

Long Term Plan 2024-34 Activity Plan

Civic and International Relations

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

Draft Activity Plan adopted for consultation 14, 21, and 27 February 2024. Open for consultation and submissions 18 March – 21 April, 2024.

Approvals

Role	Position	Name	For Draft LTP	
			Signature	Date of sign-off
General Manager	Assistant Chief Executive	Lynn McClelland	Lynn McClelland	22 January 2024
Activity Manager	Manager Civic & International Relations	Duncan Sandeman	Duncan Sandeman	19 December 2023
Finance Business Partner	Finance Business Partner	Nick Dean	Nick Dean	2 February 2024

Authors and advisors to this Activity Plan

Group	Business Unit	Position	Name
Strategic Policy & Performance	Office of the Mayor & Chief Executive	Manager Civic & International Relations	Duncan Sandeman
Strategic Policy & Performance	Office of the Mayor & Chief Executive	Head of the Office of the Mayor and Chief Executive	Jonathan King

Contents

1. WHAT THIS ACTIVITY DELIVERS	4
2. WHY WE DELIVER THIS ACTIVITY.....	8
2.1. COMMUNITY OUTCOMES: HOW THIS ACTIVITY CONTRIBUTES.....	8
2.2. STRATEGIC PRIORITIES - HOW THIS ACTIVITY SUPPORTS PROGRESS ON OUR PRIORITIES	9
2.3. CLIMATE RESILIENCE GOALS: HOW THIS ACTIVITY SUPPORTS CLIMATE RESILIENCE GOALS	10
3. HOW WE ARE PLANNING FOR FUTURE IMPACTS	11
3.1. ISSUES IMPACTING CURRENT AND FUTURE ACTIVITY DEMAND AND DELIVERABILITY	11
3.2. THE HIGH IMPACT ISSUES AND MITIGATIONS PLANNED	12
4. OUR LEVELS OF SERVICE	13
5. HOW ASSETS WILL BE MANAGED TO DELIVER THE SERVICES.....	14
6. CAPITAL EXPENDITURE AND KEY CAPITAL PROJECTS	15
7. FINANCIAL RESOURCES NEEDED	16
7.1. RESOURCES NEEDED.....	16
7.2. FUNDING CONSIDERATION AND OUTCOME	17
8. POSSIBLE SIGNIFICANT NEGATIVE IMPACTS ON WELLBEING.....	18
A. APPENDIX A: LEVELS OF SERVICE DETAIL	20
A.1. CONTINUOUS IMPROVEMENT REVIEW (S17A) – RECOMMENDATIONS FOR CHANGE	20
A.2. LEVELS OF SERVICE: PERFORMANCE MEASURES IN DETAIL	21
A.3. LEVELS OF SERVICE CHANGES FROM LONG-TERM PLAN 2021-31, AND WHY	23
B. APPENDIX B: POSSIBLE ISSUES IMPACTING THE ACTIVITY & THE MITIGATIONS PLANNED	24
B.1. CHANGING CUSTOMER NEEDS	24
B.2. TIRITI PARTNERSHIPS (LOW IMPACT).....	25
B.3. TECHNOLOGICAL GROWTH (LOW IMPACT)	25
B.4. RESILIENCE AND ENVIRONMENTAL CONSIDERATIONS	25
B.5. INFRASTRUCTURE (LOW IMPACT)	25
B.6. REGULATIONS & REFORM (LOW IMPACT).....	25
B.7. IDENTIFIED BUSINESS UNIT RISKS.....	26

1. What this activity delivers

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

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

This activity includes the following services:

	Services	Contributes to Community Outcomes
	<p>Coordinate and lead city-wide international relations activity, in alignment with the 2020 International Relations Policy Framework (IRPF):</p> <ul style="list-style-type: none"> • taking the lead on city-wide coordination and collaboration in support of the agreed vision and priorities set out in the IRPF; • convening regular coordination meetings and leading the development of the implementation plans and monitoring and reporting frameworks which sit under the IRPF; • delivering targeted City visits to partnership destinations consistent with the agreed vision and priorities set out in the IRPF; • collaborating with Local Government New Zealand in providing technical assistance to identified areas in the South Pacific region; • liaising with the Sister City community and ensuring that opportunities for wider engagement based on Sister City contacts can be taken up where appropriate; • coordinating arrangements for hosting official visitors to the city, in accordance with agreed priorities for inwards visits and the IRPF implementation plan; • supporting the Christchurch Antarctic Office to deliver the Christchurch Antarctic Gateway Strategy; and • ensuring coordination and alignment of the IRPF implementation plan with other Council work programmes which have an international dimension. 	<ul style="list-style-type: none"> • A thriving prosperous city. • A green, liveable city. • A cultural powerhouse city.
	<p>Delivery of Scheduled Civic Ceremonies:</p> <ul style="list-style-type: none"> • delivery of citizenship ceremonies for Christchurch based New Zealand citizens; • support the RSA to deliver the ANZAC Day Dawn Service and other identified commemorative events; • deliver an annual programme of other civic or ceremonial events including 22 February commemorations, Civic Awards, Suffrage Day, Mayor's Taskforce For Jobs Apprentice Graduation, and/or Charter Parades; and • maintain the Council's official flag network. 	<ul style="list-style-type: none"> • A collaborative confident city.
	<p>Delivery of Unscheduled Civic or National Ceremonies of Visits:</p> <ul style="list-style-type: none"> • deliver unscheduled ceremonies or visits with civic or national significance as required (such as royal visits, head of government/state visits, and national remembrance services), in partnership with central government agencies as appropriate; and • deliver other unscheduled civic ceremonies in support of the Mayor and Council, including functions and activities for visiting dignitaries. 	<ul style="list-style-type: none"> • A thriving prosperous city.



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

Photo Image: RSA



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

Photo Image: John Spurdle Star Media



Chinese New Year celebrations, January 2023.

Photo Image: CCC



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

Photo Image: CCC



Monthly citizenship ceremony

Photo Image: CCC



Visit to Christchurch by the Dutch Ambassador in May 2023.

Photo Image: CCC

A snapshot of provision and use for 2022/23:

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



Christchurch City Council Sister City locations

Where we came from

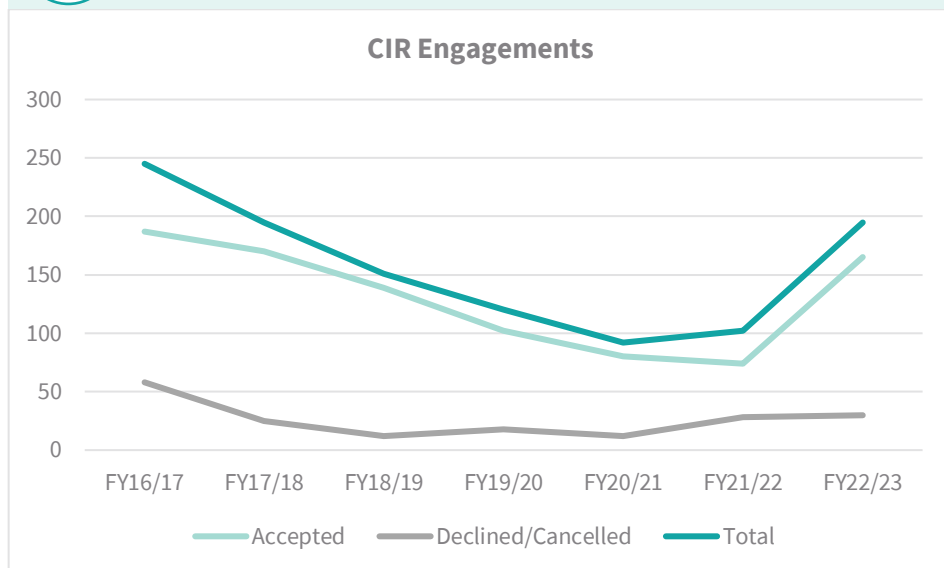
The Sister City movement started in New Zealand over 50 years ago as a way to establish greater friendship and understanding between people of different countries through direct contact. Christchurch has an aggregate of 277 years of Sister City relations. Our first Sister City relationships were established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

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

Civic and International Relations engagements



197 CIR engagements in 2022/23



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

Source: Civic and International Relations Team





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

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







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

2. Why we deliver this activity

2.1. Community Outcomes: How this activity contributes


Community Outcomes		Contribution*	Key contributions to achieving our community outcomes
	<p>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</p>	★★★	<p>This activity delivers both scheduled and non-scheduled civic ceremonies.</p> <ul style="list-style-type: none"> • Delivery of citizenship ceremonies for new New Zealanders. • Support of the RSA and other military and veteran organisations to commemorate and remember their service and contribution. • Delivery of unscheduled civic ceremonies or visits contribute to a collaborative confident city as they enable citizens to have a strong sense of belonging and take pride in being New Zealanders (e.g. royal visits, heads of state/government visits) or citizens of Christchurch (e.g. remembrance services, such as that following the 2019 mosque attacks).
	<p>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</p>	★★	<p>This activity works with international partners to support both our own green and liveable city as well as international cities.</p> <ul style="list-style-type: none"> • Identifying, connecting, and working with international partners to share best practice on building climate resilience. • Collaborating with Local Government New Zealand in providing technical assistance to identified areas in the South Pacific region to build climate resilience and protect and regenerate the environment.
	<p>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'</p>	★★★	<p>This city works with sister cities, the diplomatic and consular corps, and migrant communities to promote Christchurch as a cultural powerhouse city.</p> <ul style="list-style-type: none"> • Council's support for Sister City committees contributes to a cultural powerhouse city by supporting community groups to connect and deepen relationships with citizens in our Sister Cities. • Liaise and host embassy and other international delegations / visits.
	<p>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</p>	★★★	<p>This activity coordinates and leads city-wide international relations activity, in alignment with the 2020 International Relations Policy Framework (IRPF).</p> <ul style="list-style-type: none"> • Collaborates with city-wide stakeholders on international initiatives that attract talent and that stimulate a prosperous economy for Christchurch, in four partnership destinations. • Facilitates 7 Sister City relationships, a number of which comprise the IRPF Partnership destinations. • Provides advice to the Mayor & Councillors on civic & international matters. • Supports ChristchurchNZ deliver the Antarctic Strategy. • Liaise & host embassy & other international delegations / visits. • Delivers scheduled and unscheduled civic ceremonies, national ceremonies and civic events.
<p>*Level of contribution - what this means</p> <p>★★★★ This activity is critical to the Council's contribution to achieving this community outcome - we measure our impact with specific levels of service</p> <p>★★★ 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</p> <p>★★ This activity supports the Council's contribution to achieving this community outcome - we measure our impact with specific levels of service if practicable</p> <p>★ This activity may provide incidental support to achieving this community outcome - it's not cost-effective to measure our impact</p>			

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.	★★	<ul style="list-style-type: none"> For both international relations activities and civic ceremonies, appropriate community groups are included and consulted extensively in the planning phase. By liaising with the diplomatic and consular corps and migrant groups we can assist migrant communities with connection.
	Champion Christchurch and collaborate to build our role as a leading New Zealand city.	★★★★	<ul style="list-style-type: none"> The IRPF is centred around relevant stakeholders working together to champion Christchurch internationally and to build our role as a leading New Zealand city in the eyes of the world. CIR's scheduled and unscheduled civic ceremonies and visits generally take place in the central city, and are high profile and well attended (e.g. 2023 visit by HRH The Princess Royal and the 2023 Anzac Dawn Parade in Cathedral Square were well attended and had national and international coverage). Support to the Christchurch Antarctic Office and the annual Council Antarctic Scholarship champion Christchurch as one of the five gateway cities to Antarctica.
	Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents.	★	<ul style="list-style-type: none"> The work we do relies significantly on the perception our key stakeholders have of the Council's reputation and community standing. It is therefore important that we operate in ways that further enhance the Council's reputation.
	Reduce emissions as a Council and as a city, and invest in adaptation and resilience, leading a city-wide response to climate change while protecting our indigenous biodiversity, water bodies and tree canopy.	★	<ul style="list-style-type: none"> Under its "good global citizen" guiding principle, the IRPF acknowledges that climate change is an internationally significant issue and that the city should exploit opportunities to learn from/assist other cities/nations when they arise. While the CIR activity incurs minimal GHG operational emissions, international travel is occasionally required as part of international relations activity (i.e. targeted visits to partnership destinations consistent with the agreed vision and priorities set out in the IRPF).
	Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents.	★	<ul style="list-style-type: none"> Budgets for international relations activities and ceremonies/visits are carefully managed. Budgets for ceremonies with diminishing year on year significance (e.g. 22 February commemorations) are carefully reduced over time, in consultation with stakeholding communities.
	Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind.	★	<ul style="list-style-type: none"> Longer term impacts from the services we deliver are considered in our service delivery and policy considerations and decisions.
*Levels of contribution - what this means			
★★★★	This activity is critical to the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service		
★★★	This activity strongly supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements		
★★	This activity supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable		
★	This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact		

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


Net zero emissions Christchurch

	<p>Key sources of greenhouse gas emissions from this activity include:</p> <ul style="list-style-type: none"> • International travel is occasionally required as part of international relations activity (i.e. targeted visits to partnership destinations consistent with the agreed vision and priorities set out in the IRPF.) • Electricity use in the office. • Local staff business travel. • Visits to the City most often entail air travel. 		
	<p>Civic and International Relations are taking the following actions to reduce greenhouse gas emissions:</p> <table border="1"> <tr> <td data-bbox="206 454 1169 662"> <p>Operational/embedded greenhouse gas emissions</p> <ul style="list-style-type: none"> • Avoid non-essential business travel by using online meeting options where possible and use the shared EV fleet for local travel. Where remote or low emissions options are not possible, we will rely on the Council offsetting policy/process to offset the effect of these emissions. </td> <td data-bbox="1169 454 2110 662"> <p>Greenhouse gas emissions by users of Civic and International Relations</p> <ul style="list-style-type: none"> • Enabling use of online meetings where possible with international counterparts. </td> </tr> </table>	<p>Operational/embedded greenhouse gas emissions</p> <ul style="list-style-type: none"> • Avoid non-essential business travel by using online meeting options where possible and use the shared EV fleet for local travel. Where remote or low emissions options are not possible, we will rely on the Council offsetting policy/process to offset the effect of these emissions. 	<p>Greenhouse gas emissions by users of Civic and International Relations</p> <ul style="list-style-type: none"> • Enabling use of online meetings where possible with international counterparts.
<p>Operational/embedded greenhouse gas emissions</p> <ul style="list-style-type: none"> • Avoid non-essential business travel by using online meeting options where possible and use the shared EV fleet for local travel. Where remote or low emissions options are not possible, we will rely on the Council offsetting policy/process to offset the effect of these emissions. 	<p>Greenhouse gas emissions by users of Civic and International Relations</p> <ul style="list-style-type: none"> • Enabling use of online meetings where possible with international counterparts. 		

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

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

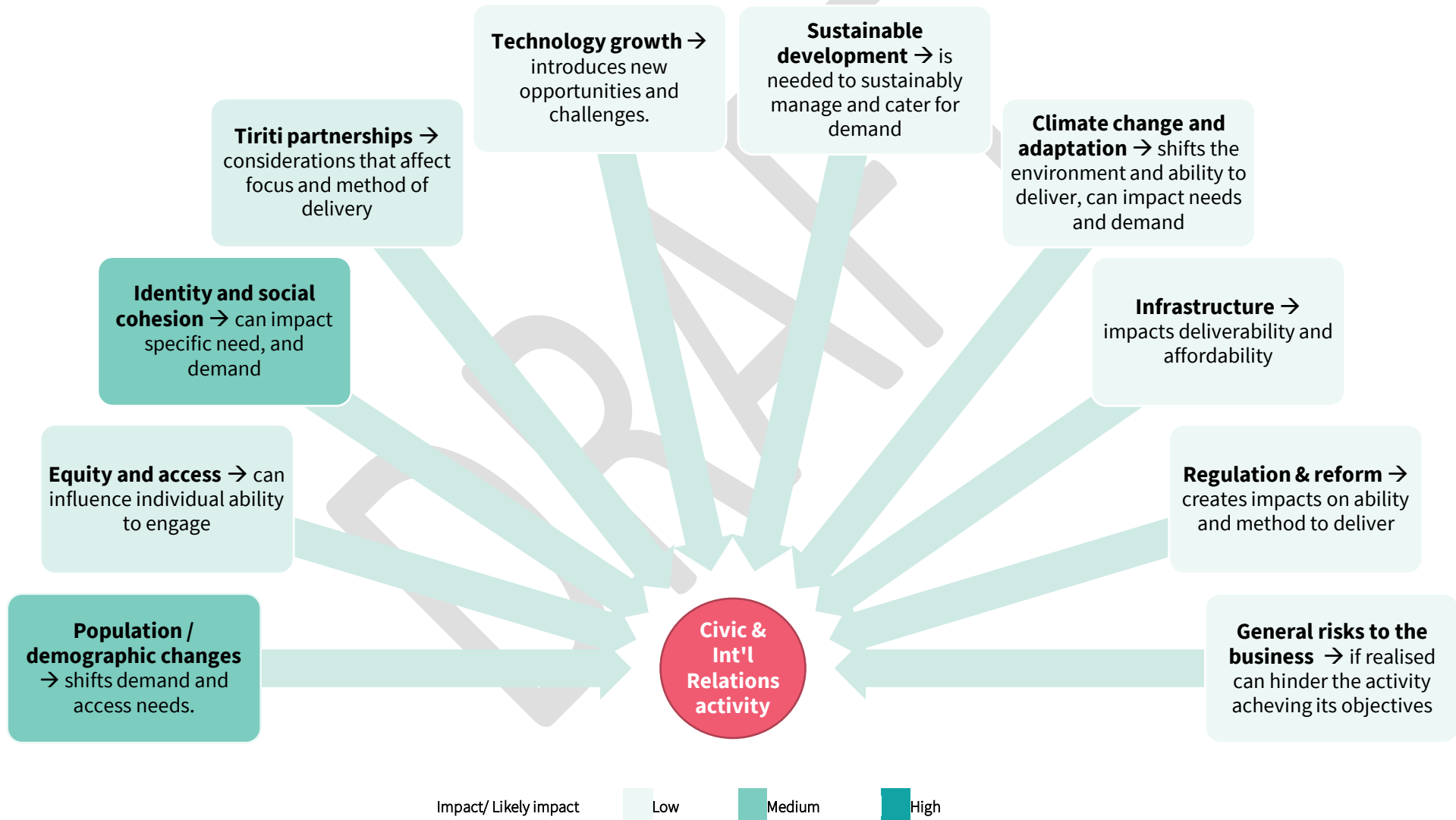
We are guardians of our natural environment and taonga

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

3. How we are planning for future impacts

There are various factors influencing current and future demand for Council library facilities and the ability to deliver them. These are listed below.

3.1. Issues impacting current and future activity demand and deliverability



3.2. The high impact issues and mitigations planned

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

This activity has identified no high impact issues.

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

DRAFT

4. Our levels of service

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

Services & 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
Coordinate and lead city-wide international relations activity, in alignment with the 2020 International Relations Policy Framework (IRPF)					
Coordinate, support and lead city-wide international relations activity, in alignment with the 2020 International Relations Policy Framework (IRPF)	Lead city-wide coordination and collaboration in support of the agreed vision and priorities set out in the 2020 International Relations Policy Framework (IRPF) action plans (5.0.9.1)	Support delivery of implementation Plan to agreed timelines			
Delivery of Scheduled Civic Ceremonies					
Deliver a regular schedule of high-quality civic ceremonies	High quality citizenship Ceremonies to confer citizenship for Christchurch based new, New Zealand citizens delivered (5.0.6)	Deliver a regular schedule within budget			
	Annual programme of other high quality civic ceremonies delivered (5.0.8)	Deliver an annual programme of other civic or ceremonial events including 22 February commemorations, Civic Awards, and/or Charter Parades			

5. How assets will be managed to deliver the services

This activity does not have assets.

DRAFT

6. Capital expenditure and key capital projects

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

DRAFT

7. Financial resources needed

7.1. Resources needed

Financial projections reflect the direction from Council as at the adoption meetings of 14, 21, 27 February 2024.

Civic & International Relations

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										
Civic and International Relations	1,043	1,071	1,093	1,117	1,141	1,164	1,187	1,209	1,232	1,254
	1,043	1,071	1,093	1,117	1,141	1,164	1,187	1,209	1,232	1,254
Activity Costs by Cost Type										
Direct Operating Costs	339	346	352	359	366	372	378	385	391	397
Direct Maintenance Costs	13	13	14	14	14	15	15	15	16	16
Staff and Contract Personnel Costs	567	583	596	610	624	638	651	664	677	690
Other Activity Costs	124	128	131	134	137	140	143	146	149	152
Overheads, Indirect and Other Costs	239	255	260	271	285	296	305	323	330	331
Depreciation										
Debt Servicing and Interest										
Total Activity Cost	1,281	1,326	1,353	1,387	1,426	1,461	1,492	1,533	1,562	1,585
Funded By:										
Fees and Charges										
Grants and Subsidies	138	142	145	148	152	155	158	161	165	168
Cost Recoveries										
Other Revenues										
Total Operational Revenue	138	142	145	148	152	155	158	161	165	168
Net Cost of Service	1,144	1,184	1,208	1,239	1,274	1,305	1,334	1,371	1,397	1,418
Funding Percentages										
Rates	89%	89%	89%	89%	89%	89%	89%	89%	89%	89%
Fees and Charges	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Grants and Subsidies	11%	11%	11%	11%	11%	11%	11%	11%	11%	11%
Cost Recoveries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other Revenues	0%	0%	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 Civic and International Relations activity predominately through the general rate. This means that most funding comes from ratepayers, mostly on the basis of capital value, with benefits mostly received in the same year as the expenditure is incurred.

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

DRAFT

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

DRAFT

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.

DRAFT

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					
Coordinate and lead city-wide international relations activity, in alignment with the 2020 International Relations Policy Framework (IRPF)											
Coordinate, support and lead city-wide international relations activity, in alignment with the 2020 International Relations Policy Framework (IRPF)	5.0.9.1	Lead city-wide coordination and collaboration in support of the agreed vision and priorities set out in the 2020 International Relations Policy Framework (IRPF) action plans	Support delivery of implementation Plan to agreed timelines	Support delivery of implementation Plan to agreed timelines	Support delivery of implementation Plan to agreed timelines	Support delivery of implementation Plan to agreed timelines	Including convening regular city-wide coordination meetings. Monitoring progress against the work programme, (set / reviewed at least annually), based on the Implementation Plan actions and due dates.	A thriving prosperous city A green, liveable city	2023: Achieved. 2022: Achieved.	The benchmark is the agreed vision and priorities set out in the International Relations Policy Framework (IRPF).	C
	5.0.1	Support Sister City Committees to deliver community activities to deepen the sister city relationships	100% of Sister City Committees plan and deliver projects and activities in alignment with the IRPF	100% of Sister City Committees plan and deliver projects and activities in alignment with the IRPF	100% of Sister City Committees plan and deliver projects and activities in alignment with the IRPF	100% of Sister City Committees plan and deliver projects and activities in alignment with the IRPF	Sister City Committees' projects are assessed by staff to be in alignment with Sister City Committee roles and objectives as outlined in the International Relations Policy Framework (IRPF)	A cultural powerhouse city A thriving prosperous city	2023: Achieved. Included Sister City visit to Adelaide. 2022: Not able to be met due to impacts of Covid-19.	The benchmark is the agreed vision and priorities set out in the International Relations Policy Framework (IRPF).	M
	5.0.10	Deliver visit programmes, functions, and activities for visiting dignitaries	Liaise with embassies, honorary consuls, and local stakeholders to plan and deliver visit programmes, functions, and activities for visiting dignitaries, in accordance with agreed priorities for inward visits and the IRPF implementation plan	Liaise with embassies, honorary consuls, and local stakeholders to plan and deliver visit programmes, functions, and activities for visiting dignitaries, in accordance with agreed priorities for inward visits and the IRPF implementation plan	Liaise with embassies, honorary consuls, and local stakeholders to plan and deliver visit programmes, functions, and activities for visiting dignitaries, in accordance with agreed priorities for inward visits and the IRPF implementation plan	Liaise with embassies, honorary consuls, and local stakeholders to plan and deliver visit programmes, functions, and activities for visiting dignitaries, in accordance with agreed priorities for inward visits and the IRPF implementation plan	Official visits have been prepared and delivered to a high standard, as agreed with the Mayor, Councillors and/or IRPF stakeholders (including feedback on recent visits).	A cultural powerhouse city A thriving prosperous city	2023: Achieved, 53 official visits have been prepared and delivered to a high standard. 2022: Mayor/Deputy Mayor met with 18 visiting dignitaries.	The benchmark is the agreed vision and priorities set out in the International Relations Policy Framework (IRPF)	M
	5.0.2	Liaising with, and supporting, the Christchurch Antarctic Office to ensure Antarctic engagement activities are aligned with the International Relations Policy Framework	Advice and logistic support provided as required, to assist Christchurch Antarctic Office to deliver against the Antarctic strategy	Advice and logistic support provided as required, to assist Christchurch Antarctic Office to deliver against the Antarctic strategy	Advice and logistic support provided as required, to assist Christchurch Antarctic Office to deliver against the Antarctic strategy	Advice and logistic support provided as required, to assist Christchurch Antarctic Office to deliver against the Antarctic strategy	Advice and logistic support and advice provided as required in accordance with the Antarctic Office needs (e.g. Antarctic-themed events and meetings, hospitality).	A thriving prosperous city	2023: Achieved, with advice & logistic support provided for 23 engagements. 2022: Advice and support provided.		M

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					
Delivery of Scheduled Civic Ceremonies											
Deliver a regular schedule of high-quality civic ceremonies	5.0.6	High quality citizenship Ceremonies to confer citizenship for Christchurch based new, New Zealand citizens delivered	Deliver a regular schedule within budget	Deliver a regular schedule within budget	Deliver a regular schedule within budget	Deliver a regular schedule within budget	High quality citizenship ceremonies are delivered in keeping with citizenship flow, and within budget.	A collaborative confident city	2023: 8 with 2673 new citizens. 2022: 1 with 167 new citizens.* 2021: 5 with 698 new citizens.* 2019: number of ceremonies 14 (including Waitangi Day ceremony), 2426 new citizens attended *Activity severely affected by Covid-19 pandemic response	Citizenship ceremonies are delivered by territorial authorities across New Zealand.	C
	5.0.7	Support the RSA and community in the delivery of commemorative events	Deliver with the RSA a high-quality ANZAC Day Dawn Service; support other war commemorations (e.g., Armistice Day), to agreed standards, dates, and timelines	Deliver with the RSA a high-quality ANZAC Day Dawn Service; support other war commemorations (e.g., Armistice Day), to agreed standards, dates, and timelines	Deliver with the RSA a high-quality ANZAC Day Dawn Service; support other war commemorations (e.g., Armistice Day), to agreed standards, dates, and timelines	Deliver with the RSA a high-quality ANZAC Day Dawn Service; support other war commemorations (e.g., Armistice Day), to agreed standards, dates, and timelines	Support RSA to plan and deliver a high quality ANZAC Day Dawn Service and other commemoration as required, to agreed standards, dates and timelines.	A collaborative confident city	2023: Achieved. 2022: Achieved.	Throughout NZ local bodies provide support to the local branches of the RSA to plan and deliver the ANZAC Day commemorations	M
	5.0.8	Annual programme of other high quality civic ceremonies delivered	Deliver an annual programme of other civic or ceremonial events including 22 February commemorations, Civic Awards, and/or Charter Parades	Deliver an annual programme of other civic or ceremonial events including 22 February commemorations, Civic Awards, and/or Charter Parades	Deliver an annual programme of other civic or ceremonial events including 22 February commemorations, Civic Awards, and/or Charter Parades	Deliver an annual programme of other civic or ceremonial events including 22 February commemorations, Civic Awards, and/or Charter Parades	Monitoring the agreed delivery dates and timelines.	A collaborative confident city	2023: Achieved with an annual programme of 20 other civic. ceremonies delivered. 2022: 27 civic or ceremonial events.		C
Delivery of unscheduled Civic or National Ceremonies or visits											
Deliver of unscheduled Civic or National Ceremonies or visits	5.0.4	Manage delivery of unscheduled Civic or national ceremonies or visits, including visits of the royal family and/or Governor General, and national remembrance /memorial events	Lead or co-lead the delivery of significant unscheduled civic or national ceremonies or visits, as required and within time constraints and allocated budget	Lead or co-lead the delivery of significant unscheduled civic or national ceremonies or visits, as required and within time constraints and allocated budget	Lead or co-lead the delivery of significant unscheduled civic or national ceremonies or visits, as required and within time constraints and allocated budget	Lead or co-lead the delivery of significant unscheduled civic or national ceremonies or visits, as required and within time constraints and allocated budget	Unscheduled civic/ national ceremonies / visits have been delivered to a high standard and within time constraints and any allocated budget.	A collaborative confident city A cultural powerhouse city A thriving prosperous city.	2023: Achieved with five unscheduled major civic ceremonies delivered. 2022: Achieved.		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 performance 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 changes specifically set out below.

Deletions

This Activity is not proposing to delete any levels of service.

New

This Activity is not proposing any new levels of service.

Amendments

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
5.0.1 (M) Support Sister City Committees to deliver community activities.	Change in the goal description: <ul style="list-style-type: none"> From 2021: Facilitate and attend Sister City community meetings. To 2024: Support Sister City Committees to deliver community activities. 	The change in the goal description better reflects what the activity is doing.	Management measure, no consultation required.
5.0.8. (C) Annual programme of other civic ceremonies delivered. 2024 Target: Deliver an annual programme of other civic or ceremonial events including 22 February commemorations, Civic Awards, and/or Charter Parades	Change in the target to remove the “Apprenticeships Graduation Ceremony” wording.	The change in the target description better reflects what the activity is doing.	No specific consultation required. Change also noted in the Statement of Service Provision.

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

B.1. Changing customer needs

Population / demographic changes (medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans/actions
Population growth of specific communities.	Society is rapidly diversifying.	<ul style="list-style-type: none"> Demographic change will see increasing sizes of migrant and expatriate communities. 	<ul style="list-style-type: none"> Increased population from specific communities (e.g. Filipino) could cause pressure to create additional Sister Cities requiring additional funding and team resourcing. 	<ul style="list-style-type: none"> The IRPF has determined the areas of focus for the city internationally. These will be reviewed periodically.

Equity and access (low impact)

This Activity has identified no equity and access issues impacting the Activity.

Identity and social cohesion (medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Sense of place and community.	Sectors of the community (e.g. veterans, bereaved family members of the earthquakes) gain a sense of place and community through the delivery of commemorative ceremonies.	<ul style="list-style-type: none"> While there may be diminishing year on year significance for the community as a whole, there will remain a significance in these commemorations to specific sectors of the community. 	<ul style="list-style-type: none"> Funding for ceremonies with diminishing year on year significance will reduce which will determine the shape and size of the commemorations. 	<ul style="list-style-type: none"> Funding will remain to deliver, at an appropriate scale, commemorations that remain significant for specific sectors of the community.

B.2. Tiriti Partnerships (low impact)

This Activity has identified no/low Tiriti partnership issues impacting the Activity.

B.3. Technological growth (low impact)

This Activity has identified no/low technological growth issues impacting the Activity.

B.4. Resilience and environmental considerations

Climate change & adaptation (low impact)

This Activity has identified no/low climate change and adaptation issues impacting the Activity.

Sustainable development (low impact)

This Activity has identified no/low sustainable development issues impacting the Activity.

B.5. Infrastructure (low impact)

This Activity has identified no/low infrastructure issues impacting the Activity.

B.6. Regulations & reform (low impact)

This Activity has identified no/low regulations and reform issues impacting the Activity.

B.7. Identified Business Unit Risks

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	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
<ul style="list-style-type: none"> Champion Christchurch and collaborate to build our role as a leading New Zealand city 	<p>Loss of Antarctic Gateway</p> <p>There is a risk of:</p> <ul style="list-style-type: none"> The city losing international Antarctic partners to other Antarctic Gateway Cities (i.e. Hobart). 	Major	Likely	High	<ul style="list-style-type: none"> Continue to work with and support the Christchurch Antarctic Office to deliver against the Antarctic Strategy. Support to Antarctica NZ and other national programmes where relevant. 	High
<ul style="list-style-type: none"> Champion Christchurch and collaborate to build our role as a leading New Zealand city. 	<p>Loss of international connection and relevance</p> <p>There is a risk of:</p> <ul style="list-style-type: none"> The city losing connection with identified partner destinations and sister cities through a lack of investment and engagement. 	Moderate	Likely	Medium	<ul style="list-style-type: none"> Implementation of International Relations Policy Framework action plans against partner destinations. Ongoing funding and activities, including a visit programme with Sister Cities. 	Low