MEMORANDUM

To	Council
From	Nicole Hubbard, Corporate Planning Manager
Subject	2024-2034 Long Term Plan. Activity Management Plans Organisational Support Activities – Part A
Date	13 September 2023

Purpose

To present to Council the key elements of Part A of the Organisational Support Activity Management Plans, which outline what services we deliver to the community, the amount or frequency of delivery, why we deliver them, and the issues and opportunities that staff have identified which should be responded to through the 2024-2034 Long Term Plan (LTP).

There are several steps involved in developing Activity Management Plans and receiving early feedback from Council is critical as each section builds on the previous and will ultimately inform the budgets and work programmes included in the LTP, as well as topics that we will consult with the community on.

Background

Schedule 10 of the Local Government Act 2002 (LGA) details what information must be included in an LTP. Activity Management Plans have been designed to support capturing the required information as we move through the LTP process.

Setting the direction for the 2024-2034 LTP

In June 2023 Council adopted its community outcomes following consultation with the public. Our four community outcomes are aspirational statements outlining how our communities would like to see their wellbeing improved over time.

Council then adopted six strategic priorities which provide key areas of focus for the first three years of the LTP. As staff have identified issues and opportunities that could be responded to through the LTP, they have aligned these to the Strategic Priorities.

During the August workshops Council heard from staff about the current levels of service and issues and opportunities identified for our external facing activities. The Organisational Support activities considered the feedback Council provided, to ensure our internal systems and/or resources are set at the right level to support delivery of external activities.

Included in this pack

This pack includes the information from each Activity Management Plan on:
- What the activity does
- The services delivered
- Why we provide this activity
- How much we deliver
- Upcoming issues, challenges or opportunities that could be addressed through the 2024-2034 Long Term Plan.

What we require from Council
To complete the remaining parts of the Activity Management Plans, staff require Council feedback on the following:
1. What areas of these services do you want to dial up or dial down?
2. Are the current levels of service in line with expectations?

Next steps
Based on the feedback received from Council during the Activity Management Plan workshop in September, staff will undertake additional work on the issues and opportunities that Council would like to progress, including coming up with options and getting rough costings. Staff will also review their levels of service and identify any potential changes.

The next workshops with Council will occur in October 2023 where staff will bring back further details on service level changes and options to resolve issues or opportunities. Council will have the opportunity to provide direction to staff at this point on which items should be included in the draft budget.

Following direction provided by Council in October, staff will enter budgets into the TechOne system. They will also draft level of service and performance measures based on the proposed budgets. This is planned to be workshopped with Council in December 2023.

Attachments
Attachment 1: Organisational Support Activity Management Plans (Part A)

Activity Management Planning

2024-2034 Long Term Plan

Part A: Activities we deliver

Organisation support

GROUP OF ACTIVITIES: ORGANISATION SUPPORT

Activity: Communications, Marketing and Engagement

1. What We Do

The communications, marketing, and engagement activity is an internal service within the Council that plays a vital role in building connections with the community and partners. This activity is achieved through storytelling to ensure that our ratepayers and residents know what Council does and how we are delivering on our vision, while managing the Council's reputation and associated risks. Through their services, they also foster a positive and engaged staff culture, where employees feel a strong sense of connection to the organisational strategy, its teams, people, and overall purpose.

2. Services Delivered

Our services are:

- Developing and implementing a comprehensive communication strategy that seeks to inform and connect with the community, our stakeholders and our people.
- Facilitating two-way communication to seek community input and enhance transparency in decision-making.
- Creating engaging and relevant content tailored to different audiences to enhance the Council's identity and value proposition.
- Utilising digital and non-digital channels to reach all community members, including those with limited online access.
- Delivering a wide breadth of internal and external communication services, including project and operational communications, issuing media releases and coordinating responses to enquiries and LGOIMAs, managing the Council's digital channels, supporting engagement processes, media liaison and crisis management.
- Management and continuous improvement of fit for purpose internal communication channels that inform, educate and empower our people to do their best work and feel connected to Council's vision.
- Supporting the delivery of internal culture and engagement initiatives.
- Providing communication services during emergency events to keep our people and the wider communities we serve informed and safe.
- Creating marketing and design collateral to support the implementation of Council policies and initiatives.
- Maintaining the Council's reputation and ensuring appropriate attribution.
- Conducting research and data analysis to understand community needs and preferences for effective communication.
- Coordinating and promoting community engagement events, workshops, and focus groups.
- Designing and distributing Council newsletters and printed collateral to keep the community informed.
- Exploring and establishing communication networks with diverse community groups, local media, and stakeholders.
- Improving accessibility and inclusiveness of communication materials for people with different abilities and languages.
- Monitoring and evaluating the effectiveness of communication channels and adjusting strategies accordingly.

- Collaborating with other Council teams and Councillors to ensure consistent and cohesive messaging that tells a positive narrative of Council's role in the community.

3.   Why We Do It

We provide this activity to ultimately help tell the story of Council and our commitment to building Liveable, Thriving and Connected communities. This extends to our residents, ratepayers, stakeholders and those who choose to be a part of delivering on this vision in some way – the staff and elected members of Te Kaunihera aa Takiwaa o Waikato.

In providing support for organisational culture and engagement initiatives and ensuring fit for purpose internal communication channels that enable our people to feel informed, engaged, connected and empowered, we ensure that they understand the why, what and how in our vision to deliver Liveable, Thriving and Connected Communities for our district.

By developing and implementing a comprehensive communication and engagement strategy, we aim to keep the community informed and engaged in Council's activities and understand how they can contribute to decision-making processes. Through two-way communication and seeking community input, we foster transparency and trust, ensuring that the community's voice is heard and considered in important matters.

Our communication services play a critical role during emergencies as we are legislatively required to support Civil Defence. During crisis situations, we act as a vital link between the Council and the community, providing timely and accurate information to keep people safe and informed.

By maintaining the Council's reputation through consistent and effective communication, we build trust and confidence, enhancing the overall relationship between the Council and the community. This activity enables us to be proactive, responsive, and inclusive in our communication efforts, ensuring that the diverse needs and preferences of the community are catered to while meeting our legal obligations during emergency events.

4. Upcoming Issues, Challenges and Opportunities

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
Challenge - Increasing community expectations and demands being fuelled by an "always on" culture.	As technology and communication methods continue to evolve, community members may expect higher levels of engagement, transparency, and access to information from the Council. This may result in increased demand for personalised and timely responses, requiring the communications and engagement activity to adapt and meet these growing expectations.	Improving Council Responsiveness	High	Enhance Digital Communication: Invest in advanced digital communication platforms and tools to improve responsiveness and accessibility. Further leverage chatbot technology or AI-driven communication systems to provide instant responses and relevant information. This will rely on robust data and information sources. Community Feedback Mechanisms: Establish efficient feedback channels such as surveys and feedback forms, to capture community opinions and concerns. Actively listen and respond to feedback to demonstrate responsiveness and commitment to community needs. Across Organisational Training and Capability Building: Provide ongoing training and development for staff involved in communications and engagement. Equip them with the skills to handle diverse queries and engage effectively with the public.
Opportunity – Create employee advocates who are well placed and informed to support positive community outcomes, enhanced customer experience,	There is currently some disconnect between our people and our strategy. We need to create a clear narrative for our people to be able to help better tell Council's story and the progress we are making against our plans. Using these interactions to promote an increased level of trust	Consistent delivery of core services Improving Council responsiveness	Medium	Strategic alignment: Implement a cohesive communications & engagement strategy and framework for the organisation that includes a focus on building foundational capability in communications. Across organisational training and capability building: Provide ongoing training and

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
and improved reputational image.	and confidence in Council with positive impacts for our brand and reputation.			development for those specifically involved in communications and engagement activity – including customer facing staff. Equip them with the skills and tools to handle diverse queries and engage effectively and consistently with the public. Embed an advocacy approach: Create an internal advocacy programme that seeks to leverage our people to enhance brand awareness, Council's value proposition in the communities we serve, talent attraction and retention (employee value proposition), and strengthen our reputation.
Challenge and opportunity - Supporting education around climate change and adaptation	The increasing impacts of climate change pose challenges for the community and demand a more proactive approach in addressing climate-related issues. The communications, marketing, and engagement activity needs to play a role in raising awareness, promoting climate resilience, and communicating emergency response measures effectively.	Building Community Resilience	Medium	Climate Communication Strategy: Develop a comprehensive communication strategy that educates the community about climate change in our District, its potential impacts, and the actions being taken to build resilience. Utilise various communication channels to reach a broad audience. Emergency Preparedness Campaigns: Collaborate with our internal resilience function and external Civil Defence and emergency management authorities to design and implement communication campaigns for our District that enhance community resilience, informing and educating the public about emergency preparedness, evacuation plans, and safety measures during extreme weather events.

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
Challenge and opportunity - Maintaining cultural relevance and sensitivity	The activity must be culturally responsive and uphold Te Tiriti o Waitangi while engaging with diverse communities. It needs to ensure that communication efforts are respectful, inclusive, and representative of the district's cultural heritage.	Building Relationships	High	Cultural Competency Training: Provide cultural competency training to all staff involved in communication and engagement to promote understanding and respect for diverse cultures and perspectives. Collaborative Storytelling: Partner with local iwi, cultural groups, and community representatives to authentically share stories and experiences that celebrate cultural diversity and heritage. Inclusive Language and Design: Adopt inclusive language and culturally appropriate design in all communications to demonstrate sensitivity and inclusivity.
Issue and opportunity – Internal communications framework needed to support enhanced organisational culture and engagement outcomes.	We have a low level of communications maturity across the organisation and a lack of fit for purpose tools and channels that empower our people to effectively communicate and collaborate.	Improving connectivity Building relationships	High	Focus on the foundations: Deliver internal communications channels that provide opportunities to better connect our people to strategy and vision, as well as each other. Develop a content strategy that highlights how we are progressing and helps provide clarity of purpose. Tell stories that speak to the WHY and consider the principle of people advocacy – ensuring our staff are well equipped with the knowledge and understanding to better tell Council's story. Training and capability building: Provide education, training opportunities, and self-service tools that support our staff to be more effective communicators in their roles. Focus on lifting capability in our leaders.

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
Issue – capability skill gap in communications resourcing with higher expectation to meet the growing and complex needs of the business and our communities.	The landscape has changed since COVID and there is now more requirement than ever for our communications and engagement activity to support business delivery and enhanced outcomes. The activities required are multi-faceted and include a need for strategic communications planning and advice, internal communications and channel/ content management, project and change communications, brand and marketing, media and crisis management, digital communications and social media management. This breadth of activity requires significant skill sets to either be resourced in or outsourced on a project basis. There is currently a shortage in house and a challenge in recruiting highly skilled communications professionals who will bring this capability into Council.	Improving Council responsiveness	High	Strategic operating framework: Develop and implement a cohesive communications & engagement strategy for the organisation that includes a focus on building foundational capability in communications and identifies the skills required from the shared service team that will support the delivery of communications and engagement activities. Buy in capability as required: Identify core skills needed to support the business in line with the strategic framework and focus on embedding core practice into the business including a process for more efficient management of resource. Additional or specialist resource requirements should be identified at the outset of projects (e.g., LTP) and best fit skills procured as relevant (e.g., design services). Implement clearer processes: Embed briefing and workflow processes that allow for better prioritisation of work and utilisation of in-house skill sets. Training and capability building: Provide education, training opportunities, and self-service tools that support our staff to be more effective communicators in their roles. Focus on lifting capability in our leaders with less reliance on the shared service team to fulfil basic communications needs.

5. Current Levels of Service

	1	2	3
Alignment to legislation:	The service is not required by legislation	This service is required by legislation but there is discretion about how and when we undertake it	This service is explicitly required by legislation, including how and when we undertake it.

Service	Description	Current level of delivery	Alignment to legislation	Comments
Communications planning, advice and support	Developing and implementing a comprehensive communication and engagement strategy to connect with the community and stakeholders.	Developed once every three years and implemented using a framework and agreed set of initiatives during this time frame. Will include a set of success measures that will be tracked across implementation and so activity can be adjusted as required.	1	New strategy to be in place Q2 2023.
	Facilitating two-way communication to seek community input and enhance transparency in decision-making.	Predominantly dictated by organisational activity including bylaw reviews, early engagements, community project proposals, consultations etc. There are also regular communications to highlight informal opportunities for the community to get involved in local activity such as Community Board or Committee Meetings. There is a fortnightly mayoral editorial in the district newsletter that shares Council meeting updates and highlights decisions made.	2	
	Providing communication services during emergency events to keep the community informed and safe.	As and when required we will provide dedicated PIM services in line with CDEM processes.	3	
Internal communications	Delivering internal communications that help build social collaboration, knowledge sharing, and support improved cultural initiatives.	Continuous and ongoing.	1	
	Providing in-house training on communication, branding, and audience-focused messaging for Councillors and staff.	Continuous and ongoing.	1	

Service	Description	Current level of delivery	Alignment to legislation	Comments
Digital channels and social media management	Ensuring our digital communication channels are fit-for purpose, user focused, accessible, and contain accurate and up-to-date content.	Continuous and ongoing.	2	
	Managing our online social presence by developing strategies and content that achieves reach and engagement, as well as drives traffic to our websites/engagement platforms.	Continuous and ongoing.	1	
Community engagement and analysis	Conducting research and data analysis to understand community needs and preferences for effective communication.	Future focus – not a current LOS	1	
	Coordinating and promoting community engagement events, workshops, and focus groups.	As and when required.	2	
	Exploring and establishing communication networks with diverse community groups, local media, and stakeholders.	Future focus – not a current LOS	1	
Creative services	Managing appropriate marketing communications design and distribution of corporate documents and other collateral to support Council's programmes, policies and initiatives.	As and when required.	2	Increasing level of service requirement to produce consistent and high-quality corporate documents (e.g., Annual Plan, Annual Report, LTP etc.) Consideration needs to be given to the criteria for what needs this standard or LOS and what does not.
Media management	Write proactive media releases and respond to media and LGOIMA enquiries.	Continuous and ongoing management of both proactive and reactive media. Numbers of enquiries varies week by week but there is a regular weekly (sometimes daily) cadence to this activity.	2	Management of LGOIMA requests from media outlets in line with legislative process.

Activity: Projects and Innovation

1. What We Do

This activity supports the organisation to define, manage and continuously innovate and improve the processes, methods and technologies used to deliver projects and programmes of work. The team aims to support the business to ensure that services and outcomes are effective and efficient.

We own the risk management framework for the organisation and embed Council's risk appetite.

This activity is the delivery of capital infrastructure (LTP) and Our Plan projects to deliver the Council vision of 'Liveable Thriving & Connected Communities'.

2. Services Delivered

Our services are:

- Guidance, training and mentoring for staff on best practice project and programme management.
- Partner with Teams across the Organisation to adopt and embed new ways of working.
- Provide project managers to deliver capital works and our plan projects.
- Help the business to identify process and technology improvements to gain efficiencies.
- Work with the business to innovate and look for productivity gains and cost savings.
- Support the business to ensure benefits are realised both during and post project or improvement completion.
- Provide the link between strategy and execution.
- Guidance, training and mentoring for staff on best practice audit, risk, and business resilience.

3. Why We Do It

We need to continuously improve the way we do things to meet the changing needs and expectations of our customers and communities. This may include implementing new systems, changing our processes or training and educating staff in new practices.

We support the business to remain agile and adjust quickly to the changing environment of local government.

We promote and encourage best practice project management; business change management and innovation enabling the organisation to innovate and continuously improve. We partner to seek opportunities for cost reduction, reduce waste and improve productivity.

This activity helps to ensure that work is adequately scoped, deliverables understood and supports delivery within agreed timeframes and risk appetite.

4. Upcoming Issues, Challenges and Opportunities

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
Our Plan (internal strategic plan) delivery acceleration) Chapters within Our Plan: Customer & Community People (staff) Innovation Financial stewardship	Increasing acceleration of innovation initiatives and Our Plan projects to meet changing external drivers and customer/employee expectations. Our Plan being the significant document of business change/transformation and improvement.	Consistent delivery of core services Consistent delivery of core services Improving connectivity Supporting sustainable growth Building relationships	High	Acceleration of Our Plan projects to strengthen councils' ability to adjust to future changes. Options to accept increased levels of disruption or funding for additional resourcing to place council in a strengthened position. Increased innovation reserves to allow for faster reaction to opportunities/innovation
Customer & Community Chapter (Our Plan)	Improve our customer and community experience	Consistent delivery of core services Improving connectivity Supporting sustainable growth Building relationships	High	Key Projects: Customer portal Service Request transformation
People (staff) Chapter (Our Plan)	Create the environment where our staff are happy and have the right tools to be successful	Consistent delivery of core services Improving connectivity Supporting sustainable growth Building relationships	High	Key Projects: HRIS system implementation Furthering of employee experience strategy
Innovation Chapter (Our Plan)	Improve the efficiency and effectiveness of our systems, practices and processes to meet needs and expectations of customers and communities	Consistent delivery of core services Improving connectivity Supporting sustainable growth Building relationships	High	Key Projects: Business intelligence (performance) P2B2 (planning and consenting) CI - anywhere (final components of our integrated enterprise management system)
Financial Stewardship (Our Plan)	Transform our financial system to move from transactional to value add	Consistent delivery of core services Improving connectivity Supporting sustainable growth	High	Key Projects: Financial Transformation Procure to pay Enterprise finance system upgrades

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
		Building relationships		
Leveraging innovation enabling staff to initiate and deliver improvement	By increasing appropriate staff knowledge/capability of existing technology the opportunity to leverage the technology's full capabilities can be relalised	Consistent delivery of core services	Medium	Ensure that release notes for functional system upgrades are communicated with the Innovation & Improvement Team and the Continuous Improvement Agents (CIA). This will help build capability in the existing technology. Provide training to CI Agents to increase capability within existing technology.
Ownership of existing technology and data	Formalised business ownership for existing technology solutions and data to ensure they remain relevant, up to date and impacted staff trained	Consistent delivery of core services	Medium	Appropriate Business Owners in place for enterprise systems to support the business outcomes. Appropriate training resource put in place
Our Plan (internal strategic plan) delivery acceleration	Increasing acceleration of innovation initiatives and Our Plan projects to meet changing external drivers and customer/employee expectations. Our Plan being the significant document of business change/transformation and improvement.	Consistent delivery of core services	High	Acceleration of Our Plan projects to strengthen councils' ability to adjust to future changes. Options to accept increased levels of disruption or funding for additional resourcing to place council in a strengthened position. Increased innovation reserves to allow for faster reaction to opportunities/innovation
Build, foster, encourage: 1. Continuous Improvement/Innovation culture ; and 2. Risk maturity, in alignment with Council's risk appetite	Changing risk appetites and strategies mean that opportunities exist to enable innovation in areas that may not have previously	Consistent delivery of core services	High	Alignment of Council risk appetite and strategies and education with staff to enable and encourage innovation and improvement. Increase utilisation of audit and review to identify opportunities for improvement. Additional staffing already in place.

5. Current Levels of Service

	1	2	3
Alignment to legislation:	The service is not required by legislation	This service is required by legislation but there is discretion about how and when we undertake it	This service is explicitly required by legislation, including how and when we undertake it.

Service	Description	Current level of delivery	Alignment to legislation	Comments
Education and training	Guidance, training and mentoring for staff on best practice project and programme management, risk, innovation, process improvement and business resilience.	As required to meet business need. In line with work programmes e.g. Promapp training,	1	N/A
Project management	Provides project management expertise and the delivery of projects	Enterprise Project Management Office is resourced in alignment with the organisation's approved work programmes.	1	N/A
Continuous improvement	Partner with teams across the organisation to adopt and embed new ways of working.	As required to meet business need. In line with work programmes	1	N/A
	Helps the business to identify process and technology improvements to gain efficiencies.	As required to meet business need. In line with work programmes	1	N/A
	Works with the business to innovate and look for productivity gains and cost savings.	As required to meet business need. In line with work programmes	1	N/A
Organisational support	Provide the link between strategy and execution.	This is undertaken when implementing or improving any activity across the organisation to ensure alignment	1	N/A
Risk & Assurance	Partner with teams across the organisation to increase risk maturity, in alignment with Council's risk appetite	As required to meet business need. In line with work programmes	1	N/A
	Undertake audit and review of Council processes and systems to identify opportunities for improvement.	As required to meet business need. In line with work programmes	2	N/A
Business Continuity	Partner with teams across the organisation to plan and test business continuity.	As required to meet business need. In line with work programmes	2	N/A

Activity: Information Management

1.   What We Do

The information management activity enables and leads the organisation in all information, technology, and records management related matters. We are responsible for providing the current and future records management, information, business and geospatial insights, and technology required to enable Council to achieve our strategic objectives, deliver our services and fulfil our statutory obligations.

2.   Services Delivered

Our services are:

- Delivery of the Digital Transformation plan transforming the organisation with a deliberate benefit realisation focus on quality and efficiency improvements, and cost savings.
- Delivery of the digital enablers to empower our customers to engage with us through a channel and at a time that best meets their needs, and in a way that improves their experience.
- Delivery of the digital enablers which, when coupled with business process and ways of working change, enable Council to adapt to changing stakeholder expectations and to ensure Council services are delivered in a more effective and efficient manner.
- Managing records and performing information management and ensuring council meets its Public Records Act, Privacy Act, & Local Government Official Information & Meetings Act obligations.
- Managing the Councils security risks and improving its cyber security posture.
- Supporting staff through the Service Desk service along with general support and advice.
- Updating server and network infrastructure management, including leveraging Cloud based platforms.
- Delivery of spatial and business intelligence services enabling informed decision making.
- Solution design and implementation.

3.   Why We Do It

We provide this activity to;

1. Transform the tools with a focus on digital transformation and ways of working change across the council with a clear line of sight on customer experience improvement and on improving the quality & efficiency of our service delivery.

2. Enable day-to-day business operations, lead ongoing business and process improvements, support Council manage is cyber security & resilience risks, support major projects and change initiatives, and adopt innovative and transformative technology. This is balanced with enabling Council to manage its Public Records Act, Local Government Official Information & Meetings Act, & Archives NZ obligations.

4. Upcoming Issues, Challenges and Opportunities

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
AI (Automated Intelligence)	Exponential growth in generative-AI & traditional AI based products creating both opportunities & challenges, with a heavy reliance on our data quality (council has notable data quality & data ownership issues).	Consistent Delivery of Core Services Improving Council Responsiveness	Medium	Business Intelligence programme Data Quality Remediation programme (FTE impact)
Informed Decision Making	Currently a lack of appropriate reporting capability & the lack of quality data & data ownership is inhibiting informed decision making & performance monitoring	Consistent Delivery of Core Services Improving Council Responsiveness	High	Digital Transformation programme (FTE impact) Data Quality Remediation programme (FTE impact)
Business Intelligence Capacity	In accordance with the Business Intelligence programme council is embarking on an uplift in its reporting capacity to enable more efficient delivery & informed decision making. Currently council does not have the resource capacity to deliver the work programme and has a result has a heavy reliance on contractors, or work is deferred.	Consistent Delivery of Core Services Improving Council Responsiveness Supporting Sustainable Growth	Medium	Increase resource capacity. Continue reliance on contractors. Continue deferral of improvements.
Increased Cyber Security Threat	Increasing sophistication & frequency of attacks coupled with increased regulator and society expectations	Consistent Delivery of Core Services Improving Council Responsiveness	High	Cyber Security Maturity Enhancement programme
Technological Innovation	Digital transformation provides a significant opportunity to absorb increasing stakeholder expectations, without requiring a significant investment in capacity.	Consistent Delivery of Core Services Improving Council Responsiveness	High	Digital Transformation programme ($ & FTE impact) Data Quality Remediation programme (FTE impact)

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
	Growing regulator & society expectation for transparency and a digital anywhere anytime access experience that compliments traditional methods of access.

Council has a material technology deficit & lacks the technology tools enabling a modern & efficient way of working.

Self-service & transparency is underpinned by & requires quality data & records. Council has data & record quality & data ownership issues. | | | Records Quality Remediation programme (FTE impact) |
| Contract Management | Across the council we currently have Information or Technology contracts which are not managed by IM and which expose council to contractual, privacy, regulatory, cyber security risks, and we are not obtaining optimal value. | Consistent Delivery of Core Services

Improving Council Responsiveness

Supporting Sustainable Growth | Medium | Introduce contract management capacity within IM to appropriately mange technology contracts across council. |

5.   Current Levels of Service

Alignment to legislation:	1	2	3
	The service is not required by legislation	This service is required by legislation but there is discretion about how and when we undertake it	This service is explicitly required by legislation, including how and when we undertake it.

Service	Description	Current level of delivery	Alignment to legislation	Comments
Information management operations	Delivery of digital enablers to empower our customers to engage with us through a channel and at a time that best meets their needs.	Council is investing in the tools and ways of working changes to enable a digital option for customers to engage with council, which completements traditional methods of engagement. The foundation Customer Portal is in place. Planned development includes the implementation of	1	

Service	Description	Current level of delivery	Alignment to legislation	Comments
		Antenno, Building Consent Portal, Resource Consent Portal, conversion of paper based forms to digital, and Service Request management & communication enhancements.		
	Delivery of the digital enablers which, when coupled with business process and ways of working change, enable Council to adapt to changing stakeholder expectations. A specific focus is to ensure Council services are delivered in a more effective and efficient manner and that cost savings are realised.	Initiatives to improve the quality and efficiency of Council are defined within the Innovation Chapter of Our Plan. These initiatives are approved & prioritised by the Portfolio Governance Group. Council tracks the Hard & Soft Benefit realisation from its investment in Innovation Initiatives with 13,500 hours of efficiency savings realised in the 2022/23 year.	1	
	Update & maintenance of systems, servers and network infrastructure management, including leveraging Cloud/SaaS based platforms.	Council has a target of maintaining all IM supported systems at N-1 (1 version behind current) to enable prudent management of the security & operational risks that result from systems reaching End of Life or End of Support. Initiatives to upgrade systems which do not adhere to N-1 are defined within the Innovation Chapter of Our Plan. These initiatives are approved & prioritised by the Portfolio Governance Group.	1	Whilst there is no specific legislative obligations, government expectations are defined through the New Zealand Information Security Manual (NZISM).
	Manage the Councils security risks and improving its cyber security posture. Assist Business Owners in the management of the Operational risks resulting from their current technology tools.	Council has a target of achieving a Medium Risk score in accordance with the ALGIM Cyber Security Framework assessment. Currently council is accessed at the lower end of High Risk. Initiatives to improve councils cyber security posture are defined within the Innovation Chapter of Our Plan. These initiatives are approved & prioritised by the Portfolio Governance Group. Audit & Risk Committee provides oversight of councils Cyber Security Improvement programme.	1	Whilst there is not specific legislative obligations, government expectations are defined through the New Zealand Information Security Manual (NZISM).
Support services	Supporting staff through the Service Desk service and general support and advice.	The IM team supports all on-premise & cloud infrastructure and the telecommunications connecting 10 offices & libraries,	1	

Service	Description	Current level of delivery	Alignment to legislation	Comments
		and 196 technology based systems. Many of these are considered mission critical to the operations of council. Each year the service desk handles ~7,800 service requests from staff, contractors, councillors, & partner suppliers.		
Records management	Managing records and information management.	The team ensures records and information are created, captured and managed in accordance with regulatory standards, to ensure WDC is accountable through its information. Supporting compliant, digital first initiatives. The records management function for Property & Consent records is an essential function supporting a number of the councils essential services. Currently council does not fully meet its regulatory obligations, documents are stored in a paper or unsearchable format, the tools & processes required for managing records are not as efficient as they could be, there are notable record quality issues. The digitisation & indexing of paper based records is an enabler to improving council efficiency & providing self service access to our customers. Council has a defined list of projects within the Digital Transformation Plan (contained within the Innovation Chapter of Our Plan) to improve its regulatory conformance, quality, and the efficiency & effectiveness of Councils Records & Information management.	3	Council has records management obligations under the; Privacy Act, Public Records Act, & Local Government Official Information & Meetings Act.
Spatial and business intelligence	Delivery of spatial and business intelligence services enabling informed decision making.	The team enables informed decision making through the provision of analytical, insight and performance monitoring BI & Geospatial tools to teams across council and to external stake holders.	1	

Service	Description	Current level of delivery	Alignment to legislation	Comments
		The services provided through the team are mission critical for a number of council services (eg Waters, District Plan, Variation 3, Representation Review, etc). Currently council has a number of notable data quality issues impacting the efficiency of business functions and the quality of reporting. These data quality issues have resulted from a combination of a lack of process conformance, training, & inappropriate tools (technology deficit). Council has a defined list of projects within the Digital Transformation Plan (contained within the Innovation Chapter of Our Plan) to improve its data quality.		
Solutions	Solution design and implementation.	The team supports 196 technology based systems. Many of these are considered mission critical to the operations of council. The team is a key resource ensuring these systems meet councils usability & availability requirements.	1	

Activity: Finance, Legal, Procurement and Contracts

1.   What We Do

This activity encompasses a comprehensive set of services designed to support the Council and its operations. Our Finance team drives financial stewardship, providing robust financial services, promoting efficient financial management, ensuring accountability, and championing the Council's financial strategies and policies. The Legal team plays a crucial role in offering support and advice to both the Council and staff, ensuring legislative compliance, managing legal risks, and fulfilling legal obligations.

Our Contracts and Partnering team support our business groups and people to manage their contractual relationships and strategic partnerships successfully, ensuring value for money and outcomes are delivered. Finally, the Procurement team is dedicated to planning, sourcing, and managing quality goods and services, thereby ensuring that the organisation's operational needs are met effectively and efficiently and contributing to the successful delivery of our work programme.

2.   Services Delivered

Our services are:

- Management of council's funds, including the collection of rates, payment of invoices, and statutory compliance in reporting and disclosures.
- Provision of financial planning activities and financial information to facilitate good decision making.
- Provision of legal advice and risk management support.
- Internal audit of policies and processes for legal compliance.
- Provision of procurement advice and support to leverage appropriate opportunities and ensure equitable allocation of contracts.
- Provision of contract management advice and support to ensure effective management of contracts in line with the organisation's risk appetite and delivery of value and outcomes.

This activity also works with other support functions (Risk and Zero Harm) as a virtual team and community of best practice for the Procurement and Contracts Lifecycle.

3.   Why We Do It

These activities are a critical aspect of engendering public trust and getting community buy-in for Council's work programmes. Collectively they drive accountability and ensure that council is financially prudent, statutorily compliant; and engaging and managing externally delivered services effectively and in compliance with policy, process and within risk appetite. They also support continuous improvement through promotion of best practice; building capability of our people; and work in concert with our internal audit programme.

4.   Upcoming Issues, Challenges and Opportunities

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
Challenge Legislative reform programme	The reform programme is wide ranging and significant in terms of its impacts on all aspects of local government and our communities.	This impacts on all strategic priorities but particularly: • Supporting sustainable growth • Supporting community resilience • Consistent delivery of core services, and • Building relationships.	High	• To continue to engage with the avenues for submission and to influence change (JMA partners, LG networks) • To use the SMEs within the organisation, with options to outsource as required including dedicated or specialist contractors and backfill to support any changes.
Opportunity/Issue Enterprise level System transformation	Data transparency, risk mitigation, and portfolio visibility, no single source of truth and problematic integration between systems Opportunity to deliver better reporting internally and externally	This impacts particularly on: • Improving Council responsiveness • Consistent Delivery of core services • Improving connectivity	High	• More or different resources/skills (people) or investment in systems to create efficiencies over time. • To use SMEs within the organisation, with options to outsource as required including dedicated or specialist contractors and backfill.
Issue Internal-use data inaccuracy (e.g., delegations register, spend data, AMP information)	Staff turnover, adherence to processes, data capture processes and approaches, decentralised master data sets, data maturity, master data ownership.	This impacts on all strategic priorities but particularly on: • Improving Council responsiveness • Consistent Delivery of core services • Improving connectivity	High	• Progressing Our Plan Data remediation projects. • Implementing Human Resource Information System (HRIS).
Challenge Affordability (funding and financing)	Lack of scale and dispersed geographic locations and limited sources of funding.	This impacts on all strategic priorities but particularly on: • Consistent delivery of core services; and • Supporting Sustainable growth.	High	Prudent financial management and maximising value for money is of continued focus (driving efficiencies, procurement outcomes etc.), however, being more strategic in terms of this LTP, and within available toolsets, feasible options could be: • Prioritising growth investment (1-3 focused growth nodes vs open to all growth)

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
				- reduction of discretionary services (noting that would challenge wellbeing outcomes), - cross boundary collaboration, - Infrastructure Funding and Financing (CIP) partnerships.
Issue Appropriate resourcing of contract management activities to ensure realisation of contract outcomes, value-for-money, effective relationships, and the reduction of contract management risks.	Insufficient or misaligned contract management and contract coordination resourcing in some areas. ELT has approved a programme of work (Contract Manager Support Programme) to address this risk (being delivered by the Contracts & Partnering team).	**Consistent delivery of core services** most of our key services are undertaken by external partners under contracts. Contractors and consultants are also a vital and significant input to delivery of many council functions. If these are not managed effectively council cannot deliver its core services effectively or meet agreed levels of service and community expectation; nor can it manage its risk exposure. When our partnerships work well, we also leverage innovation and value-add that leads to significantly broader outcomes for both council and our community.	High	As part of the Contract Manager Support programme, the Contracts & Partnering Team is working with council business groups to confirm how they are currently undertaking their contract management activities; and this is expected to lead to a change to the way we are resourcing these activities. In some areas this may result in the requirement for additional role(s), clarification of roles in position descriptions; or changes to roles. This may be presented as a request for additional resources as part of an activity group's AMP in their Part B.
Opportunity Increased level of support for higher risk contract management.	Our people have various levels of maturity and capability in how they manage contracts. Based on a robust risk assessment methodology aligned to council strategic and organisational risk appetite, approximately 200 contracts are classified as higher risk	**Consistent delivery of core services** – as above. Most of our core activities and functions involve externally contracted services in delivery.	High	As part of the Contract Manager Support Program, the Contracts & Partnering team is working alongside contract managers to identify how they can better achieve contract management success. Effort is targeted, based on risk, and includes coaching/mentoring; contract coordination for some contracts; portfolio level visibility of contracts and risk; tools, templates; and data/reporting and systems development. Some fixed term resources helping to drive this work will need to be longer term/ongoing to ensure the

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
				success of the program and ensuring change in practice. This will be articulated in Part B.
Issue/challenge Link changes to type or levels of service in the LTP to affected contracts	Changes to levels of service, or types of service, in the LTP (doing more, doing less, or doing different) need to be reflected in affected contracts through variations that must be negotiated with contractors.	**Consistent delivery of core services** – as above. Most of our core activities and functions involve externally contracted services in delivery.	High	The Contracts & Partnering Team will work with contract managers for affected services to identify and negotiate variations to contracts as required to ensure appropriate reflection of changes, to mitigate any cost impacts from the change; and ensure continued value for money in contracted services. In some cases where contracts are coming to end of term, this may need to be implemented progressively through new procurements (new procurements will be led by the Procurement Team with the Contracts & Partnering Team supporting that process).
Issue/challenge Impact of inflation and CPI clauses in contracts	There has been unprecedented inflation the last few years and there is some continuing impact on cost of services. Where individual contracts have a CPI clause this has resulted in significant unfunded costs (ranging 7% to 11% actual) against budgets that typically assumed 2.5% across the board for the opex budget they are paid from.	**Consistent delivery of cost services** – as above. Most of our core activities and functions involve externally contracted services in delivery.	High	The level of commercial acumen of contract managers on this issue within the organisation is variable. The Contracts & Partnering team will work with contract managers for affected contracts (primarily key services contracts within Service Delivery) to assist them to investigate, understand cost impacts further, and mitigate this cost impact where possible through negotiation with external co contractors The team will work with Finance in particular to assess how this can also be best mitigated within overall LTP budgets (e.g., greater identification and allowance for forecasted CPI impacts on contracts – v- a blanket CPI figure against the opex budget the contract is paid from). Part of the solution may be for higher risk contracts to have a dedicated budget code similar to a project so that this can be better managed.
Opportunity	There are some instances where we	**Consistent delivery of cost services** – as above. Most of our core activities and	High	There is opportunity to strategically review and rationalise our approach for delivery of these

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
Rationalisation of contracted services where this can be achieved	have multiple contractors providing similar services.	functions involve externally contracted services in delivery.		services whether by variation of existing contracts or by taking advantage of renewal or re-procurement points for services. This would be to target efficiencies and also cost effectiveness and value for money. This is currently underway for example for roading services (S17a review) which has identified some rationalisation opportunity for things like vegetation and tree services within the road corridor; dealing with litter and roadside detritus, graffiti removal. This will require the Contracts & Partnering Team and the Procurement Team to work closely with business owners during s17a reviews and other targeted investigation to realise savings and efficiencies.
Challenge/ Opportunity Support staff to successfully "enforce" as part of Councils "Engage, Educate and Enforce" ethos.	Activities to support business groups to "do it right" in their procurements and contract management practice and comply with policy and process, need to be complemented by other mechanisms to reinforce behaviour where required.	**Consistent delivery of core services** – as above. Most of our core activities and functions involve externally contracted services in delivery.	High	Review of Procurement Policy to ensure consistent with current practice, risk and evolution within the business (e.g., social procurement, broader outcomes, supplier diversity and more streamlined delivery including through panels); to clarify and reinforce requirements where needed; and to provide a clearer expectation as to contract management practice and process. Working with Internal Audit function as complementary to "engage and educate" to highlight areas that require a higher level of support or intervention. Ensuring positions descriptions for all roles with procurement and contract management responsibilities appropriately articulate expectations

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
Opportunity Implementation of Procure to Pay (P2P) / Contract Management System project to streamline processes and realise efficiency gains across the organisation.	It is likely that implementation and need for resourcing and budget will extend beyond 2023/24 and into the LTP.	**Consistent delivery of core services** – our ability to manage risk, drive financial stewardship and compliance with procurement and contract management process requires data and automation and digital transformation over time. The P2P project is a critical foundation piece for this.	High	Part B will include this as an initiative for continued funding during the next LTP period to ensure implementation is achieved.
Opportunity Implementation of the Sustainable Procurement framework and Small Business Panels	To enable Liveable, Thriving and Connected Communities through Social procurement (localism) and supplier diversity.	• Improving Council responsiveness • Consistent Delivery of core services • Improving connectivity • Supporting Sustainable Growth	High	• Business capability uplift will be required to enable businesses to successfully deliver Council projects. H&S compliance (SHE prequal), Insurance, Financial stability needs to be in place to prequalify businesses to be part of panels for direct appointment. Working on part B we will identify the opportunities to enable these outcomes. • Work with our JMA partners to identify opportunities for Maaori-owned businesses • Work with the Waikato Pasifika Network to identify opportunities for Pasifika-owned businesses • Identify other minority owned businesses to enable participation. • Use panels to direct appoint District owned businesses to participate in our procurement activity. • Track, identify, monitor and report localism in our metrics to validate progression.

5. Current Levels of Service

	1	2	3
Alignment to legislation:	The service is not required by legislation	This service is required by legislation but there is discretion about how and when we undertake it	This service is explicitly required by legislation, including how and when we undertake it.

Service	Description	Current level of delivery	Alignment to legislation	Comments
Accounting services	Management of council's funds, including the collection of rates, payment of invoices, and statutory compliance in reporting and disclosures.	The Finance team undertakes all functions for management of council's funds, setting and collection of rates, payment of invoices, payroll, financial risk management, and statutory compliance in reporting and disclosure of financial information. **90,000 rates invoices** sent out per year, over three instalments, and **36,000 water invoices** sent out each year, each meter read and invoiced twice a year. Credit control and debt collection activities for **37,000 rates accounts** and **18,000 water accounts**. **30,000 supplier invoices** processed and paid each year. Rates and credit control team respond to **over 27,000 enquiries each year**. **Over 1 million bank transactions** processed each year, ranging from $5 direct debit receipts to multiple thousand-dollar receipts. **Fortnightly payroll** for > 400 staff with the attendant leavers, new starters and changes.	3	Council utilises the services of PwC for tax advice and compliance reviews, and Quotable Value Limited for property valuation services.
Management accounting	Provision of financial planning activities and financial information to facilitate good decision making.	Cost of Service Statements, Cost Centre Reports and Transaction listings are available for Budget Managers every month. ELT and political reports are also delivered by this team. Cashflow forecasting **(> $230 million in and out of the bank account per annum)** is dependent on expenditure forecasts prepared by Budget and Project Managers. Currently this is quite subjective so Treasury Management cashflow is derived from a range of sources to determine realistic and accurate forecasts. **Four Management Accountants** support multiple budget managers and business units. **One Financial Accountant** managing financial reporting and statutory/accounting standard compliance.	2	Council utilises the reporting systems in place within the Technology One suite of systems. Recent system upgrades and the move to the 'self-service' by budget managers, with support from the Finance team, is a fundamental change for this LTP that requires close attention. Financial system will improve accountability and help to apply a performance management lens to affordability.
Legal services	Provision of legal advice and risk management support.	The Legal Team provide legal services across the organisation. Where there is a requirement for specialist advice, we will brief this work externally as required.	3	External legal providers are briefed as required, in terms of specialist advice, inhouse legal capacity, or in other

Service	Description	Current level of delivery	Alignment to legislation	Comments
		Work volume is linked to the overall activity of council. For example, every land use/subdivision consent will require legal input, as does strategic land purchase or disposal, district plan changes, legislative reform, bylaws, development agreements, contracts, employee disputes etc. Other regulatory functions like animal control and monitoring will be supported by legal on a proportionate basis (i.e., not a one-for-one relationship). LGOIMA responses, delegation reviews and ComplyWith are also managed by the legal team.		circumstances such as insurance matters.
Funding and Financing mechanisms	Provision of financial and legal advice to facilitate fair and equitable funding outcomes.	The strategic aspects of development are supported and/or led by the finance and legal teams to ensure sustainable solutions are delivered. This activity is coordinated by the growth and analytics team and includes finance, legal, consents, land development and service delivery staff. Finance supports staff and elected members with the formulation of finacnial policies required under the LGA and monitors compliance with the agreed parameters.		
Risk management	Internal audit of policies and processes for legal compliance.	Procurement probity has been contracted out to Audit NZ. With this agreement we proactively manage high risk procurements on a real time basis to ensure we are applying the principles of our policy and frameworks. We are in year two (8 months to go) of a two-year agreement. Independent GST, PAYE and FBT audits are undertaken at regular intervals. Independent Income Tax return reviews are undertaken every year.	1	PwC are contracted to provide GST, FBT and PAYE reviews. PwC review annual Income Tax returns and submit these on behalf of Council.
Procurement	Provision of procurement advice and support to leverage appropriate opportunities and ensure equitable allocation of contracts.	Procurement maturity is developing at WDC. Currently the Procurement team are working with key stakeholders a number of ways. 1. Do with (Coaching and Mentoring) 2. Do for (Writing Procurement plan, maintaining the governance and managing the tender evaluation process)	1	External consultants are hired to complete the Procurement process when the internal team are not able to manage the capacity issues.

Service	Description	Current level of delivery	Alignment to legislation	Comments
		At the moment most of our activity with the EPMO (Enterprise-wide Project Management Office) team is based on point 2, Do for. With the Strategic Priorities and the maturity or knowledge in procurement this has been the most efficient use of time to delivery Councils requirements. Currently with 3 FTE (Full Time Equivalents), Procurement Manager, Snr Advisor and an Analyst we are fully engaged in multiple procurements that are at different stages of the procurement life cycle. At the current rate of demand the procurement team are under resourced.		
Contract management	Provision of contract management advice and support to ensure effective management of contracts in line with the organisation's risk appetite and delivery of value and outcomes	Council has approximately 400 contracts with external providers with a total contract value close to $200m (not including Waikato District Alliance $300m and Watercare $2b). Of these contracts, half are regarded as high or medium risk requiring a higher level of contract management effort and capability to ensure outcomes and value for money are successfully delivered. Many of these higher risk contracts are related to delivery of core services of Council as well as capital projects. The Contracts & Partnering team currently has 3 permanent and 2 fixed term resources (ending by August 2024) to support the organisation in achieving contract success. The issues and opportunities section outlines the need for a change in this resourcing, as well as other resourcing changes within business units managing contracts, to ensure this can continue to deliver.	1	Many of our contracts deliver on legislative and regulatory requirements and we ask our contractors to adhere to these requirements in their delivery of services and therefore mitigate our risk exposure. Some of our contracts are also required by legislation to be managed in a certain way (e.g., requirements for s17a reviews of outsourced services; capital projects under the Construction Act)

Activity: People and Capability

1.   What We Do

This activity manages Council's employee experience including recruitment, human resources systems, policies and procedures, as well as being accountable for council having a safe and healthy work environment. It is also responsible for developing and delivering initiatives designed to attract and retain quality staff and support a constructive workplace culture, build learning and leadership capability and support organisational performance.

2.   Services Delivered

Our services are:

- Employee lifecycle support including talent management and retention of staff.
- Learning and development to grow capability for current and future needs.
- People leader advice and partnering including performance management and remuneration.
- Employment relations legislative compliance and union relationship.
- Caretaker of workplace culture and leadership including policy and values setting.
- Change management.
- Safety leadership development to champion and maintain a strong health and safety culture.
- Supporting the identification and elimination or management of health, safety and wellbeing risks.

3.   Why We Do It

To ensure Council has a capable and suitably skilled workforce that is engaged and focused on the efficient delivery of current and future services for our community.

To fulfil our duty of care to our workers and others to provide a healthy and safe working environment and be an employer of choice.

4. Upcoming Issues, Challenges and Opportunities

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
Shortage of skills in workforce nationally eg AI, cultural competency, change management Amount of changes and uncertainty in LG means we are an unattractive employer.	Not enough people trained in this area to recruit from Central government and political party change in focus or direction.	Connected to all strategic priorities	Medium	Develop and train our own from within, partner with tertiary and education providers, increase EVP aligned to market expectations EVP, communication strategy, regional/national response/campaign
Technology and data.	Speed of change and employees needing to constantly upskill. Historic data inaccuracies and lack of appropriate systems.	Connected to all strategic priorities.	Medium	In house training facilitator (designing learning) to support the increase in capability of our people IM roadmap HRIS implementation

5. Level of Services

Alignment to legislation:	1	2	3
	The service is not required by legislation	This service is required by legislation but there is discretion about how and when we undertake it	This service is explicitly required by legislation, including how and when we undertake it.

Service	Description	Current level of delivery	Alignment to legislation	Comments
Recruitment	Employee lifecycle support including talent management and retention of staff.	Managed centrally with approval steps. People leaders are developed to take ownership in interviews, P&C available as required. Some limited self service.	2	
Workforce planning	Learning and development to grow capability.	Business partner support to Groups.	1	

Service	Description	Current level of delivery	Alignment to legislation	Comments
People management	People leader advice and partnering including performance management and remuneration.	HR case management shared service model with Advisors and Business Partners Some limited self service with promapp processes. Remuneration process owned by P&C supported by Finance.	2	
	Employment relations legislative compliance and union relationship.	All ER issues supported by P&C if issues requiring more investment than a basic conversation. Complex issues require legal advice.	2	
Culture and change	Caretaker of workplace culture and leadership including policy and values setting.	P&C enact ELT directions and recommend process and policies for approval. Policies are reviewed within Council policy review framework.	1	
	Change management, both formal (e.g., structural changes) and informal (changes to ways of working).	P&C support all people change proposals with advice for minor change and significant support for major change impacts.	2	
Health and safety	Safety leadership development to champion and maintain a strong health and safety culture.	ZH supports both the ELT and People Leaders with both coaching and advice to support safety leadership development	2	
	Supporting the identification and elimination or management of health, safety and wellbeing risks.	ZH support all Business units with the identification, risk assessment and management of health, safety and wellbeing risks. Where required complex issues may required external advice or SME	3	

Activity: Corporate Planning and Strategy

1.   What We Do

This activity includes the development of statutory plans and reports required by the Local Government Act 2002, to improve transparency and accountability to our community, principally our residents and ratepayers. These include long term plans, annual plans, and annual reports.

The activity also sets policy and develops bylaws to manage issues, risk, and public safety across the district.

This work involves engaging with our communities on key decisions facing the district, including facilitating input from our iwi partners to support meeting our Te Tiriti o Waitangi obligations.

2.   Services Delivered

Our services are:

- Facilitating community engagement and consultation on key decisions facing the district.
- Setting policy and bylaws.
- Carrying out planning, budgeting, and reporting on our performance.

3.   Why We Do It

We ensure the provision of clear, accessible information that gives our communities the opportunity to influence decision making and understand whether the council's policies and services are achieving their intended objectives.

We focus on strategies, plans, policies, and bylaws to ensure that we successfully deliver on the aspirations and priorities of our communities.

This activity enables democratic decision making, by and for our communities, in line with the requirements of the Local Government Act 2002.

The activity provides the opportunity to respond to issues, risks and improve public safety through the development of bylaws and policies under the Local Government Act 2002 and other relevant legislation.

4. Upcoming Issues, Challenges and Opportunities

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
Opportunity Monitoring Council's performance: focusing on meaningful measures and key outcomes.	Inconsistent reporting to the community on our progress towards outcomes. Measurement not streamlined.	**Improving Council responsiveness**	Low	Identification of the most important areas of delivery and create regular simple reporting on progress. Identify and track progress towards community outcomes.
Opportunity Making information accessible for the community about our policies, plans and bylaws.	Residents survey showing poor results for information being available / accessible.	**Improving connectivity** We will make it easy for you to engage in what's important to you, to access information about what's happening locally, and promote local attractions and events.	High	Considering overall engagement across Council and grouping engagements. Looking at the tools we use for engagement.
Challenge Delivering the current work programme while tidying up historic issues.	Through our review processes it has been identified that there are a number of historic problems that need to be resolved.	Doesn't align.	n/a	Auditing of historic work and putting in place improvement plans.

5. Current Levels of Service

	1	2	3
Alignment to legislation:	The service is not required by legislation	This service is required by legislation but there is discretion about how and when we undertake it	This service is explicitly required by legislation, including how and when we undertake it.

Service	Description	Current level of delivery	Alignment to legislation	Comments
Planning	Manage the process to deliver the long term plan and annual plan, including provision of staff support.	Long Term Plan review every three years and Annual Plan in the intervening years.	3	
	Facilitate organisation wide business planning.	Work with the business on a quarterly basis to support ongoing planning activities	1	

Service	Description	Current level of delivery	Alignment to legislation	Comments
Reporting	Providing advice for and monitoring of performance measures for the organisation	Performance measures are reported to ELT monthly and Performance and Strategy Committee quarterly, as well as included in the Annual Report.	2	
	Coordinating production of the annual report, including liaising with Audit NZ.	Once a year.	3	
	Coordinating the production of the pre-election report prior to every triennial election.	Produced every three years.	3	
Community engagement	Facilitate community engagement and consultation on key decisions facing the district.	The frequency of community engagement and consultation is dependant on the requirements of LTP/annual plans and bylaw reviews. Approximately 8-10 per year.	3	
Policy and bylaws	Managing internal and external policy reviews as well as supporting policy owners across the organisation. Some policy reviews are legislatively required.	Oversight of 20-30 reviews per year.	Legislative policies = 2 Non-legislative policies = 1	
	Facilitate the review of bylaws as required by the LGA and other relevant legislation.	Approximately 1-2 per year.	2	
	Review and manage the Significance and Engagement Policy	Review the policy every 3 years and consult if changes are required.	2	