

Long Term Plan 2024-34 Activity Plan

Mayoral, Councillor and Executive Support, and Treaty Relationships

- *Provide information, support and advice to the Mayor, Deputy Mayor and Councillors, and Chief Executive*
- *Provision of information in accordance with LGOIMA*
- *Treaty Relationships*

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1. What this activity delivers

Mayoral, Councillor and Executive Support (MSCE)

This activity supports both the Mayor and the Chief Executive to discharge their statutory duties.

The role of the Mayor is set out in section 41A of the Local Government Act and includes providing leadership to elected members and people in the district; and leading the development of the Council's plans, policies and budgets. Likewise, the role of the Chief Executive is detailed under section 42 of the Act. They are responsible, amongst other things, for implementing the decisions of the local authority, providing advice to members of the local authority and community boards, ensuring the effective and efficient management of the activities of the local authority; and acting as the principal administrative officer.

The Office of the Mayor and Chief Executive provides information, support and advice to the Mayor, Deputy Mayor, Councillors and Chief Executive. The Office supports the Mayor and Chief Executive to participate in and maintain significant external relationships, including the Canterbury Mayoral Forum, Greater Christchurch Partnership, Local Government New Zealand along with Central Government and other key stakeholders. The Office coordinates and analyses comprehensive policy information from across the organisation and from external sources, as well as providing executive support.

The Office, through the Official Information Team, processes all requests for information under the Local Government Official Information and Meetings Act (LGOIMA) and the Privacy Act, with a technical oversight of LGOMIA and Privacy by the Head of Democracy and Legal Services. The Office also coordinates Elected Member queries and correspondence; and administers Council briefings.

A separate Executive Support Team provides administrative support to the Executive Leadership group.

The Office of the Mayor and Chief Executive is responsible for the delivery of Civic and International Relations, covered under its own Activity Plan.



Mayor and Councillors – 2022-2025 Triennium. Source: CCC website 2023

Treaty Relationships

The Council is committed to partnering with Ngāi Tahu – who has rangatiratanga over its takiwā - to achieve meaningful outcomes that benefit the whole community.

Through legislative frameworks Council is obligated to engage with, and strengthen relationships with Māori, premised on Te Tiriti o Waitangi as well as subsequent legislation such as the [Local Government Act 2002](#), the [Resource Management Act 1991](#) and [Te Rūnanga o Ngāi Tahu Act 1996](#).

Combined, these documents set the basis of consultation with Iwi and Mana Whenua to ensure that the views and values of Māori are considered across Council activities as we make decisions about the city, its resources and the environment. Land, water (all forms) and the natural environment are of significant cultural value for Māori – similarly this is true for the wider Christchurch community.

The Council is mindful also of the work of the Future for Local Government Panel, particularly with respect to finding a more meaningful expression of rangatiratanga and a more culturally specific expression of kawanatanga by councils. [We are in a period of evolution with respect to the role of](#)

local government in the Tiriti partnership and this activity is absolutely critical to enabling this Council to build its partnership with mana whenua/Māori.

Supporting the relationships between Council and the six Papatipu Rūnanga:

Council directly partners with the six Papatipu Rūnanga as mana whenua of their respective rohe, whose takiwā or territories are (fully or partly) within Council's area of responsibility.

- Te Ngāi Tūāhuriri Rūnanga
- Te Hapū o Ngāti Wheke
- Wairewa Rūnanga
- Te Rūnanga o Koukourārata
- Ōnuku Rūnanga
- Te Taumutu Rūnanga

The six Papatipu Rūnanga have collectively formed a body (Te Kahui Kahukura) to engage at the strategic level with Council to advance the wellbeing of the Christchurch District for the benefit of the whole community.

This partnership is formalised through committee [Te Hononga - Papatipu Rūnanga Committee](#) which meets quarterly.

At the operational level the relationship is strengthened through the Te Tiriti Partner Relationships Team who report directly to the Chief Executive. The purpose of this team is to foster working and strategic relationships between the Council and Papatipu Rūnanga on a daily basis.

Supporting the Council relationship with the wider whanau and te Tiriti partners (members of the community) including Rehua Marae and Ngā Hau E Wha National Marae

The Council also engages with wider Māori and te Tiriti partners within the city. A specific example is through Te Rūnanga o Ngā Maata Waka specifically on urban Māori community matters. Rehua Marae and Ngā Hau E Wha Marae provide cultural and support services for Māori living in Christchurch but who

aren't necessarily affiliated with the Ngai Tahu Rūnanga in whose takiwā Christchurch district sits.

The purpose is to enhance the wellbeing in the community, specifically the health determinants within Te Tiriti framework e.g. using the Māori health model Te Whare Tapa Whā and Mason Duries '*Foundations for Tomorrow Scoping the Past to Reach the Future*' (Durie, 2024) - Māori values to drive outcomes, holistic, wrap around care and support whilst placing whānau and the community at the centre of the decision-making process.

Providing internal support, education & capability to Council the Council family, Elected Members and staff to develop the skills and knowledge to better work with whānau, hapu and iwi;

Te Tiriti team will lead the provision of education and capability improvements for the Council whanau, including Elected Members, staff and staff of Council's CCOs, to develop the skills and knowledge to better work with whanau, hapu and iwi. This includes Te Tiriti training, te reo māori classes, noho marae experiences and staff being provided with the history of the city and wider regions within which the Mana Whenua boundaries reside.

Broker relationships to help coordinate with key central government agencies for the betterment of health determinants within a Tiriti framework, for the whole community. Includes e.g. Ministry of Social Development, Ministry of Health (Te Aka Wai Ora and Te Whatu Ora), Ministry of Education, Ministry of Transport.

Te Tiriti team help coordinate, broker and strengthen relationships between Council and key central government agencies with commonalities and interest in the community to enable a win-win situation. Working together, sharing intentions, sharing resources, preparing programmes together, and supporting each other to deliver these programmes will deliver improved health determinants and improve overall well-being across all of the community.

Council is at the centre but is also the tip of spear for getting programmes into the community.

This activity includes the following services:

Services		Contributes to Community outcomes
	Provide information, support and advice to the Mayor, Deputy Mayor, Councillors, and Chief Executive <ul style="list-style-type: none">• This activity ensures advice and support are provided to the Mayor, Councillors and Chief Executive to assist them in their duties.	A collaborative confident city
	Provision of information in accordance with LGOIMA <ul style="list-style-type: none">• This activity receives and processes requests for information under the provisions of the Local Government Official Information and Meetings Act (LGOIMA).	
	Treaty Relationships <ul style="list-style-type: none">• Supporting the relationships between Council and the six Papatipu Rūnanga, the Council relationship with the wider whanau and te Tiriti partners, and providing internal support, education & capability to CCC, the CCC family, Council, Elected Members and staff	



A snapshot of annual provision and use for Mayor, Councillors and Executive Support, and LGOIMA services:

- ✓ Responded to approx. 1000 LGOIMA requests
- ✓ Responded to approx. 50 Ombudsman complaints
- ✓ Supported 51 Briefings and workshops
- ✓ Circulated 348 staff memos
- ✓ Responded to approx. 1300 Elected Member queries
- ✓ Responded to ~5000 pieces of mayoral correspondence
- ✓ Managed ~ 820 mayoral meetings
- ✓ Managed ~ 600 mayoral invitations
- ✓ Managed ~ 750 Deputy Mayor and Councillor meetings

Who our key customers are: Mayor, Deputy Mayor, Councillors, the Chief Executive, Residents.

Who our key stakeholders are: ELT, Heads of and Units, Ombudsman, Privacy Commissioner, Central Government (Ministers Office's), LGNZ, Canterbury Mayoral Forum, Greater Christchurch Partnership

What you think: External (LGOIMA and Correspondence) and Internal (EM Queries) volumes and response expectations are increasing. Social media is fuelling 24/7 expectations of accessibility and responsiveness of Elected Members.

What Customers say: Only 24% of residents surveyed believe the Council is open and transparent [Resident Survey Snap Shot 2022/23]

Community outcomes: A collaborative confident city

Mayor, Councillors and Executive Support services - where we came from

In 2012 the Local Government Act was amended to provide Mayors with new powers and responsibilities. Mayoral support at that time was provided by Democracy Services.

In 2013 a standalone Mayor's Office with a Chief of Staff and additional staff resource was established following external consultancy advice.

In 2015 an Office of the Chief Executive was established by the Fit4Future Review, incorporating a Chief and Senior advisors, Public Information advisors, Treaty advisors and the Civic & International Team.

In 2017 the Mayor's Office was reviewed by the then Chief of Staff and advisory and support staff were expanded.

In 2020 the Mayor's Office and Office of the Chief Executive were merged to form the Office of the Mayor and Chief Executive (OMCE), under a Director of the OMCE. The Mayor's Office Chief of Staff and some advisory positions were disestablished. The Treaty Advisors were moved to report to the CE.

In Feb 2021 the Director of OMCE position was disestablished and in November 2021 a new Head of OMCE position was created in the Third-Tier restructuring.

Treaty Relationships - where we came from

On Thursday 15 December 2016, Christchurch City Council and Ngā Papatipu Rūnanga committed to work in partnership, signing an historic relationship agreement. The Papatipu Rūnanga and Christchurch City Council Relationship Agreement was signed by former Mayor Lianne Dalziel and Dr Te Maire Tau, co-chairs of Te Hononga Council- Papatipu Rūnanga Committee, along with representatives from the six Rūnanga within the city and peninsula boundaries.

Mayor Dalziel said the signing of the agreement was a landmark in the evolution of civic and tribal diplomacy and that the agreement underpinned the city's relationship with the six Papatipu Rūnanga and provided a firm basis to mutually reinforce the commitment to Ōtautahi Christchurch.

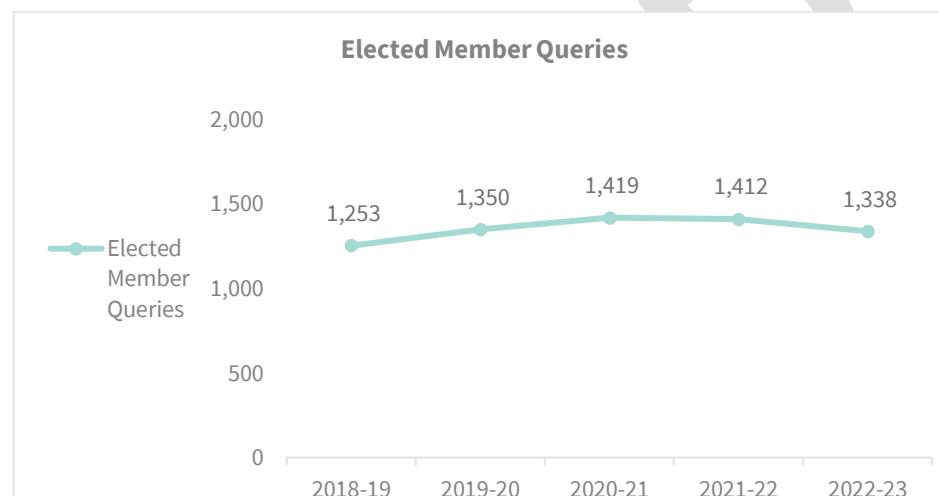
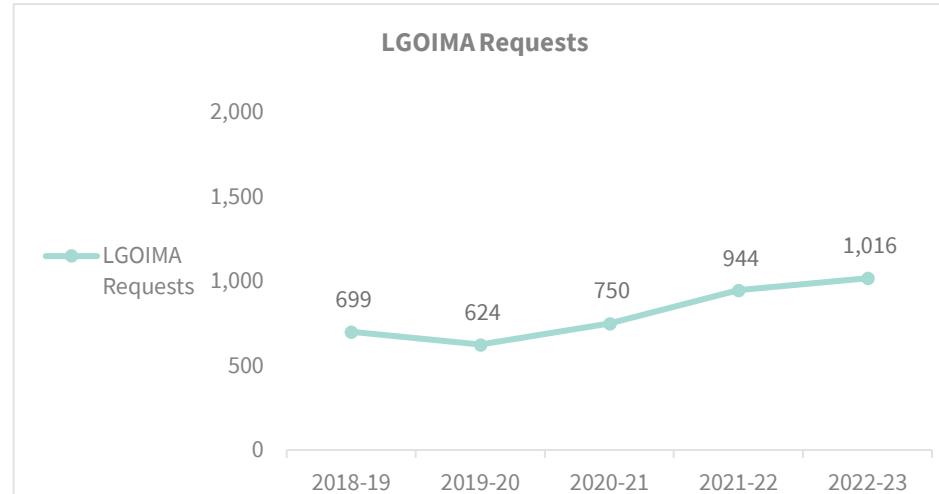


The takiwā of the six Papatipu Rūnanga whose takiwā or territories are (fully or partly) within Christchurch City Council's area of responsibility as defined by Schedule 1 of the Ngai Tahu Act 1996

What our community is saying



Demands for openness and transparency are increasing



Activity	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24 (Est)
LGOIMA requests	699	624	750	944	1016	1188
LGOIMA timeframes (days)	N/A	N/A	16.7	22.7	13.3	11.1
EM Queries	1253	1350	1419	1412	1315	940
CE Correspondence	305	363	302	161	412	612
Ombudsman Complaints	N/A	N/A	17	33	49	50
Ombudsman Adverse Findings	N/A	N/A	3	2	2	10-12

Source: [Official Information Team](#)

2. Why we deliver this activity

2.1. Community Outcomes: How MCES contributes

Community Outcomes	Contribution*	Key contributions to achieving our community outcomes
A collaborative confident city Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe	★★★	<ul style="list-style-type: none"> We support interactions, meetings and correspondence between the Mayor, Deputy Mayor, Councillors and Chief Executive with the community and city stakeholders to promote active participation in governance forums and to inform decision making. We oversee the timely and accurate response to LGOIMA requests to promote transparent communication of Council decision-making and information sharing with residents and stakeholders.
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	★★	<ul style="list-style-type: none"> We facilitate the leadership of the Mayor, Deputy Mayor, Councillors and Chief Executive, to articulate, agree on and monitor staff's implementation and the outcomes of Council policy decisions made that support us to deliver a green, liveable city. We support the Mayor, Deputy Mayor, Councillors and Chief Executive to have constructive relations with communities of interest and key stakeholders in the areas of climate change and promoting a regenerative environment.
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'	★★	<ul style="list-style-type: none"> We facilitate the leadership of the Mayor, Deputy Mayor, Councillors and Chief Executive, to articulate, agree on and monitor staff's implementation and the outcomes of Council policy decisions to deliver a cultural powerhouse city. We support the Mayor, Deputy Mayor, Councillors and Chief Executive to have constructive relations with the city's diverse communities and key stakeholders for the arts, cultural and sporting interests.
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	★★	<ul style="list-style-type: none"> We facilitate the leadership of the Mayor, Deputy Mayor, Councillors and Chief Executive, to articulate, agree on and monitor staff's implementation and the outcomes of Council policy decisions to deliver a thriving and prosperous city. We support the Mayor, Deputy Mayor, Councillors and Chief Executive to have constructive relations with communities of interest and key stakeholders for business and investment.
*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. Community Outcomes: How Treaty Relationships contributes

Community Outcomes	Contribution*	Key contributions to achieving our community outcomes
 A collaborative confident city Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe		<ul style="list-style-type: none"> Our kaupapa and mahi facilitates Māori participation in the civic life of Ōtautahi Christchurch Helping the Council to view issues and opportunities through a te ao Māori lens helps the Council make decisions in the best interests of all residents Partnering with Rūnanga service providers on environmental and urban design matters to create a an inclusive city identity that celebrates Te Tiriti partnership. A culturally safe community and acknowledgement of Mana Whenua's role within their respective takiwā. Enable the people of Canterbury to influence Council decision making in a fair and equitable way, ultimately delivering better outcomes for the region, now and into the future whilst also strengthening a culturally safe council
 A green, liveable city Our neighbourhoods and communities are accessible and well-connected, supporting our goals to reduce emissions, build climate resilience and protect and regenerate the environment, especially our biodiversity, water bodies and tree canopy		<ul style="list-style-type: none"> We share the kaupapa of kaitiakitanga and promoting its implementation within Council helps create a green, liveable city Ōtautahi Christchurch We connect Council staff with experts in matauranga Māori kaitiakitanga to ensure our district has better environmental management practices and outcomes We promote understanding within Council of Te tāhū o te whāriki Ngai Tahu Climate Change Strategy and seek opportunities for Council to support the aspirations of mana whenua for climate action for example coastal adaptation planning with Koukourata and Rāpaki.
 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'		<ul style="list-style-type: none"> We support building Council cultural capability and celebrating the values of Te Tiriti. With sufficient resourcing, this Activity can support commitments in the Council 's Heritage Strategy with respect to raising awareness of Ngāi Tahu heritage, maintaining strong relationships with Papatipu Rūnanga on heritage and taonga matters, and providing opportunities for Council staff to access training related to Ngāi Tahu heritage, including tikanga, Te Reo and te ao Māori.
 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		<ul style="list-style-type: none"> We provide advice to the Council that helps facilitate the growth of the Māori economy in Ōtautahi Christchurch Opportunity for partnering with Rūnanga on economic opportunities that benefit the whole community. This would require increased resourcing.

*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

2.3. Strategic Priorities - How MCES 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"> We facilitate engagement with the Mayor, Deputy Mayor, Councillors and Chief Executive and in Council processes through connections/ relationships with community and strategic partners, enabling the members to represent those community views to the Council. 	
	Champion Christchurch and collaborate to build our role as a leading New Zealand city		<ul style="list-style-type: none"> We facilitate external meetings, national visits and regional partnership attendance to showcase Christchurch as a leading New Zealand city. (Note the Civic & International Relations team's facilitation of the international aspects of this are detailed in a separate Activity Plan). We support the Mayor, Deputy Mayor, Councillors and Chief Executive in their relationships with ChristchurchNZ, as City promotion and attraction agency, and with other key city organisations. 	
	Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents		<ul style="list-style-type: none"> We look to enhance the Council's reputation for transparency and good decision-making through: <ul style="list-style-type: none"> Managing Mayor, Councillor and CE correspondence Promoting transparency e.g. proactive information releases, PX meeting releases, attendance records, expense records, etc Processing of LGOMIA requests and responding to Ombudsman investigations Managing privacy requests and investigations Ensuring the Mayor, Councillors and CE are provided with timely and suitable advice 	
	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"> Facilitate the Mayor and the Chief Executive's leadership in support of Council lowering our emissions and building our resilience to climate change impacts. Supporting the Mayor to meet responsibilities under the Global Covenant of Mayor's for Climate Change. 	
	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"> Support the Mayor's leadership to ensure that Council manages ratepayers' money wisely. 	
	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"> Support the Mayor's leadership to ensure that Council actively balances the needs of today's residents with the needs of future generations. 	
*Levels of contribution - what this means				
	This activity is critical to achievement of this strategic priority – we measure our impact with actions and levels of service in the Strategic Priorities Action Plan			
	This activity strongly supports achievement of this strategic priority – we measure our impact with actions and levels of service in the Strategic Priorities Action Plan for important elements only			
	This activity supports achievement of this strategic priority - we measure our impact with actions and levels of service in the Strategic Priorities Action Plan if practicable			
	This activity may provide incidental support for the achievement of this strategic priority – it's not cost-effective to measure our impact			

2.4. Strategic Priorities - How Treaty Relationships 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"> Affordable and equitable access to housing for mana whenua, including papakāinga housing, is a priority for the six Rūnanga whose takiwā is partly within our district: Te Tiriti team acts as an advocate to progress this priority in Council planning processes, and is a connector between the Council organisation and Rūnanga and/or Te Rūnanga o Ngāi Tahu parties.
	Champion Christchurch and collaborate to build our role as a leading New Zealand city	★★	<ul style="list-style-type: none"> Te Tiriti team supports Council collaboration with Te Rūnanga o Ngāi Tahu, which is an essential part of our wider engagement with central government and other regions, on issues of significance to local government and mana whenua. Te Tiriti team provides advice, works with Council colleagues and liaises with Rūnanga to support events/activities where mana whenua welcome manuhiri to Ōtautahi Christchurch – demonstrating our hospitality and reflecting our roles as partners and city leaders.
	Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents	★★★	<ul style="list-style-type: none"> Te Tiriti team works closely with the six Rūnanga, to build trusted relationships, increase understanding of respective priorities and provide opportunities for engagement. The team manages the relationship with Mahaanui Kurataio, who are mandated to provide advice to Council on behalf of the six Rūnanga, about proposals and decisions relating to strategic, environmental and resource management matters. The team also holds a direct relationship with Whitiora, who provide strategic advice on behalf of Ngai Tūāhuriri. Te Tiriti team facilitates preparation of agendas/papers for the partnership governance body, Te Hononga Committee – requiring engagement with Te Kahui Kahukura, Rūnanga chairs, Mayor and Councillors and the Council organisation.
	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"> Protecting indigenous biodiversity and water bodies are a very high priority for all six Rūnanga (drinking water, stormwater and wastewater treatment, and protection of waterways and harbour). Te Tiriti team provides advice and support to Rūnanga and Council colleagues to ensure that these priorities are taken into account in Council planning and decision-making and ensure that Rūnanga participation and views are integral. Coastal adaptation planning is a priority for Rūnanga, especially for mana whenua on Banks Peninsula. Te Tiriti team supports both adaptation planning work led by Rūnanga and the Council through providing advice and supporting the Coastal Hazards Adaptation Planning programme. Te Tiriti team provides support to the co-governance framework for the management and enhancement of the Ōtākaro Avon River Corridor.
	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"> Te Tiriti team supports engagement and effective working relationships between Rūnanga and Council to deliver core services and priority projects – such as roading, three waters, public amenities and enhancement of parks and open spaces - in local areas such as near marae and papakāinga housing.

	<p>Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind</p>		<ul style="list-style-type: none"> • Te Tiriti team upholds the Ngāi Tahu value that today's generation has responsibility to grow and use resources, to honour our tīpuna, and create a prosperous inheritance for future generations. • To this end, Te Tiriti team engages with Rūnanga to understand their priorities for Council investment in projects and participation in Council processes and decision-making. <p><i>'Mō tatou ā mō kā uri a muri ake nei – For us and our children after us'</i></p>
*Levels of contribution – what this means			
	This activity is critical to achievement of this strategic priority – we measure our impact with actions and levels of service in the Strategic Priorities Action Plan		
	This activity strongly supports achievement of this strategic priority – we measure our impact with actions and levels of service in the Strategic Priorities Action Plan for important elements only		
	This activity supports achievement of this strategic priority - we measure our impact with actions and levels of service in the Strategic Priorities Action Plan if practicable		
	This activity may provide incidental support for the achievement of this strategic priority – it's not cost-effective to measure our impact		

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2.5. Climate Resilience Goals: How MCES supports climate resilience goals

Net zero emissions Christchurch

<p>Key sources of greenhouse gas emissions from this activity includes:</p> <p><u>Operational/embedded emissions</u></p> <ul style="list-style-type: none">• <i>Office facilities:</i> Emissions from Te Hononga Civic Office facilities used by OMCE staff, and facilities used for Mayor, Deputy Mayor, Councillor and Chief Executives meetings. This includes printing, materials, electricity, etc.• <i>Work travel – Local /Regional:</i> The Mayor, Deputy Mayor, Councillors and Chief Executive travel for work purposes with associated travel emission. However, travel for OMCE staff is rare and limited to travel to support the Mayor and Deputy Mayor at external local/regional meetings.• <i>Work travel – National/International:</i> The Mayor and Chief Executive are the most frequent contributors to aircraft emissions from domestic travel. For consideration of international travel refer to the CIR Activity Plan. However, travel for OMCE staff is very rare – max one flight per year.• <i>Upstream emissions by suppliers:</i> While emissions by providers of OMCE resource are indirect and currently unquantified, they are still an emissions-source associated with our activities. OMCE rely on Council Procurement to vet the climate and environmental credentials of providers of OMCE resources e.g. stationery, electricity, etc. <p><u>Indirect emissions from users of the activity:</u></p> <ul style="list-style-type: none">• <i>Non-Work travel:</i> Private vehicle travel of the Mayor, Deputy Mayor and Councillors to participate in self- organised meetings with residents.• <i>Commuting:</i> OMCE staff commuting emissions plus the commuting emissions of the Mayor, Deputy Mayor Councillors and Chief Executive
<p>The Office of the Mayor and Chief Executive is taking the following actions to reduce greenhouse gas emissions:</p> <p><u>Operational/embedded greenhouse gas emissions</u></p> <ul style="list-style-type: none">• <i>Office facilities:</i> Responsibility for operational emissions from Te Hononga Civic Office falls to the Facilities Management Team.• <i>Work travel – Local /Regional:</i> We encourage and implement virtual meeting options where possible. Facilities lease a Nissan Leaf for use of the Mayor, Deputy Mayor and OMCE staff travelling in support of local and regional meetings. The current Mayor also utilises a private hydrogen powered vehicle.• <i>Work travel – National/International:</i> We encourage and implement virtual meeting options where possible. <i>Upstream suppliers:</i> OMCE rely on Council Procurement to vet the climate and environmental credentials of Office supplies e.g. stationery, electricity, etc. <p><u>Greenhouse gas emissions by users of Office of the Mayor and CE</u></p> <ul style="list-style-type: none">• <i>Mayor and Councillor's Non-Work travel:</i> We encourage and implement virtual meeting options where possible.• <i>Commuting:</i> Our flexible working policy allows and encourages working from home where appropriate to reduce commuting emissions.•

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

<p>Key climate risks for the Mayoral, Councillor and Executive Support, and Treaty Relationships activity includes:</p> <ul style="list-style-type: none">• <i>Physical risks to staff:</i> The changing climate could have direct impacts on our staff. This includes extreme weather (such as rainfall, flooding, extreme hot days, etc) affecting staff's ability to commute and accessibility to Te Hononga Civic Offices. This also includes health effects of changing climate on staff – e.g., increased illness, asthma, and susceptibility to extreme heat waves.• More frequent severe weather events and the range of climate change risks will generate risk and costs across the business impacting on CDEM framework and responses, the work programme and requiring more frequent tactical responses from OMCE in support of the Council's strategic priorities.• Significant central government climate and emergency management policy /programme directions will impact the activity through requiring a leadership response.
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	<p>Options being considered to reduce the risks to the Mayoral, Councillor and Executive Support, and Treaty Relationships activity and the community posed by those climate risks include:</p> <ul style="list-style-type: none">• <i>Physical risks to staff:</i> Direct/physical risks to staff commuting/accessibility is managed through flexible working policies to enable working from home for extreme weather events.• <i>Changing regulatory framework:</i> The key mitigation of risks of increased severe weather events, CDEM responses, climate risks and associated government programme of works is to ensure adequate capacity and capability of OMCE staff to understand and facilitate the Mayor and Chief Executive's response to climate events and policy frameworks.
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We are guardians of our natural environment and taonga



- Review opportunities to enhance support for the Mayor, the Climate Portfolio Lead and Elected Members to understand climate impacts and secure adequate advice from across the business to enable informed decision making.
- There are no anticipated levels of service changes for OMCE, in this LTP or that may be required in the future as a result of climate change.

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2.6. Climate Resilience Goals: How Treaty Relationships supports climate resilience goals

Net zero emissions Christchurch

 There are limited greenhouse gas emissions from this activity as it primarily involves delivering advice. Key sources of emissions are:

- Electricity use in the office.
- Staff business travel.

Treaty Relationships team is taking the following actions to reduce greenhouse gas emissions:

Operational/embedded greenhouse gas emissions

- Avoid non-essential business travel by using online meeting options where appropriate and use the shared EV fleet.

Greenhouse gas emissions by users of Treaty Relationships

- We will work alongside Papatipu rūnanga and their climate change portfolio holders to reduce greenhouse gas emissions.
- There are no significant GHG emissions from others as a result of this activity.

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

 Key climate risks for the Treaty Relationships activity include:

- 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.
- For Māori the impacts of climate change include loss of:
 - culturally significant structures and places.
 - access to equitable resources (forestry, primary sectors, seafood).
 - cultural practises.
 - native taonga species.
- Significant central and local government action on climate change creates risks of consultation fatigue of Rūnanga and/or Te Rūnanga o Ngāi Tahu parties and increases demand for Treaty Relationships to deliver advisory and support services to Council staff.

Options being considered to reduce the risks to the Treaty Relationships activity and the community posed by those climate risks include:

- Increasing resourcing within the Treaty Relationships activity to enable effective engagement on the complex challenges presented by climate change for Māori.
- Sharing tools and guidance for Council staff on the key climate interests of Rūnanga and/or Te Rūnanga o Ngāi Tahu parties.

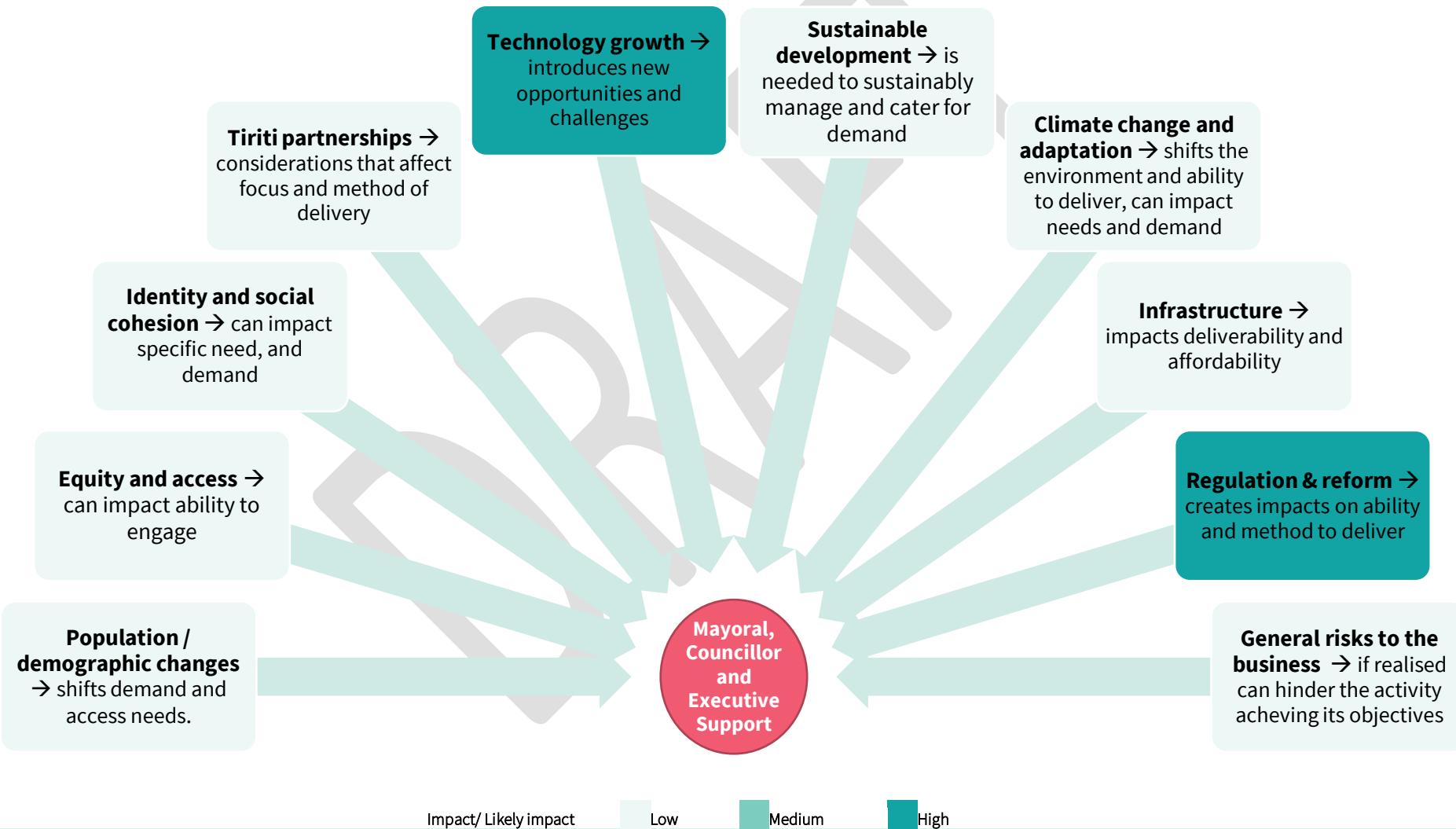
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- 
- We will support the development of a strategic approach to engagement on climate change with Rūnanga and/or Te Rūnanga o Ngāi Tahu parties to avoid consultation fatigue and support a genuine partnership on climate action.
 - Appropriate engagement on climate change will support delivery across our Levels of Service. No additional climate specific LoS are included for this activity.

3. How we are planning for future impacts

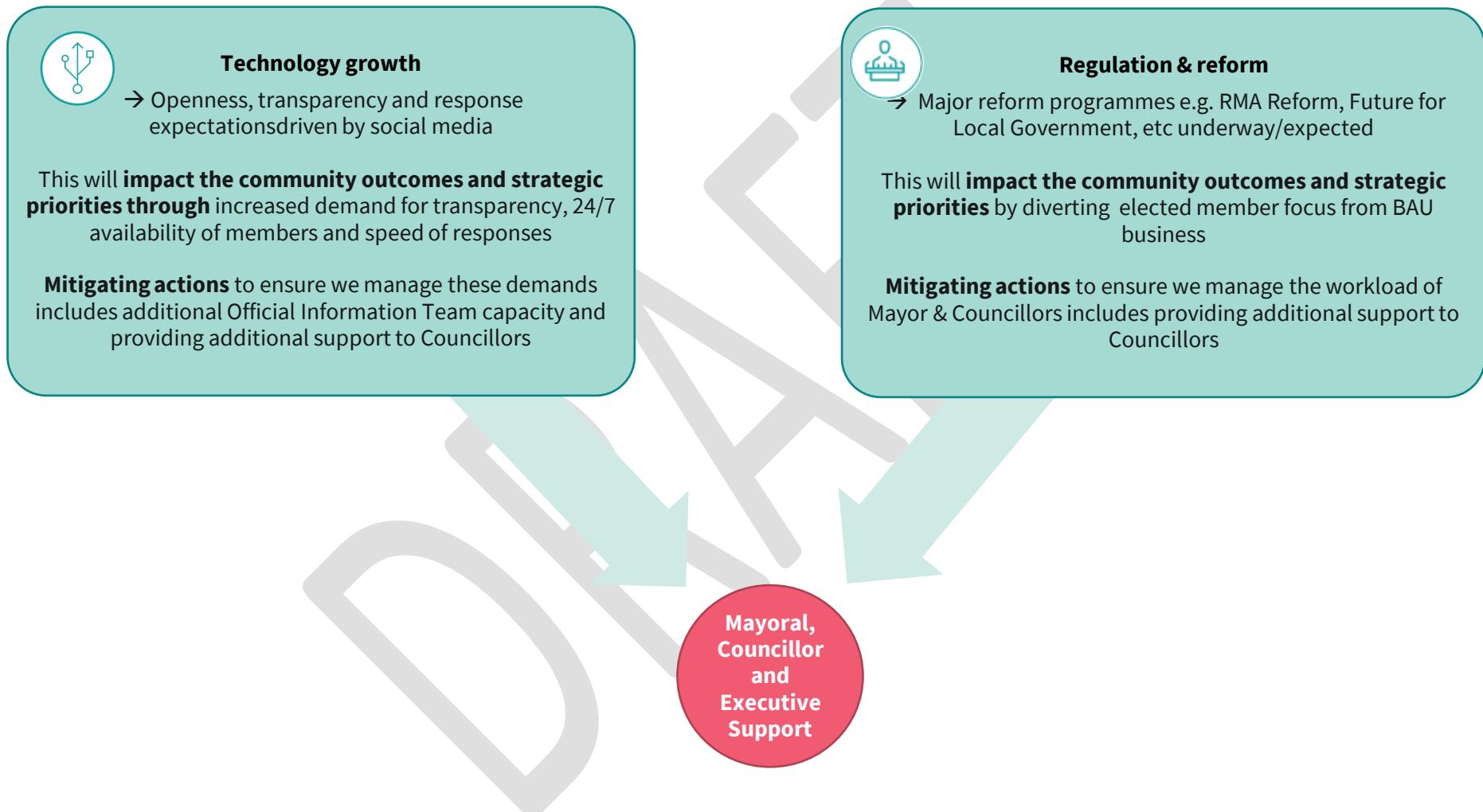
There are various factors influencing current and future demand on the Mayoral, Councillor and Executive Support, and Treaty Relationships activity and levels of service. These are listed below.

3.1. Issues impacting current and future activity demand and deliverability for MCES

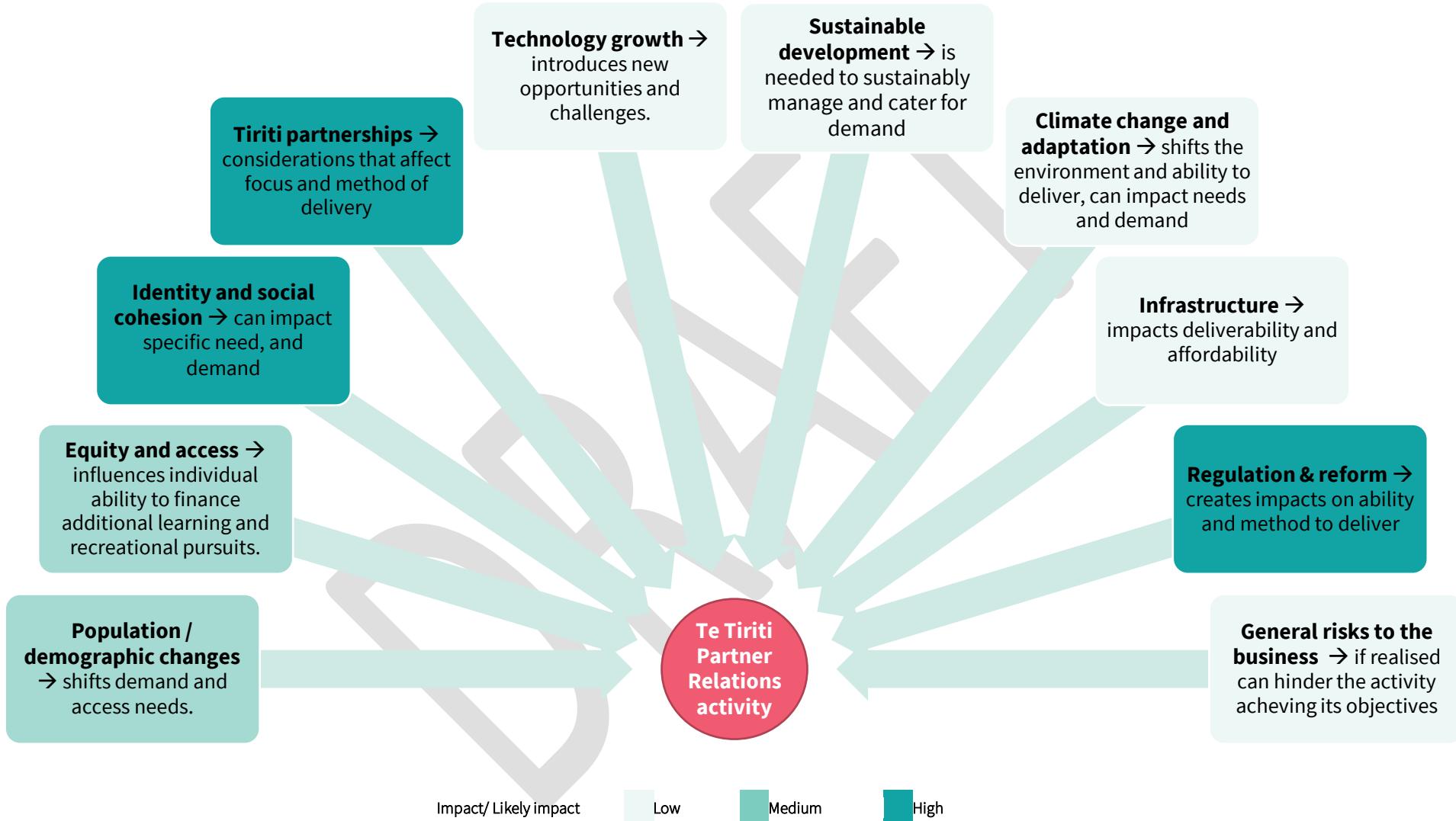


3.2. The high impact issues and mitigations planned for MCES

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.

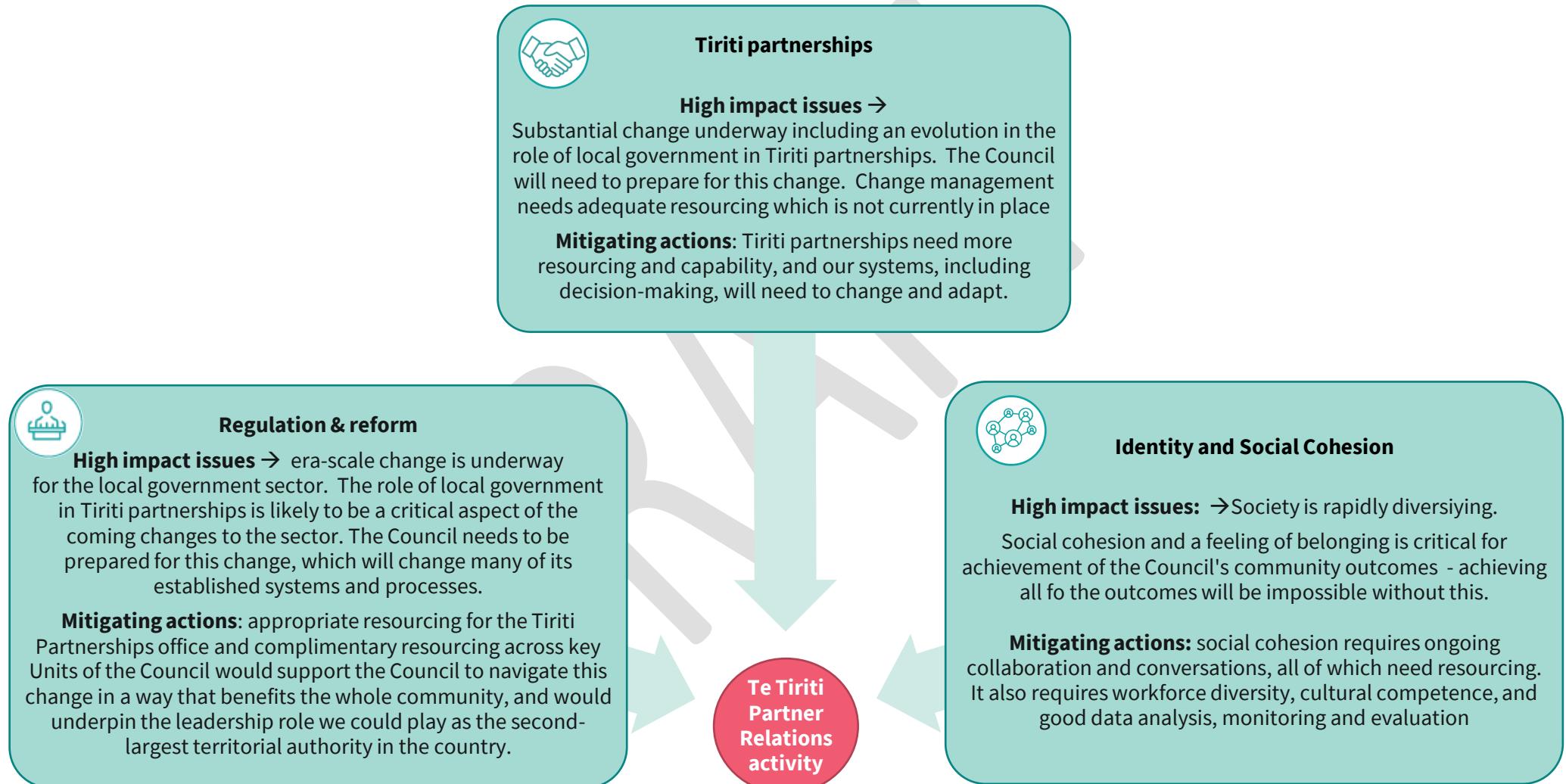


3.3. Issues impacting current and future activity demand and deliverability for Treaty Relationships



3.4. The high impact issues and mitigations planned for Treaty Relationships

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



4. Our levels of service

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

Services & 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
Provision of information in accordance with LGOIMA					
Respond to requests for information held by Council in a manner that complies with the legislative processes and timelines set out in the LGOIMA	Provision of information is in accordance with LGOIMA principles and requirements (4.1.29.2)			99% compliance	
Treaty Relationships					
Supporting the relationships between Council and the six Papatipu Rūnanga	Maintain positive Mana Whenua relationships (4.1.23)		Mana Whenua are satisfied with council support for papatipu priorities		
	Facilitate opportunities for iwi and mana whenua to actively contribute in decision making processes (4.1.24)		Quarterly Te Hononga-Papatipu Rūnanga Committee meetings		

5. How assets will be managed to deliver the services

This activity does not have assets.

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6. Capital expenditure and key capital projects

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

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7. Financial resources needed

7.1. Resources needed

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

Office of the Mayor, Chief Executive, and Treaty 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										
Support & advice to the Mayor, CE and Councillors	1,063	1,093	1,117	1,143	1,169	1,195	1,220	1,245	1,269	1,294
Treaty & Mana Whenua Relations	1,127	1,159	1,185	1,212	1,240	1,267	1,294	1,319	1,346	1,371
Prov of Info in accordance with LGOIMA	1,482	1,525	1,558	1,594	1,631	1,667	1,702	1,736	1,770	1,804
	3,671	3,777	3,860	3,949	4,040	4,129	4,215	4,300	4,386	4,469
Activity Costs by Cost Type										
Direct Operating Costs	725	746	762	780	798	815	832	849	866	882
Direct Maintenance Costs	180	185	189	193	198	202	206	211	215	219
Staff and Contract Personnel Costs	2,732	2,812	2,873	2,940	3,007	3,073	3,138	3,201	3,265	3,327
Other Activity Costs	34	35	36	36	37	38	39	40	40	41
	5,449	5,653	5,777	5,940	6,119	6,285	6,436	6,621	6,758	6,859
Overheads, Indirect and Other Costs										
Overheads, Indirect and Other Costs	1,778	1,876	1,917	1,991	2,079	2,157	2,220	2,321	2,373	2,390
Depreciation										
Debt Servicing and Interest										
	5,449	5,653	5,777	5,940	6,119	6,285	6,436	6,621	6,758	6,859
Total Activity Cost										
Total Operational Revenue										
Net Cost of Service	5,449	5,653	5,777	5,940	6,119	6,285	6,436	6,621	6,758	6,859
Funding Percentages										
Rates	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Fees and Charges	0%	0%	0%	0%	0%	0%	0%	0%	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 Mayoral, Councillor and Executive Support, and Treaty Relationships 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 Mayoral, Councillor and Executive Support, and Treaty Relationships 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 Mayoral, Councillor and Executive Support, and Treaty Relationships activity does not have any capital related expenditure.



More information on the Council's Finance and Funding Policies can be found in the [Financial Strategy](#) and the [Revenue and Financing Policy](#)

8. Possible significant negative impacts on wellbeing



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

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Appendices

A. Appendix A: Levels of Service detail

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

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

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

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					
Provide information, support and advice to the Mayor, Deputy Mayor and Councillors, and Chief Executive											
Provide information, support and advice to the Mayor, Deputy Mayor, and Councillors, and Chief Executive	4.1.25.1	Provide direct advice and administrative support to the Mayor, Deputy Mayor, and Councillors	Within 48 hours, or as priorities are agreed	Within 48 hours, or as priorities are agreed	Within 48 hours, or as priorities are agreed	Within 48 hours, or as priorities are agreed	The information, advice and logistical support to carry out their functions, duties and powers effectively and efficiently. Note the potential for an IT solution for managing information requests.	A collaborative confident city	2023: Achieved 2022: Achieved		M
	4.1.25.2	Provide direct advice and support to the Chief Executive and administrative support to the Executive Leadership Team	Within 48 hours, or as priorities are agreed	Within 48 hours, or as priorities are agreed	Within 48 hours, or as priorities are agreed	Within 48 hours, or as priorities are agreed	The information, advice and logistical support to carry out their functions, duties and powers effectively and efficiently.	A collaborative confident city	2023: Achieved 2022: Achieved		M
Provision of information in accordance with LGOIMA											
Respond to requests for information held by Council in a manner that complies with the legislative processes and timelines set out in the LGOIMA	4.1.29.2	Provision of information is in accordance with LGOIMA principles and requirements	99% compliance	99% compliance	99% compliance	99% compliance	Regular review of the LGOIMA timelines in the Hybris database	A collaborative confident city	2023: 99.1% 2022: 98.7% 2021: 99.16% 2020: 99.7% 2019: 99.7%	LGOIMA	C
	4.1.29.1	Investigations into process and compliance by the Ombudsman's Office are responded to within their requested deadlines	100% within requested deadlines	100% within requested deadlines	100% within requested deadlines	100% within requested deadlines	Regular review of the LGOIMA timelines in the Hybris database	A collaborative confident city	2023: Not achieved 2022: Not achieved 2021: 100% 2020: 100% 2019: 100%	LGOIMA	M
Treaty Relationships											
Supporting the relationships between Council and the six Papatipu Rūnanga	4.1.23	Maintain positive Mana Whenua relationships	Mana Whenua are satisfied with council support for papatipu priorities	Mana Whenua are satisfied with council support for papatipu priorities	Mana Whenua are satisfied with council support for papatipu priorities	Mana Whenua are satisfied with council support for papatipu priorities	Periodic survey of Papatipu Rūnanga (at least once per annum)	A cultural powerhouse city. A collaborative confident city. A green, liveable city.	2023: Achieved 2022: Achieved		C
	4.1.24	Facilitate opportunities for iwi and mana whenua to actively contribute in decision making processes	Quarterly Te Hononga-Papatipu Rūnanga Committee meetings	Service level agreements with MKT and Whitiora	A cultural powerhouse city. A collaborative confident city. A green, liveable city.	2023: Iwi & Mana Whenua are satisfied with the level of engagement and opportunities to contribute to decision-making in areas of mutual interest 2022: Iwi & Mana Whenua are satisfied with the level of engagement and opportunities to contribute to decision-making		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					
New		Facilitate opportunities for Elected Members to develop their cultural understanding to engage successfully with Papatipu Rūnanga	Annual visit to marae and Treaty training	Schedule of visits and satisfaction surveys	A cultural powerhouse city	New		M			
4.1.31		Provide CCC staff access to the Treaty Relationships team for support to strategy, policy and procedure development	Treaty Relationships team appropriately resourced to support CCC staff to develop strategies, policies and procedures	Treaty Relationships team appropriately resourced to support CCC staff to develop strategies, policies and procedures	Treaty Relationships team appropriately resourced to support CCC staff to develop strategies, policies and procedures	Treaty Relationships team appropriately resourced to support CCC staff to develop strategies, policies and procedures	Surveys, polls, one-on-one interviews, focus and community groups, feedback from stakeholders	A cultural powerhouse city. A collaborative confident city. A green, liveable city.	2023: Achieved 2022: Achieved		M

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

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
4.1.23 (C) Maintain positive Mana Whenua relationships Target: Mana Whenua are satisfied with council support for papatipu priorities	Target changed <i>from</i> Iwi & Mana Whenua convey that they are satisfied or very satisfied with the relationship and project outcomes <i>to</i> Mana Whenua are satisfied with council support for papatipu priorities MoM changed from Strategic - direct feedback through quarterly Te Hononga-Papatipu Committee engagement. To Periodic survey of Papatipu Rūnanga (at least once per annum).	To ensure an expedient approach is undertaken when dealing with cultural decisions	No specific consultation required. Change also noted in the Statement of Service Provision.
4.1.24 (C) Facilitate opportunities for iwi and mana whenua to actively contribute in decision making processes Target: Quarterly Te Hononga-Papatipu Rūnanga Committee meetings MoM: Service level agreements with MKT and Whitiora	Target changed <i>from</i> Iwi and Mana Whenua are satisfied or very satisfied with the level of engagement and opportunities to contribute to decision making in areas of mutual interest, <i>to</i> Quarterly <u>Te Hononga Council - Papatipu Rūnanga Committee</u> meetings (see <u>Terms of Reference</u> for the committee). MoM changed <i>from</i> Strategic - direct quarterly feedback through Te Hononga-Papatipu Runanga Committee attendance, <i>to</i> Service level agreements with MKT and Whitiora	There are four Rūnanga whose takiwā or territories lie within the Christchurch City Council's area of jurisdiction. Two, Te Taumutu Rūnanga and Te Ngāi Tūāhuriri Rūnanga, have boundaries that include Christchurch City but also extend beyond the City Council's jurisdiction. Representatives from each Rūnanga come together to form Te Kāhui Kahukura, a body which has the authority to exercise decision making powers on behalf of Ngā Papatipu Rūnanga. Through its various regulatory functions, such as District Planning and others prescribed by the Resource Management Act, the Christchurch City Council has a direct relationship with Te Kāhui Kahukura.	No specific consultation required. Change also noted in the Statement of Service Provision.

		In this context, the Christchurch City Council established Te Hononga Council - Papatipu Rūnanga Committee, which includes representatives from the Council and the six Rūnanga, to further enhance the relationship between the Council and Ngāi Tahu.	
4.1.31 (M) Provide CCC staff access to the Treaty Relations team for support to strategy, policy and procedure development Target: Treaty Relationships team appropriately resourced to support CCC staff to develop strategies, policies and procedures	<p>LOS wording changed from Provide CCC staff access to the Treaty Relations team for cultural support to strategy, policy and procedure development, to Provide CCC staff access to the Treaty Relations team for support to strategy, policy and procedure development.</p> <p>Target changed from Treaty relations team onsite availability @ 20hrs per week, to Treaty Relationships team appropriately resourced to support CCC staff to develop strategies, policies and procedures.</p> <p>MoM changed to Surveys, polls, one-on-one interviews, focus and community groups, feedback from stakeholders</p>	<p>The revised measure of success and target clarify that this LOS focus more strongly on strategy, policy and procedure development at a governance level while LOS 4.1.32 is the cultural focus delivered by People and Culture.</p> <p>The revised target focus on availability that is suitable and more flexible to todays working environment, but acknowledges the Treaty Relationships team has a finite resource.</p>	Management measure, no consultation required.

New

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
New (M): Facilitate opportunities for Elected Members to develop their cultural understanding to engage successfully with Papatipu Rūnanga	New level of service proposed	To develop Elected Members cultural understanding to engage successfully with Papatipu Rūnanga	Management measure, no consultation required.

Target: Annual visit to marae and Treaty training			
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 Target: Investigations into process and compliance by the Ombudsman's Office are responded to within their requested deadlines - 100%	These LoS have moved to this Activity from Governance and Decision Making.	These LoS fit under the service of Provision of information in accordance with LGOIMA, which is now delivered under the Activity of Office of the Mayor and Chief Executive	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			

Deletions

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
4.1.32 (M) Provide CCC staff access to develop their cultural understanding to engage successfully with Iwi and Mana Whenua Target: Treaty relations team offer per annum: 12 courses	This LOS has moved to the Activity of People and Culture.	This LOS is being delivered by the People and Culture unit.	Management measure. Consultation not required: LOS retained in the LTP.

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		•	•	•
Population growth (general and in specific areas)		•	•	•
Ageing population		• Māori life expectancy well below other ethnicities but is rising?	•	•
Family/household structure		• Māori families larger than other ethnicities and often intergenerational?	•	•
Diversity		• Māori population projected to grow faster than other ethnicities?	•	•
Shifts within city (e.g., growing communities, possible future managed retreat)		• Māori proportion of population is higher in most areas at highest risk from sea water and ground water rise?	•	•

Equity and access (low impact)

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

Identity and social cohesion (low impact)

This Activity has identified no significant identity and social cohesion issues impacting the Activity.

B.2. Tiriti Partnerships (medium impact)

This Activity has identified no specific Tiriti partnership issues impacting the Activity.

B.3. Technological growth (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Social media & 24/7 news cycle	Elected members are facing an increasing number of queries from residents, with increasingly short turnaround time expectations.	<ul style="list-style-type: none">Elected members will continue to face an increasing pressure from 24/7 queries from residents with increasingly short turnaround time expectations.	<ul style="list-style-type: none">Changes to processes are being implemented to ensure queries go through the relevant channels	<ul style="list-style-type: none">Additional solutions required e.g. Wiki type resources for major projects , cut and paste response snippets, greater clarity on and proactive sharing of staff memos to EMs

B.4. Resilience and environmental considerations

Climate change & adaptation (low impact)

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

Sustainable development (low impact)

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

B.5. Infrastructure (low impact)

This Activity has identified no infrastructure issues impacting the Activity.

B.6. Regulations & reform (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Three Waters reform	Water Services legislation passed Operational water entities by 2025/26	<ul style="list-style-type: none"> New Government signalling it will repeal Labour's legislation and leave Three waters with Councils / CCOs 	<ul style="list-style-type: none"> Level of staff advice and support required for the Mayor & Councillors around this policy area will remain high 	<ul style="list-style-type: none"> Retain OMCE advisory capacity
Resource Management reforms	"RMA 2.0" legislation passed.	<ul style="list-style-type: none"> New Government signalling it will repeal Labour's legislation take a different approach to fast track consenting and urban density 	<ul style="list-style-type: none"> Level of staff advice and support required for the Mayor & Councillors around this policy area will remain high 	<ul style="list-style-type: none"> Retain OMCE advisory capacity
Future by Local government	FFLG Report public. National did not commit to any response pre Elections 2023	<ul style="list-style-type: none"> LGNZ working on Sector response Future By Local Government. New Government response yet to be revealed, although potential support parties have views 	<ul style="list-style-type: none"> Level of staff advice and support required for the Mayor & Councillors around this policy area will remain high 	<ul style="list-style-type: none"> Retain OMCE advisory capacity

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"> • Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents 	Stakeholder & reputation There is a risk of: <ul style="list-style-type: none"> • If a strategic approach to partner and stakeholder relationship management is not adopted at an operational level, then the Council will miss opportunities, fail to respond effectively in crises, damage its reputation and reduce trust in the organisation. 	Major	High likely	High	<ul style="list-style-type: none"> • A Partners & Stakeholders Engagement Framework/Plan is to be developed by OMCE in collaboration with Comms and Engagement and Strategic Policy by the end of June 2024. • Please note the control has not been put in place yet. 	High
<ul style="list-style-type: none"> • DRAFT RISK for Treaty Relationships 	If we do not have sufficient resources to provide advice to Council staff, then decisions made might negatively impact our external stakeholders. Resulting in decreased trust.	Moderate	Possible	High	<ul style="list-style-type: none"> • Ensure appropriate resourcing of Treaty Relationships team to meet growing level of staff requests • Provide robust processes and frameworks for receiving info and disseminating. • 	High
<ul style="list-style-type: none"> • DRAFT RISK for Treaty Relationships 	If our relationships with Papatipu Rūnanga and other external stakeholders are not adequately maintained, then collaboration and trust building opportunities will be lost. Resulting in a negative perception of the Council.	Moderate	Unlikely	Medium	<ul style="list-style-type: none"> • Ensure regular hui are scheduled with the six papatipu rūnanga with a clear purpose for each hui. 	Medium

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
<ul style="list-style-type: none"> DRAFT RISK for Treaty Relationships 	<p>If staff do not feel empowered to make decisions without consulting the Treaty Relationships Team, then the Treaty Relationships Team will not be able to support all requests in a timely manner.</p>	Moderate	Possible	High	<ul style="list-style-type: none"> Provide robust processes and frameworks for receiving info and disseminating 	High

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