the Electoral Officer, which is an independent statutory function.

The review will be prepared for Council to consider future options and will make a recommendation to Council.

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

Level of Service statement (What we will provide)	LOS	Measures of success (What our community can expect)	Performance Targets/Outputs				Method of Measurement	Community Outcome	Historic Performance Trends	Benchmarks	C/M
			2024/25	2025/26	2026/27	2027 - 34					
Holding elections of Elected Members to the Council and Community Boards, polls, and representative reviews											
Provide and maintain robust processes that ensure all local elections, polls and representation reviews are held with full statutory compliance	4.1.2	No complaints regarding statutory compliance are upheld by the ombudsman or the Courts	100% compliance				Total complaints and upheld complaints reported in the Performance Report	Collaborative confident city Cultural powerhouse city	2022/23: 100% 2021/22: 100% 2020/21: 100% 2019/20: 100% 2018/19: 100%	Internal benchmark: 100%	M
	4.1.2.3	Provide a triennial local government election (October 2025)	None	100% election milestones delivered		100% election milestones delivered in relevant years	Milestones are reported in the Performance Report	Collaborative confident city Cultural powerhouse city	Election delivered triennially 2022, 2019, 2016, 2013	Internal benchmark: 100% Local Electoral Act 2001	M
Providing smart secretariat services, information, and support for Council decision-making processes at governance level											
Provide smart secretariat services, information, and support for Council decision-making processes at governance level	4.1.18	Resident satisfaction with participation in and contribution to Council decision-making (understanding decision making)	At least 32%	At least 33%	At least 34%		Annual Resident Survey. Percentage of respondents who understand how Council makes decisions	Collaborative confident city Cultural powerhouse city	2022/23: 35% 2021/22: 31% 2020/21: 33% 2019/20: 26% 2018/19: 32%	Internal benchmark	C
	4.1.22	Provide services that ensure all Council, and Committee meetings are held with full statutory compliance	98% compliance				Data captured in InfoCouncil, reported in the Quarterly Governance Report	Collaborative confident city Cultural powerhouse city	2022/23: 100% 2021/22: 100% 2020/21: 100% 2019/20: 100% 2018/19: 99%	Wellington: 94% (2015/16) Auckland: 100% (2014/15)	M
	4.1.28.1	Schedule, support, and record Council meetings unless committee structure provides otherwise	Between 500 and 600 governance meetings are supported				Governance meetings are recorded in InfoCouncil	Collaborative confident city Cultural powerhouse city	Governance meetings supported: 2022/23: 540 2021/22: 677 2020/21: 764 2019/20: 577	Internal benchmark	M
	4.1.28.3	Governance processes are maintained and published on the Website that ensure statutory compliance	100%				Compliant delegations, Standing Orders, committee structures, Code of Conduct etc. are published on the Website	Collaborative confident city Cultural powerhouse city	Governance process documents are maintained and published on the Website	LGA (2002)	M
	4.1.28.4	Increase transparency in decision making through minimising public excluded reports	A maximum of 6.5% of reports considered in PX	Less than 6.5% of reports considered in PX			Data captured in InfoCouncil, reported in the Quarterly Governance Report	Collaborative confident city Cultural powerhouse city	Percentage of reports considered in PX: 2022/23: 6.1% 2021/22: 5.9% 2020/21: 5.4%	Internal benchmark	C
	4.1.28.5	Increase transparency in decision making by releasing reports	85% of all PX reports from the current triennium reviewed for potential release				Data captured in InfoCouncil, reported in the Quarterly Governance Report	Collaborative confident city Cultural powerhouse city	Percentage of PX reports from the current triennium reviewed for potential release when PX conditions lapse	Internal benchmark.	C

Level of Service statement (What we will provide)	LOS	Measures of success (What our community can expect)	Performance Targets/Outputs				Method of Measurement	Community Outcome	Historic Performance Trends	Benchmarks	C/M
			2024/25	2025/26	2026/27	2027 - 34					
	4.1.28.6	Increase transparency in decision making through livestreaming eligible meetings	90% of eligible meetings livestreamed and recorded on a digital platform				Livestreamed meetings are recorded on the website or other digital platform	Collaborative confident city Cultural powerhouse city	Percentage of open Council, CoW and Community Board meetings live streamed and recorded 2022/23: 98%	Internal benchmark: 95%	C
Investing in governance capacity											
Invest in governance capacity through implementation of a strategy for the development of elected members	4.1.34	Elected member satisfaction that their governance capacity has increased from participation in learning experiences	60%	65%	70%	70% - 75%	Annual survey of elected members	Collaborative confident city Cultural powerhouse city	NEW	Internal benchmark	M

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

Related Levels of Service (now known as Measures of Success and Targets) have been grouped together under Level of Service Statements. This provides a reduced suite of levels of service that are most critical and meaningful, rationalising the overall number to be presented in the LTP and included in future reporting to ELT, Council, and the community, while ensuring continued transparency of non-financial performance across services. Applying this process has resulted in no material changes to Measures of Success or Targets beyond those specifically set out below.

Deletions

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
4.1.2.2 (M) Provide a representation review for the (upcoming) triennium.	LOS is proposed to be deleted.	There is no legislative requirement for this LoS.	Management measure, no consultation required.
4.1.29.1 Investigations into process and compliance by the Ombudsman's Office are responded to within their requested deadlines - 100%	These LoS has moved from this Activity to the Activity of Office of the Mayor and Chief Executive and Treaty Partner Relations	These LoS fits under the service of Provision of information in accordance with LGOIMA, which fits better under the activity of Mayoral, Councillor and Executive Support.	Consultation not required: LOS retained in the LTP.
4.1.29.2 (C) Respond to requests for information held by Council in a manner that complies with the legislative processes and timelines set out in the LGOIMA			

New

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

4.1.28.6 (C) Increase transparency in decision making through livestreaming eligible meetings Target: 90% of eligible meetings livestreamed and recorded on a digital platform.	New Level of Service	To provide immediate or delayed access to meetings. Service already in place for some meetings	No specific consultation required. Change also noted in the Statement of Service Provision.
4.1.28.5 (C) Increase transparency in decision making through minimising public excluded reports Target: 85% of all PX reports from the current triennium reviewed for potential release	New Level of Service	To increase transparency and openness of Council decision making, especially if decisions were initially made in the public excluded agenda. This follows on from LOS 4.1.28.4.	No specific consultation required. Change also noted in the Statement of Service Provision.

Amendments

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
4.1.28.4 (C) Increased transparency in decision making, reports considered in public excluded (PX) Target: Less than 6.5% of reports considered in PX unless approved by the Chief Executive	Level of Service description change **from** Reduce decision making in the public excluded section of meetings in 2023/24 **to** Increased transparency in decision making, reports considered in public excluded (PX). Target change **from** less than 5.5% of reports considered and decisions made in PX unless specifically approved by the Chief Executive in 2023/24 **to** A maximum of 6.5% of reports considered in PX in 2024/25 and less than 6.5% of reports considered in PX from 2025/25 onward.	To give greater clarity on the desired outcome. The overall number of reports is declining due to information reports being replaced by memos where appropriate as a more effectively and timely communication. This increases the percentage of reports in PX.	No specific consultation required. Change also noted in the Statement of Service Provision.

	This was changed from a Management measure to a Community Level of Service.	This measure is more something that is being delivered to the community than indicator of success and performance.	
4.1.28.3 (M) Maintain documented governance processes that ensure statutory compliance	**Level of Service description change from** establish and maintain documented governance processes that ensure compliance with the local government legislation **to** Maintain documented governance processes that ensure statutory compliance **Method of measurement from** Delegations, standing orders, governance statements, committee structures, terms of reference, Code of Conduct etc. are published on the CCC website consistent with the requirements of local government legislation **to** Compliant delegations, Standing Orders, committee structures, Code of Conduct etc. are published on the Website	To give greater clarity on the desired outcome. To give greater clarity on the desired outcome explained in a concise manner.	Management measure, no consultation required.
4.1.2 (M) No complaints regarding statutory compliance are upheld by the ombudsman or the Courts Target: 100% Compliance	This was changed from a Community level of service to a Management measure	This measure is more an indicator of success and performance than something that is being delivered to the community	Management measure, no consultation required.
4.1.18 (C) Resident satisfaction with participation in and contribution to Council decision-making (understanding decision making)	Target change from percentage of respondents who understand how Council makes decisions: At least 34% in 2023/24 to At least 32% in 2024/25, At least 33% in 2025/26, At least 34% from 2026/27 onward	To establish a realistic target that demonstrates the requirement for sustained improvement over time.	No specific consultation required. Change also noted in the Statement of Service Provision.

Target: At least 32% in 2024/25, At least 33% in 2025/26, At least 34% from 2026/27 onward			

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

Information for future impacts was collated in preparation of the draft LTP 2024-34 to inform Councillor decisions and community consultation. This section was not updated for final LTP adoption.

B.1. Changing customer needs

Population / demographic changes (High impact)

Issue/driver	Present Position	➔ Projection	Impact on services	Mitigating plans/actions
General population/ demographic changes	Reliant on census and other statistical data.	• The needs of communities may change.	• Elected Members will need to understand these changes and how it may impact their decision-making.	• Adoption and implementation of an Elected Members Development Strategy.

Equity and access (Low impact)

Issue/driver	Present Position	➔ Projection	Impact on services	Mitigating plans
Incomes/ discretionary income	Many governance meetings are live streamed.	• Accessibility issues such as access to a device or wi-fi to view decision-making or contribute to decision-making processes.	• Residents may not consider that decision-making is transparent.	• Continue to provide options for decision-making in physical locations as well as online.

Identity and social cohesion (High impact)

Issue/driver	Present Position	➔ Projection	Impact on services	Mitigating plans
Changes to public perception of democratic institutions.	Some evidence of polar	• May result in increased dissatisfaction in the Council.	• There is likely to be a cost impact on resourcing participation and potentially safety issues for staff and Elected Members.	• Mainly for other Activities but to continue to monitor impact on support required for Elected Members.

B.2. Tiriti Partnerships (Low impact)

Issue/driver	Present Position	➔ Projection	Impact on services	Mitigating plans
Legislation supporting Māori	Participation is limited to the framework in the	• Options formalised for participation in governance decision-making.	• There is likely to be a cost impact on resourcing participation.	• None.

participation in Council decisions.	Relationship Agreement with Papatipu Rūnanaga.			

B.3. Technological growth (Low impact)

Issue/driver	Present Position	➔ Projection	Impact on services	Mitigating plans
Changing technology	Elected members have the capacity to join a meeting remotely. Some decision-making forums are livestreamed.	• More decision-making forums are livestreamed. • Some non-decision-making forums are also livestreamed.	• Greater transparency for the residents. • Increased cost.	• None.

B.4. Resilience and environmental considerations

Climate change & adaptation (High impact)

Issue/driver	Present Position	➔ Projection	Impact on services	Mitigating plans
Understanding of issues by Elected Members and need to communicate with residents.	Evolving	• Unknown.	• May change the breadth and depth of the work that the Activity delivers.	• Adoption and implementation of Elected Member Development. • Keep Elected Members appraised of evolving issues.

Sustainable development (Low impact)

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

B.5. Infrastructure (Low impact)

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

B.6. Regulations & reform (High impact)

Issue/driver	Present Position	➔ Projection	Impact on services	Mitigating plans
Government reform.	Evolving	• Unknown.	• May change the make-up of the work that the Activity delivers.	• Provide support to Elected Members in relation to developments as required.

B.7. Identified Business Unit Risks

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

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
All strategic priorities	• If we fail to invest in governance capacity, then Elected Members may not make the best decisions for the community which will mean that the strategic priorities may not be met.	Major	Likely	High	• Development of governance capacity.	Medium
All strategic priorities	• If we fail to be transparent in our decision-making, then the trust and confidence in the democratic institution is at risk, which will mean that the community may not have trust and confidence in the Council.	Moderate	Unlikely	Medium	• Continue to meet statutory requirements for meetings and decision-making. • Increase access to digital options for meeting participation	Medium