

Long Term Plan 2021-31

Activity Plan

Governance and Decision Making

Adopted 21 & 23 June 2021

Approvals

Role	Position	Name	For Draft LTP	
			Signature	Date of sign-off
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Table of Contents

1. What does this activity deliver?.....	4
2. Community Outcomes – why do we deliver this activity?.....	6
3. Strategic Priorities – how does this activity support progress on our priorities?.....	7
4. Increasing Resilience	8
5. Specify Levels of Service	9
6. Does this Activity Plan need to change as a result of a Service Delivery Review (S17A)?.....	12
7. What levels of service changed from the LTP 2018-28 and why?	13
8. How will the assets be managed to deliver the services?.....	14
9. What financial resources are needed?.....	15
10. How much capital expenditure will be spent, on what category of asset, and what are the key capital projects for this activity?	17
11. Does this activity have any significant negative effects on social, economic, environmental or cultural wellbeing, now or in the future?	17
12. What risks are identified and what controls and mitigations are planned?.....	18

1. What does this activity deliver?

This activity supports the entire Council organisation to work collaboratively, playing to its strengths to support the best governance decisions being made.

Christchurch City 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 Councillors and Community Board members. More recently the importance of active citizenship has been re-emphasised as a result of the need to build resilience in our communities, effectively respond to the challenge of climate change and a COVID-19 recovery. As a large TLA with a strong commitment to an active local democracy its effectiveness is dependent upon efficient and effective processes to support effective governance and good decision making. Specifically this activity provides:

Providing smart secretariat services, information and support for 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 2,600 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 of these meetings 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 Cycleway's, and Land Transfers.
- It also provides the tools, technology, training and support that enables Elected Members to efficiently receive and manage electronically the many thousands of pages of documents they are required to consider for decision making, and communicate with Council and the public. It also manages, updates and trains staff and elected members in Infocouncil and BigTinCan Hub, which is the Council's central system for managing all Council reports, resolutions and actions. A comprehensive electronic repository of elected member information called Big Tin Can Hub is continually maintained and futureproofed.
- This activity supports elected members in such matters as training, health and safety, remuneration, allowances for essential expenditure. We support the ongoing development of essential governance documents such as standing orders, governance statements and a code of conduct.
- In addition to providing secretariat services to formal meetings this activity supports working parties, workshops, briefings and seminars, especially for Committees and Community Boards, which annually can exceed 200 meetings. Formal and informal reporting of the outcomes and milestones from decisions including newsletters is also provided to Elected Members and the Community. Staff also provide advice and local context to Elected Members to inform decision-making, and advice and support to members of the community to engage in Council processes. 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 and provide reports for Boards and Council about key issues in the community.

Holding elections of Elected Members to the Council and Community Boards, polls and representation reviews

- This activity includes processes that ensure all local elections, polls and representation reviews are held with full statutory compliance. Between 2008 and 2020 this service has delivered four elections and 10 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.

Provision of information in accordance with LGOIMA

- This activity receives and processes requests for information under the provisions of LGOIMA. Over the period July 2019 to June 2020 over 400 requests for information under the provisions of LGOIMA were managed.

2. Community Outcomes – why do we deliver this activity?

	Community Outcomes	Describe in 2-3 sentences how the activity effects the Community Outcome
Primary Outcome 1	Active participation in civic life	<ul style="list-style-type: none"> • Facilitates engagement with elected members, Council staff and processes through close connections and relationships with the community; Encourages and enables better local decision making by increasing opportunities for citizens to be at the centre of decision making that affects their community (localism). • Ensuring that all decisions are robustly made with full statutory compliance and fulfilling the requirements of best practice. • Build community capacity to attract a diverse representation of Elected Members and a healthy participation on local elections • Facilitate frequent and regular opportunities for citizens to engage with Community Boards and groups, creating a greater sense of ownership and enhancing citizen participation in decision making particularly around building resilience in our communities, effectively responding to the challenge of climate change and a COVID-19 recovery.
Primary Outcome 2	Strong sense of community	<ul style="list-style-type: none"> • Encourages and supports residents to have a strong connection with the City and sense of belonging, and involves the community at all levels of decision-making; takes an open, transparent and democratically accountable approach to governance and when making decisions. • People want to be involved and want to stand and/or vote, support sense of community.
Primary Outcome 3	Valuing the voices of all cultures and ages (including children)	<ul style="list-style-type: none"> • Values diversity and fosters inclusion when making decisions; provides opportunities for greater community storytelling from our diverse communities within the district.
Secondary Outcome	Sustainable rural and suburban centres	<ul style="list-style-type: none"> • Supporting localism, decision making as close to the suburban and rural community as possible. Ensuring those best placed to inform and make decisions on behalf of rural and suburban communities do so. • Supports Community Boards groups and individuals to be effective local advocates within restricted financial circumstances and to have a proactive role connecting local businesses and people together, valuing local place and communities. • Collaborates with central government agency initiatives in order to maximise local effectiveness.

Note the performance measures and targets used to measure the difference the activity makes for the community outcomes is in the Level of Service table in Section 5.

3. Strategic Priorities – how does this activity support progress on our priorities?

Strategic Priorities	Activity Responses
Enabling active and connected communities to own their future	<ul style="list-style-type: none"> • Enables a participatory, localised and collaborative approach to decision making. • Provides support for public consultation, deputations and hearings to enable citizen input into decision-making, and ensure effective democratic processes. • Supports communities and organisations to engage in Council engagement processes, including submissions to the Annual and Long Term Plan, and policy changes. • Facilitates engagement with elected members, Council staff and processes through close connections and relationships with community and strategic partners, and enabling elected members to represent those views to the Council. • Focuses Community Board support towards 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 • 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 • Builds community capacity to attract a diverse representation of Elected Members • Encourage and support participation in election and representation processes.
Meeting the challenge of climate change through every means available	<ul style="list-style-type: none"> • Enables a participatory, localised and collaborative approach to decision making. • Provides direct support and assistance (including financial) to community organisations to build capacity, improve community resilience and contribute to all forms of local decision making and community action. • Facilitates community engagement re: climate change with elected members, Council and staff processes. • Promotion of climate change-related information through community events, and Council engagement processes. • Actively targets wellbeing by involving citizens in green space development in urban areas. • Builds community capacity via recreation and environmental protection initiatives.
Ensuring a high quality drinking water supply that is safe and sustainable	<ul style="list-style-type: none"> • Enables a participatory, localised and collaborative approach to decision making. • Provides direct support and assistance (including financial) to community organisations re: projects that contribute to a safe and sustainable drinking water supply. • Facilitates community engagement processes regarding a safe and sustainable drinking water supply.
Accelerating the momentum the city needs	<ul style="list-style-type: none"> • Enables a participatory, localised and collaborative approach to decision making. • Provides direct support and assistance (including financial) to community organisations re: projects that contribute towards accelerating the city momentum. • Utilises Community Boards to identify current or upcoming projects suitable for early engagement.

Strategic Priorities	Activity Responses
<p>Ensuring rates are affordable and sustainable</p>	<ul style="list-style-type: none"> • Develops and enforces the effective delegation of decision making resulting in efficient decisions made at the appropriate level. • 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

4. Increasing Resilience

This service contributes to the resilience of the city by encouraging communities to participate in and embrace accessible community governance at all levels from local to city-wide. The activity facilitates communities to be self-reliant by providing opportunities, tools and resources that help enable and empower individuals and community organisations. By empowering individuals and community organisations during relatively stable times, they are better able to activate and operate during periods of stress and shock. In particular, ‘bridging’ and ‘linking’ activities across social networks increases the likelihood of inclusive and empowered, community-led responses to adverse events, while decreasing reliance on the Council and/or complementing Council-led efforts. This enhances the ability of individuals and communities to absorb the impact of a sudden shock and to adapt to chronic stresses for example the campaign to increase the diversity of people standing for public office in 2019 and the multicultural advisory group and youth committee contribute to the overall resilience of the city. Looking ahead for the life of this activity plan we intend to implement a range of initiatives including but not limited to:

- Supporting an increase the range and diversity of candidates for elected roles.
- Increasing the voter turnout in local elections.
- Undertaking a representative review in order to achieve fair and effective representation at these elections.
- Increasing community participation in, and understanding of, governance decision-making processes.
- Simplifying access to governance decision making.
- Supporting elected members to be effective governors.
- Supporting increased transparency in governance decision-making processes.

COVID-19

An example of this activity building resilience through the COVID-19 crisis was the ability of governance services to adapt and provide a safe and informed forum for the Council to continue governance meetings with legislative compliance throughout alert levels 2-4.

5. Specify Levels of Service

LOS number	C/ M ¹	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
Holding elections of Elected Members to the Council and Community Boards, polls and representative reviews										
4.1.2	C	Provide and maintain robust processes that ensure all local elections, polls and representation reviews are held with full statutory compliance.	2019/20: 100% 2018/19: 100% 2017/18: 100% 2016/17: 100% 2015/16: 100% 2014/15: 100%	Auckland: 0 complaints regarding electoral processes are upheld by the ombudsman or the Courts.	100% compliance, no complaints regarding statutory compliance are upheld by the ombudsman or the Courts.	100% compliance, no complaints regarding statutory compliance are upheld by the ombudsman or the Courts.	100% compliance, no complaints regarding statutory compliance are upheld by the ombudsman or the Courts.	100% compliance, no complaints regarding statutory compliance are upheld by the ombudsman or the Courts.	Total complaints and upheld complaints reported in the Performance Report.	Active Participation in Civic Life, Strong sense of community, Valuing the voices of all cultures and ages (including children)
4.1.2.2	M	Provide a representation review during the 2019/2022 triennium	One representation review every six years	Local Electoral Act 2001	100% legislative compliance with all milestones delivered	100% legislative compliance with all milestones delivered	N/A	100% legislative compliance with all milestones delivered in relevant years	All milestones in the approved, and statutory compliant project plan are delivered and reported in the Performance Report	Active Participation in Civic Life
4.1.2.3	M	Provide a triennial local government election (October 2022)	Election delivered triennially	Local Electoral Act 2001	100% of year 1 election milestones achieved.	100% of year 2 milestones achieved,	N/A	100% election milestones delivered in relevant years	All milestones in the approved, and statutory compliant project plan are	Active Participation in Civic Life

¹ C/M – Community or Management level of service (LOS)

Community LOS - Previously known as LTP LOS. These are LOS that are community facing and will be published in our Statement of Service Provision.

Management LOS - Previously known as Non-LTP LOS. These are LOS that are measured in the organisation to ensure service delivery.

for copy and paste purposes where needed

LOS number	C/ M ¹	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
			2019, 2016, 2013						delivered and reported in the Performance Report	
Providing smart secretariat services, information and support for Council decision-making processes at governance level										
4.1.22	M	Provide services that ensure all Council, Committee and Community Board meetings are held with full statutory compliance.	2019/20: 100% 2018/19: 99% 2017/18: 99% 2016/17: 100%	Wellington: 94% (2015/16) Auckland: 100% (2014/15)	98% compliance	98% compliance	98% compliance	98% compliance	Data in Infocouncil reviewed to determine percentage compliance with statutory requirements.	Active Participation in Civic Life
4.1.28.4	M	Reduce decision making in the public excluded section of meetings	Quantum and percentage of reports considered in P.X. Q1 2020/21: 37 PX reports or 5.2% Q1 2019/20: 67 PX reports or 7.5%	Internal benchmark	Less than 6% of reports considered and decisions made in "Public Excluded" (PX unless specifically approved by the Chief Executive	Less than 5.75% of reports considered and decisions made in PX unless specifically approved by the Chief Executive	Less than 5.5% of reports considered and decisions made in PX unless specifically approved by the Chief Executive	Less than 5.5% of reports considered and decisions made in PX unless specifically approved by the Chief Executive	Report data collected in Infocouncil and reported quarterly.	Active Participation in Civic Life, Strong Sense of Community
4.1.28.1	M	Schedule, support and record governance meetings.	2019/20: 427 YTD (COVID) 2018/19: 741 2017/18: 839 2016/17: 821	Internal benchmark	Between 600 and 850 governance meetings are supported	Between 600 and 850 governance meetings are supported	Between 600 and 850 governance meetings are supported	Between 600 and 850 governance meetings are supported	Council, Committee, community Board, Hearings and other governance meetings are recorded in InfoCouncil	Active Participation in Civic Life, Strong Sense of Community

LOS number	C/ M ¹	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
			governance meetings supported ²							
4.1.28.3	M	Establish and maintain documented governance processes that ensure compliance with the local government legislation	Governance documents are maintained and regularly updated on the Council's website	All TLA's are required to do this	Governance processes are maintained and published on council's website.	Governance processes are maintained and published on council's website.	Governance processes are maintained and published on council's website.	Governance processes are maintained and published on council's website.	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.	Active Participation in Civic Life
4.1.18	C	Participation in and contribution to Council decision-making	2019/20: 26% 2018/19:32% 2017/18:29% 2016/17: 41% 2015/16: 38%	26% of respondents in the seven city areas agreed that they understand how their Council makes decisions in 2020	Percentage of respondents who understand how Council makes decisions: At least 30%	Percentage of respondents who understand how Council makes decisions: At least 32%	Percentage of respondents who understand how Council makes decisions: At least 34%	Percentage of respondents who understand how Council makes decisions: At least 36%	Survey annually through the Annual Resident Survey of Percentage of respondents who understand how Council makes decisions	Active Participation in Civic Life, Strong sense of community, Valuing the voices of all cultures and ages (including children)

² Allowance made for the effects of COVID-19 in that scheduled meetings were included.

LOS number	C/ M ¹	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
Provision of information in accordance with LGOIMA										
4.1.29.1	M	Respond to requests for information held by Council in a manner that complies with the legislative processes and timelines set out in the LGOIMA	2019/20: 100% 2018/19: 100%	LGOIMA	Investigations into process and compliance by the Ombudsman's Office are responded to within their requested deadlines - 100%	Investigations into process and compliance by the Ombudsman's Office are responded to within their requested deadlines - 100%	Investigations into process and compliance by the Ombudsman's Office are responded to within their requested deadlines - 100%	Investigations into process and compliance by the Ombudsman's Office are responded to within their requested deadlines - 100%	Regular review of the LGOIMA timelines in the database	Active Participation in Civic Life, Strong sense of community, Valuing the voices of all cultures and ages (including children)
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	2019/20: 99.7% 2018/19: 99.7%	LGOIMA	Provision of information is in accordance with LGOIMA principles and requirements - 100%	Provision of information is in accordance with LGOIMA principles and requirements - 100%	Provision of information is in accordance with LGOIMA principles and requirements - 100%	Provision of information is in accordance with LGOIMA principles and requirements - 100%	Review of the LGOIMA information provision	Active Participation in Civic Life, Strong sense of community, Valuing the voices of all cultures and ages (including children)

6. Does this Activity Plan need to change as a result of a Service Delivery Review (S17A)?

There is no S17A Service Delivery Review in this planning period.

7. What levels of service changed from the LTP 2018-28 and why?

Activity/ Level of Service	Change from 2018-28 LTP	Reason	Options for consultation
DELETIONS			
4.1.23 Mana whenua satisfaction with opportunities provided for consultation and input. Target: Satisfied or very satisfied		Moved to the Office of the Mayor & Chief Executive Activity Plan	Consultation not required.
NEW			
4.1.2.2 Provide a representation review during the 2019/2022 triennium Target: 100% legislative compliance all milestones delivered		Quantitative measure accounting for significant expenditure	Management measure, consultation not required.
4.1.2.3 Provide a triennial local government election in October 2022 Target: 100% of year 1 milestones achieved.		Quantitative measure accounting for significant expenditure	Management measure, consultation not required.
4.1.28.4 Reduce the proportion of decision making in the public excluded section of agendas Target: Less than 6% of reports considered in "Public Excluded" (PX) unless specifically approved by the Chief Executive		Ensure appropriate transparency is maintained	Management measure, consultation not required.
4.1.28.1 Schedule, support and record governance meetings. Target: Between 700 and 850 governance meetings are supported		Quantitative measure accounting for significant expenditure	Management measure, consultation not required.
4.1.28.3 Establish and maintain documented governance processes that ensure compliance with the local government legislation Target: Governance processes are maintained and published on council's website.		Quantitative measure accounting for significant expenditure	Management measure, consultation not required.
AMENDMENTS			
4.1.22 Provide services that ensure all Council, Committee and Community Board meetings are held with full statutory compliance. Target: 99% compliance	Target revised from 100% compliance to 99% compliance		Management measure, consultation not required.
4.1.18 Participation in and contribution to Council decision-making Target: Percentage of respondents who understand how Council makes decisions: At least 30%	Target revised from 42% in Year 3 of LTP 2018 to 30% in Year 1 of LTP 2021.	Provides a starting point that reflects actual performance.	Change reflects actual performance, consultation not required.

8. How will the assets be managed to deliver the services?

There is no Asset Management Plan for this activity. The Governance activity is supported by the following technology assets.

Technology	Used By	Purpose	Supported by
Devices for elected members	All elected members <ul style="list-style-type: none"> Dell tablets or iPad Pros for the Mayor and Councillors iPad Pros for Community Board members 	Support elected members to run paperless meetings and in their role as elected members	CCC IT supply and support devices
Bigtincan Hub	<ul style="list-style-type: none"> All elected members Senior members of staff Governance staff for elected member meetings 	Access, manage and collaborate on meeting papers and other important CCC documents electronically	TaskExchange and Governance (who provide first tier support)
Infocouncil	CCC staff	<ul style="list-style-type: none"> Generate, manage and sign off reports and memos for all elected member and ELT meetings Generate, manage and publish agendas, minutes and meeting run sheets Generate, manage and report on meeting actions Track and report on governance processes 	Infosphere, CCC IT and Governance (who provide first tier support)
Consult24	<ul style="list-style-type: none"> Citizens to submit Governance to manage and report on submissions 	Supporting Annual Plan and Long Term Plan consultation processes.	Consult24 and CCC IT (who provide first tier support)
District Licensing Committee System Software – Commissioner Officer Support	<ul style="list-style-type: none"> Independent Commissioners CCC Staff 	Manage and process applications from the Alcohol Licensing Team and all decisions from the Commissioners.	CCC IT
Council and Committee Room Technology	<ul style="list-style-type: none"> Elected members Citizens attending meetings 	Manage the microphones, screen technology and sound systems	ASNET and CCC IT
Other meeting room technology	<ul style="list-style-type: none"> Elected members Citizens attending meetings 	Manage the microphones, screen technology and sound systems	CCC IT
Virtual Meeting Rooms (VMR)	<ul style="list-style-type: none"> Elected members Staff attending meetings 	Manage video/audio links to attend meetings remotely	ASNET and CCC IT
Skype for Business and Zoom	<ul style="list-style-type: none"> Elected members Staff attending meetings 	Manage video/audio links to attend meetings remotely	CCC IT

9. What financial resources are needed?

Governance & Decision Making											
000's	Annual Plan 2020/21	LTP 2021/22	LTP 2022/23	LTP 2023/24	LTP 2024/25	LTP 2025/26	LTP 2026/27	LTP 2027/28	LTP 2028/29	LTP 2029/30	LTP 2030/31
<i>Activity Costs before Overheads by Service</i>											
Elections	117	203	1,129	59	83	1,373	108	158	1,303	68	97
Secretariat & Advice to Elected Membe	10,464	9,595	10,209	11,140	10,282	10,682	11,625	11,104	11,530	12,582	12,030
	10,581	9,798	11,338	11,199	10,365	12,055	11,732	11,262	12,833	12,649	12,127
<i>Activity Costs by Cost type</i>											
Direct Operating Costs	379	429	1,522	701	325	1,419	419	419	1,355	406	380
Direct Maintenance Costs	2	2	2	2	2	2	2	2	2	2	2
Staff and Contract Personnel Costs	10,273	9,632	9,904	10,799	10,311	10,730	11,639	11,135	11,570	12,585	12,051
Other Activity Costs	330	320	496	295	340	531	315	365	582	351	406
	10,984	10,382	11,923	11,797	10,977	12,682	12,375	11,921	13,509	13,344	12,839
Activity Costs before Overheads	10,984	10,382	11,923	11,797	10,977	12,682	12,375	11,921	13,509	13,344	12,839
Overheads, Indirect and Other Costs	4,760	4,016	4,185	4,189	4,300	4,513	4,626	4,736	4,932	4,997	5,103
Depreciation	-	-	-	-	-	-	-	-	-	-	-
Debt Servicing and Interest	-	-	-	-	-	-	-	-	-	-	-
Total Activity Cost	15,744	14,399	16,109	15,986	15,277	17,195	17,001	16,657	18,441	18,341	17,942
Funded By:											
Fees and Charges	44	45	302	47	48	323	50	51	348	54	56
Cost Recoveries	-	-	-	-	-	-	-	-	-	-	-
Total Operational Revenue	44	45	302	47	48	323	50	51	348	54	56
Net Cost of Service	15,700	14,354	15,807	15,939	15,230	16,872	16,950	16,605	18,093	18,287	17,887
Funding Percentages:											
Rates	99.7%	99.7%	98.1%	99.7%	99.7%	98.1%	99.7%	99.7%	98.1%	99.7%	99.7%
Fees and Charges	0.3%	0.3%	1.9%	0.3%	0.3%	1.9%	0.3%	0.3%	1.9%	0.3%	0.3%
Grants and Subsidies	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Cost Recoveries	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Funding Consideration

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

Funding Policy

Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
Low	Low	Low	Low

The table above shows how Council has considered funding in relation to the Activity, using a simple high / medium / low scale:

- User-pays – the degree to which the Activity can be attributed to individuals or identifiable groups rather than the community as a whole;
- Exacerbator-pays – the degree to which the Activity is required as a result of the action (or inaction) of individuals or identifiable groups;
- Inter-generational equity – the degree to which benefits can be attributed to future periods; and
- Separate funding – the degree to which the costs and benefits justify separate funding for the Activity.

Where an Activity is paid for through a number of funding mechanisms, Council’s practice is to meet its operating costs in the first instance from fees & charges and grants & subsidies (subject to the considerations outlined above). If the Activity requires further operational funding, this remainder is funded through rates.

Operating Cost Funding Policy

This table below shows Council’s broad funding target for the Activity (i.e. how much is paid for by individuals / groups, and how much by the community as a whole), and the associated funding mechanism used (i.e. general rates, targeted rates, user charges, etc.). As the precise balance between individual / group and community funding may vary in practice (particularly for volumetric fees and charges), the funding target for each of the below tables is expressed in broad terms rather than specific percentages:

- Low = this source provides 0%-25% of the funding for this Activity;
- Medium = this source provides 25%-75% of the funding for this Activity; and
- High = this source provides 75%-100% of the funding for this Activity.

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
Low	High	• Fees & Charges (Low)	• General Rates (High)

10. How much capital expenditure will be spent, on what category of asset, and what are the key capital projects for this activity?

No capital programme for this activity.

11. Does this activity have any significant negative effects on social, economic, environmental or cultural wellbeing, now or in the future?

Negative Effect	Mitigation
Social	
Governance process are formal, legislative and complex -- participation is challenging	<ul style="list-style-type: none"> • Continue to provide for deputations and a public forum at governance meetings. • Regularly review and update standing orders. Greater delegation of local decision making to community boards.
The community do not understand how Council make decisions	<ul style="list-style-type: none"> • Implement Council's 32 step process on transparency. Continue with the use of communicative tools such as Newline. • Develop and promote alternative forms of community engagement. • Greater delegation of local decision making to community boards.
Interest and participation in local elections is low	<ul style="list-style-type: none"> • Support the LGA requirement for Chief Executive to facilitate participation. • Use networks to clearly communicate information • Support community to participate, as candidates and/or voters • Continue to take opportunities to raise awareness and participation
Economic	
Environmental	
Cultural	
Governance process are overtly based on a Westminster system often alien to many cultures	<ul style="list-style-type: none"> • Engage 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.

12. What risks are identified and what controls and mitigations are planned?

Risk / Uncertainty: (for each risk you identify, complete the following sections. You can have more than one cause or result/outcomes for each risk, we suggest a maximum of 5 items against each risk)			Assessed Risk Level		Controls and Mitigations
There is a risk that/of:	Caused By:	Resulting In:	Inherent	Residual	
Risk Title: COVID-19 Response					
There is a risk that active citizenship and participatory democracy will be compromised.	COVID-19 impacting on elected members, public and staff being able attend face to face meetings	A compromised ability to make timely and inclusive quality governance decisions.	Medium	Low	Hold meetings by audio/visual (virtual) platforms and rely on legislative changes to ensure the LGA, LGOIMA and other requirements are met e.g. requirement of a quorum and public access.
	Audio/visual technology used to hold virtual meetings will fail	The inability to host or complete a meeting. The exclusion of persons from the meeting.	High	Low	Invest in at least one digital platform and a range of venues that can host virtual meetings. Ensure a range of staff are trained in the use of technology and the application of relevant legislation and standing orders to its use.
There is a risk that localised decision making will be compromised.	The temporary revocation of delegations to Community Boards and Committees	A reduction in the available forums for localised decision making.	Medium	Low	Review the delegations regularly and reinstate in a planned process over time. Invest in at least one digital platform and a range of venues that can host virtual meetings. Ensure a range of staff are trained in the use of technology and the application of relevant legislation and standing orders to its use.
Requests for service that exceed the capacity of the organisation to deliver from elected members, community or others	Community, elected members and others making requests for service outside the capacity of the organisation to deliver	De prioritisation of existing levels of service, increased use of unbudgeted resources, negative publicity and unhappy customers	High	High	Clearly define capacity through vehicles such as strategy implementation plans, clear levels of service and community board plans. Remain flexible to reprioritisation. Create firm expectations and do not feel unwilling to say no. Escalate issues before they become insurmountable.

Risk / Uncertainty: (for each risk you identify, complete the following sections. You can have more than one cause or result/outcomes for each risk, we suggest a maximum of 5 items against each risk)			Assessed Risk Level		Controls and Mitigations
There is a risk that/of:	Caused By:	Resulting In:	Inherent	Residual	
Risk Title: Community Understanding of, and Participation in Governance and Decision Making.					
There is a risk that residents will maintain a lack of understanding as to how Council makes decisions.	Issues raised by the Ombudsman in relation to transparency.	Public perception of a lack of transparency and a lack of understanding	High	Medium	Follow Council's action plan, release reports and decisions made in the publically excluded sessions of governance meetings. Respond to media and other enquiries within agreed timeframes.
	A miss match between reported resident feedback and Council decisions.	Residents not understanding why Council appeared to go against resident opinion.	Medium	Medium	Communicate rationale behind decision making, support decision makers being publically available to explain decisions. Regular profiling of decision makers.
	The Council having to make difficult decisions where all parties will not agree.	Residents confusing a lack of support for the outcome with a lack of understanding on the process.	High	Medium	Communicate rationale behind decision making, support decision makers being publically available to explain decisions. Simplify the community access to governance decision making. Showcase examples of where community feedback has changed decision making outcomes.
	Current opportunities for citizen participation are not effectively or used enough.	The update of forums, deputations, petitions and other vehicles largely confined to experienced practitioners.	Medium	Low	Centrally and locally communicate the opportunities available to citizens to make their views known. Encourage submissions and presentations to Boards, Committees and Council. Support groups who have never presented before to do so. Support youth and multicultural access.
	Current opportunities for citizen participation and understanding may not be sufficient or sufficiently effective in shifting citizen understanding	Citizens not having sufficient and /or appropriate opportunity to engage and understand	Medium	Medium	In partnership with a range of Units within Council research, develop, trial and implement new ways of working. Utilise technology. Discuss with DI
	The large volume and wide scope of information released by Council and others relating to Council activities	Residents becoming unable to keep on track of the range and volume of information or miss information	High	Medium	Discuss with Di.