

Proposed Changes to Levels of Service

Activity – Strategic Planning and Policy

Rationale

Heritage education, advocacy and advice

In response to options around funding for the Annual Plan 2020/21, the Heritage education, advocacy and advice service proposes to include two additional level of service targets. These are in support of:

- Development of intangible heritage policy and guidelines to support grant funding allocation
- Development of policy and guidelines to support community event funding for Heritage Week.

Once developed and adopted the policies will be implemented and monitored through processing of grant applications in accordance with policy.

Proposed amendment to Level of Service

Performance Standards - Levels of Service		Method of Measurement	Actual Performance	Target
LOS number	Description			2020/21
1.4.2	Support the conservation and enhancement of the city's heritage places.	Grants are allocated in accordance with policy guidelines	2018/19:100% 2017/18:100% 2016/17:100% 2015/16:100% 2014/15:100% 2013/14:100% 2012/13:100% 2011/12:100% 2010/11:100% 2009/10:100%	Retain current target ongoing: 100% of approved grant applications are allocated in accordance with the policy. Include two additional targets to support funding allocation for the Annual Plan 2020/21: 1.4.2.2 N Develop intangible heritage policy and guidelines to support grant funding allocation 1.4.2.3 N Develop policy and guidelines to support community event funding for Heritage Week

Current Level of Service

Performance Standards Levels of Service		Results	Method of Measurement	Current Performance	Benchmarks	Future Performance (Targets)			
LOS number	Description				Year 1	Year 2	Year 3	Year 10	
					2018/19	2019/20	2020/21	2027/28	
Heritage education, advocacy and advice									
1.4.2 L	Support the conservation and enhancement of the city's heritage places.		Grants are allocated in accordance with policy guidelines.	2018/19:100% 2017/18:100% 2016/17:100% 2015/16:100% 2014/15:100% 2013/14:100% 2012/13:100% 2011/12:100% 2010/11:100% 2009/10:100%	100% of approved grant applications are allocated in accordance with the policy	100% of approved grant applications are allocated in accordance with the policy	100% of approved grant applications are allocated in accordance with the policy	100% of approved grant applications are allocated in accordance with the policy	

Activity – Community Development and Facilities

Rationale

Community facilities provision and operation, including the provision of facilities for volunteer libraries

In response to the need for operational savings, specifically to address funding pressures brought on by the impact of COVID-19 response and recovery, the following is a proposal to cut the operation cost of community facilities by 10%.

A corresponding level of service target change is requested to, reducing the average occupancy rates for all Council-managed facilities from 45% or higher, to 35% or higher.

This will accelerate asset decline, reduce customer satisfaction and negatively impact revenue through less rental.

Proposed amendment to Level of Service

Performance Standards		Method of Measurement	Actual Performance	Target
Levels of Service				
LOS number	Description			2020/21
2.0.1.1	Provide a range of well utilised community facilities, including voluntary libraries.	Occupancy rates of Council-managed facilities.	2018/19: Council managed Community Facilities = 38% utilisation average (1 July 2018 to 31 May 2019). There were 19 facilities that Council managed	All Council-managed facilities have average occupancy rates of 35% or higher.

Current Level of Service

Performance Standards		Results	Method of Measurement	Current Performance	Benchmarks	Future Performance (Targets)			
Levels of Service						Year 1	Year 2	Year 3	Year 10
LOS number	Description				2018/19	2019/20	2020/21	2027/28	
2.0.1.1 L	Provide a range of well utilised community facilities, including voluntary libraries.		Occupancy rates of Council-managed facilities.	2018/19: Council managed Community Facilities = 38% utilisation average (1 July 2018 to 31 May 2019). There were 19 facilities that Council managed		All Council-managed facilities have average occupancy rates of 35% or higher.	All Council-managed facilities have average occupancy rates of 35-40% or higher.	All Council-managed facilities have average occupancy rates of 45% or higher.	Existing facilities are retired when alternative provision is available maintaining a sustainable network.

Activity – Libraries

Rationale

Libraries Marketing and Promotions

In response to the need for operational savings, specifically to address funding pressures brought on by the impact of COVID-19 response and recovery, the following proposal is for Libraries Marketing and Promotions to be reduced by 87%. Digital channel only.

Major reduction in marketing would reduce community awareness of library products, events and services, especially for citizens without internet access or digital skills. Potential for this to be permanent should Council desire.

A corresponding level of service target change is requested, reducing the expected participations for Libraries programmes and events from 310-380 to 250-350 per 1000 of population, excluding periods of closure.

Proposed amendment to Level of Service

Performance Standards Levels of Service		Method of Measurement	Actual Performance	Target
LOS number	Description			2020/21
3.1.4	Provide programmes and events to meet customers' diverse lifelong learning needs	Numerical count at year end. Excluding periods of closure	Participation per 1000 of population 2018/19: 313 2017/18: 296 2016/17: 303 2015/16: 292 2014/15: 290.4 2013/14: 281 2012/13: 230 2011/12: 219 2010/11: 205	Maintain participation of 250-350 per 1000 of population

Current Level of Service

Performance Standards Levels of Service		Results	Method of Measurement	Current Performance	Benchmarks Year 1	Future Performance (Targets)			
LOS number	Description					Year 2	Year 3	Year 10	
						2018/19	2019/20	2020/21	2027/28
3.1.4 L	Provide programmes and events to meet customers' diverse lifelong learning needs		Numerical count at year end.	Participation per 1000 of population 2018/19: 313 2017/18: 296 2016/17: 303 2015/16: 292 2014/15: 290.4 2013/14: 281 2012/13: 230 2011/12: 219 2010/11: 205	Comparisons of participation rates per 1000 of population for 2013/14 Auckland: 391	Maintain participation of 230-300 per 1000 of population	Maintain participation of 280-350 per 1000 of population	Maintain participation of 310-380 per 1000 of population	Maintain participation of 380-450 per 1000 of population

Activity – Recreation, Sports, Community Arts and Events

Rationale

In response to the need for operational savings, specifically to address funding pressures brought on by the impact of COVID-19 response and recovery, the following are proposals the Recreation, Sports, Community Arts and Events activity, for the next financial year.

One level of service target change is requested, reducing the expected level of resident satisfaction with the content and delivery, across three delivered events from 90% to 80%.

Three other targets are remaining as set in the Long Term Plan 2018 but are identified as having potential impacts on delivery from applying Covid19 H&S requirements. These specifically related to delivery of outdoor events, participations at multipurpose recreation and sport centres, outdoor pools and stadia, and delivery of the Swimsafe programme.

Proposed amendment to Level of Service

Performance Standards		Method of Measurement	Actual Performance	Target
Levels of Service				2020/21
LOS number	Description			
2.8.3.2	Produce and deliver engaging programme of community events.	Degree of citizen satisfaction through the resident's survey and/or event attendee surveys.	2018/19: 81% 2017/18: 84% 2016/17: 92% 2015/16: 92%	At least 80% satisfaction with the content and delivery across three delivered events.
2.8.5.1	Produce and deliver engaging programme of community events.	A minimum number of events delivered of which three are marquee events. Marquee events include: Botanic D'Lights, Guy Fawkes, Kids Fest, Lantern Festival, Sparks etc.	2018/19: 11 events 2017/18: 2016/17: 11 events 2015/16: 12 events	A minimum of 11 events delivered annually of which three are marquee events. (Outdoor events subject to weather and meeting Covid19 H&S requirements)
7.0.2.2	Provide well utilised facility based recreational and sporting programmes and activities.	Maintain accurate and current data on all facility, programme and service admissions.	2018/19: 3,987,079 2017/18: 4,120,530 2016/17: 4,102,430 admissions 2015/16: 3,680,297 2014/15: 3,596,279 2013/14: 2,837,579	The number of participants using multipurpose recreation and sport centres, outdoor pools and stadia at least 4.32 million (subject to meeting Covid19 H&S requirements)
7.0.2.1	Provide well utilised facility based recreational and sporting programmes and activities.	Operate a Swimsafe programme	2018/19: 121,164 2017/18: 109,298 2016/17: 111,348 Swimsafe lessons 2015/16: 100,580 2014/15: 108,099	At least 100,000 Swimsafe lessons delivered (subject to meeting Covid19 H&S requirements)

Current Level of Service

Performance Standards		Results	Method of Measurement	Current Performance	Benchmarks	Future Performance (Targets)				
Levels of Service						Year 1	Year 2	Year 3	Year 10	
LOS number	Description					2018/19	2019/20	2020/21	2027/28	
2.8.3.2 L	Produce and deliver engaging programme of community events.		Degree of citizen satisfaction through the resident's survey and/or event attendee surveys.	2018/19: 81% 2017/18: 84% 2016/17: 92% 2015/16: 92%		At least 90% satisfaction with the content and delivery across three delivered events.	At least 90% satisfaction with the content and delivery across three delivered events.	At least 90% satisfaction with the content and delivery across three delivered events.	At least 90% satisfaction with the content and delivery across three delivered events.	
2.8.5.1 L	Produce and deliver engaging programme of community events.		A minimum number of events delivered of which three are marquee events. Marquee events include: Botanic D'Lights, Guy Fawkes, Kids Fest, Lantern Festival, Sparks etc.	2018/19: 11 events 2017/18: 11 events 2016/17: 11 events 2015/16: 12 events	Wellington 10 - 12 events delivered annually Dunedin 7-8 events delivered annually	A minimum of 11 events delivered annually of which three are marquee events. (Outdoor events subject to weather)	A minimum of 11 events delivered annually of which three are marquee events. (Outdoor events subject to weather)	A minimum of 11 events delivered annually of which three are marquee events. (Outdoor events subject to weather)	A minimum of 11 events delivered annually of which three are marquee events. (Outdoor events subject to weather)	
7.0.2.2 L	Provide well utilised facility based recreational and sporting programmes and activities.		Maintain accurate and current data on all facility, programme and service admissions.	2018/19: 3,987,079 2017/18: 4,120,530 2016/17: 4,102,430 2015/16: 3,680,297 2014/15: 3,596,279 2013/14: 2,837,579		The number of participants using multipurpose recreation and sport centres, outdoor pools and stadia at least 3.5 million	The number of participants using multipurpose recreation and sport centres, outdoor pools and stadia at least 4.32 million	The number of participants using multipurpose recreation and sport centres, outdoor pools and stadia at least 4.32 million	The number of participants using multipurpose recreation and sport centres, outdoor pools and stadia at least 5.8 million	

Performance Standards Levels of Service		Results	Method of Measurement	Current Performance	Benchmarks Year 1	Future Performance (Targets)			
LOS num- ber	Description					Year 2	Year 3	Year 10	
						2018/19	2019/20	2020/21	2027/28
7.0.2.1 L	Provide well utilised facility based recreational and sporting programmes and activities.		Operate a Swimsafe programme	2018/19: 121,164 2017/18: 109,298 2016/17: 111,348 2015/16: 100,580 2014/15: 108,099		At least 100,000 Swimsafe lessons delivered	At least 100,000 Swimsafe lessons delivered	At least 100,000 Swimsafe lessons delivered	At least 100,000 Swimsafe lessons delivered

Activity – Citizens and Customer Services

Rationale

It is proposed that an 85% target be set to reflect a minimum expected level of satisfaction. Research details a target of 85% as world class. As is evident now with satisfaction levels with our phone and face to face channels this target is a starting point.

The current catch-all level of service compromises the ability to monitor the individual customer experience and enables a focused approach to gather data and develop strategies for improvement. Based on the channel chosen for that interaction, customer satisfaction with first point of contact Council services has varying degrees of expectation. When the very human element of any interaction is removed, reducing traditional forms of communication down to written word, considerations such as staff manner, support, responsiveness, process and accessibility vary considerably.

Therefore, individual level of service targets are proposed for face to face, email and phone interactions, as well as the inclusion of increased customer touch points for feedback. The targets suggested are reflective of feedback commentary received via our resident surveys.

Note that the proposed target for email satisfaction is set at 75% for 2020/21 Annual Plan. The targets to be proposed for email from 2021/22 (through the LTP) are as follows:

2021/22: 80%

2022/23: 85%

Proposed amendment to Level of Service

Performance Standards - Levels of Service		Method of Measurement	Actual Performance	Target
LOS number	Description			2020/21
2.6.7.1	Citizen and Customer expectations for service response are delivered in a timely manner	Via Citizen Experience Surveys and quality monitoring	2018/19: 86% across all channels 2017/18: 88% across all channels 2016/17: 90% across all channels 2015/16: 90% across all channels 2018/19: 98% walk-in 2017/18: 97% walk-in 2016/17: 95% walk-in 2015/16: 97% walk-in 2014/15: 98% walk-in	At least 95% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via walk in services.
2.6.7.2	Citizen and Customer expectations for service response are delivered in a timely manner	Via Citizen Experience Surveys and quality monitoring	2018/19: 70% email 2017/18: 72% email 2016/17: 82% email 2015/16: 84% email 2014/15: 78% email	At least 75% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via email.
2.6.7.3	Citizen and Customer expectations for service response are delivered in a timely manner	Via Citizen Experience Surveys and quality monitoring	2018/19: 85% phone 2017/18: 90% phone 2016/17: 90% phone 2015/16: 88% phone 2014/15: 91% phone	At least 85% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via phone.

Current Level of Service

Performance Standards		Results	Method of Measurement	Current Performance	Benchmarks	Future Performance (Targets)			
Levels of Service						Year 1	Year 2	Year 3	Year 10
LOS number	Description				2018/19	2019/20	2020/21	2027/28	
2.6.7	Citizen and Customer expectations for service response are delivered in a timely manner		Via Citizen Experience Surveys and quality monitoring	Satisfaction levels of Citizen and Customer Services at first point of contact: All channels: 2018/19: 86% 2017/18: 88% 2016/17: 90% 2015/16: 90%	Auckland City Council 85%	At least 87% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact.	At least 89% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact.	At least 89% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact.	Citizens and customers are satisfied or very satisfied with “first point of contact” across all service channels.

Activity – Land and Property Information Services

Rationale

Land and Property Information Services are an essential customer service which supports the development of land and residential and commercial building activities across Christchurch. Part of this service involves the copying of information pertaining to specific properties as requested by customers. Each year we process some 7000 requests for such information.

The current level of service which specifies the time taken from request to issue of a hard copy (5 working days) or scanned copy (2 working days) stipulates a Performance target of 99%.

On review of actual operational experience in the sourcing of property file information staff recommended this performance level be reduced to 95% as a target across both residential and commercial files. This was adopted on 11th February 2020 as a change for the draft Annual Plan 2020/21.

Since being adopted, in response to the need for operational savings, specifically to address funding pressures brought on by the impact of COVID-19 response and recovery, the group is proposing to not fill vacant positions as part of their savings. This will impact level of service delivery, at least in the short term, with the same amount of people that used to do a single process now doing two large, document heavy processes using outdated and largely manual systems. It is therefore proposed the targets for these two levels of service be set at 90%, rather than 99% or 95%.

While this is an achievable performance target it will require improvements in current systems to ensure that all relevant information is collated in a timely and responsive manner.

Proposed amendment to Level of Service

Performance Standards		Method of Measurement	Actual Performance	Target
Levels of Service				
LOS number	Description			2020/21
9.4.2	Provide customers with access to property files.	Monthly Tableau report.	Dec 2019: 94.34% Nov 2019: 94.59% Oct 2019: 95.77%	90% of customers receive property files within 5 working days of request (subject to payment of fees).
9.4.3	Provide customers with access to property files that are already stored electronically.	Monthly Tableau report.	Dec 2019: 97.30% Nov 2019: 95.61% Oct 2019: 96.95%	90% of customers receive property files within 2 working days of request (subject to payment of fees).

Current Level of Service

Performance Standards		Results	Method of Measurement	Current Performance	Benchmarks	Future Performance (Targets)			
Levels of Service						Year 1	Year 2	Year 3	Year 10
LOS number	Description				2018/19	2019/20	2020/21	2027/28	
9.4.2	Provide customers with access to property files	Statutory obligations are met by Council	Timeframes are monitored and measured using computerised reports	Dec 2019: 94.34% Nov 2019: 94.59% Oct 2019: 95.77%		Provide 99% of customers with access to property files within 5 working days of request (subject to payment of fees)	Provide 99% of customers with access to property files within 5 working days of request (subject to payment of fees)	Provide 99% of customers with access to property files within 5 working days of request (subject to payment of fees)	Provide 99% of customers with access to property files within 5 working days of request (subject to payment of fees)
9.4.3	Provide customers with access to property files that are already stored electronically	Statutory obligations are met by Council as it is reasonably practicable to provide electronically stored files in a shorter timeframe	Timeframes are monitored and measured using computerised reports	Dec 2019: 97.30% Nov 2019: 95.61% Oct 2019: 96.95%		Provide 99% of customers with access to property files within 2 working days of request (subject to payment of fees)	Provide 99% of customers with access to property files within 2 working days of request (subject to payment of fees)	Provide 99% of customers with access to property files within 2 working days of request (subject to payment of fees)	Provide 99% of customers with access to property files within 2 working days of request (subject to payment of fees)

Activity – Economic Development

Rationale

The following Economic Development levels of service and targets are proposed for amendment, addition and deletion as part of the Annual Plan 2020/21, following revision post-COVID 19, as signed by the ChristchurchNZ Board on 28 May 2020. These revisions are consistent with the levels of service being developed for the draft Long Term Plan 2021-31.

Proposed amendments to Level of Service

Performance Standards		Method of Measurement	Actual Performance	Target
Levels of Service				
LOS number	Description			2020/21
Innovation & Business Growth				
New 5.1.2.6 L	Build innovation and entrepreneurial strength	Report on implementation of joint activity to deliver on strategic partnerships with key innovation and entrepreneurial partners to grow the rates of entrepreneurship, innovation and commercialisation in Christchurch		Deliver actions as set out in the strategic partnership with key innovation and entrepreneurial partners
5.1.5.3 L	Build innovation and entrepreneurial strength	Initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities	2018/19: 4 Innovation precinct tenant group meetings 4 Innovation precinct tenant group communications	6 initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities
5.1.5.2 L	Build innovation and entrepreneurial strength	Start-up/SME companies supported to grow innovation and entrepreneurship capability aligned with priority focus areas	2018/19: 15 start-up support; 1 new start up tenant; 14 early stage businesses; 107 supported through mentoring prog.	40 start-up/SME companies to grow innovation and entrepreneurship capability

Performance Standards		Method of Measurement	Actual Performance	Target
Levels of Service				
LOS number	Description			2020/21
5.1.5.1 L	Build innovation and entrepreneurial strength	Number of businesses that have been actively worked with to attract them to the city to support economic recovery and repositioning	2018/19: 3 opportunities to secure innovative businesses or investment into the city (NZ Aerospace Challenge – 33 applicants; Amplifier prog – 9 businesses participating; Contracted Lightning Lab – up to 10 tourism related businesses	50 businesses have been actively worked with to attract them to the city to support economic recovery and repositioning
New N	Build innovation and entrepreneurial strength	Central government investment secured into innovation and entrepreneurship	New activity to support economic recovery out of Covid-19	Target to be developed Central government investment secured into innovation and entrepreneurship
New 5.1.2.7 L	Build a productive knowledge city to grow decent work	Report on implementation of joint activity to deliver on strategic partnership with the tertiaries to grow regional skills and opportunities and research commercialisation		Deliver actions as set out in the strategic partnership with tertiaries
New N	Build a productive knowledge city to grow decent work	Report on key role played in the Regional Skills Leadership Group focused on transitioning more people into decent jobs and training	New activity to support economic recovery out of Covid-19	Target to be developed Regional Skills Leadership Group focused on transitioning more people into decent jobs and training
New N	Build a productive knowledge city to grow decent work	Central government investment secured into labour market transition	New activity to support economic recovery out of Covid-19	Target to be developed Central government investment secured into labour market transition

Performance Standards		Method of Measurement	Actual Performance	Target
Levels of Service				
LOS number	Description			2020/21
New 5.1.2.8 L	Partner with mana whenua to support growth in Māori prosperity and self determination	Report on implementation of joint activity to deliver on strategic partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Maori economy and deliver intergenerational prosperity and create decent work	New partnership to be developed in the 2020/21 financial year	Deliver actions as set out in the strategic partnership with mana whenua and Te Runanga o Ngāi Tahu entities
New 5.1.2.9 L	Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability	Report on implementation of joint activity to deliver on strategic partnership with the Chamber and central government agencies (NZTE and Callaghan Innovation) to provide a 'combined voice' to drive competitiveness, resilience and sustainability of Christchurch and Canterbury businesses		Deliver actions as set out in the strategic partnership with the Chamber and central government agencies
5.1.6.1 L	Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability	Christchurch and Canterbury businesses accessing support, mentors and advice provided in partnership with central Government and industry and peak bodies, including the Chamber	2018/19: 518 businesses 2017/18: 617 2016/17: 596 businesses received mentoring services 2015/16: 786 businesses received mentoring services	500 businesses access business support or advice
5.1.6.2 L	Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability	Satisfaction of businesses accessing support or advice services	2018/19: +67 net promotor score	Net promotor score for business support services is +50 or greater
New N	Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability	Central government investment secured into regional business support	New activity to support economic recovery out of Covid-19	Target to be developed Central government investment secured into regional business support
New N	Realise greater value from Christchurch's Antarctic Gateway	Build and maintain a business network which secures higher revenues from the National Antarctic Programmes		Businesses in the network (target to be developed)

Performance Standards		Method of Measurement	Actual Performance	Target
Levels of Service				
LOS number	Description			2020/21
5.0.16.6 L	Realise greater value from Christchurch's Antarctic Gateway	Antarctic Gateway Strategy progress report is produced annually and is available on the CCC website	2018/19: Antarctic Strategy Implementation Plan presented to Council January 2019	Deliver actions as set out in the Antarctic Gateway Strategy implementation plan
Destination & Attraction				
New 5.1.2.10 L	Develop Christchurch as an attractive destination	Report on implementation of joint activity to deliver on strategic partnerships focused on developing and promoting Christchurch as a quality visitor destination.		Deliver actions as set out in the strategic partnerships
5.1.8.1 L	Develop Christchurch as an attractive destination	City bids prepared to attract business events to Christchurch in line with the business event strategy and economic recovery plan	2018/19: 34 city bids	30 City bids prepared to attract business events to Christchurch
5.1.8.2 L	Develop Christchurch as an attractive destination	Success rate of bids for business events	2018/19: 35%	At least 35% success rate of bids for business events
2.8.1.3 N	Develop Christchurch as an attractive destination	Portfolio of events supported in line with the Major Events Strategy and Economic Recovery Plan	2018/19: 2 meetings of the Major Event Strategic Advisory Group	Annual report on performance of the major event portfolio against the Major Events Strategy
2.8.1.1 N	Develop Christchurch as an attractive destination	Major events seeding round delivered to support strategic goals of the Major Events Strategy and Economic Recovery Plan	2019/20 to be first year target is reported	One Major Events Seed Funding round
5.3.5.2 N	Develop Christchurch as an attractive destination	Destination product offerings developed and supported which embed the city narrative	2018/19: 6 meetings of City Narrative Steering Group	5 destination product offerings developed and supported which embed the city narrative
New L	Develop Christchurch as an attractive destination	Film enquiries attracted and supported, with a view to growing Canterbury's market share of screen GDP		100 film enquiries attracted and supported, with a view to growing Canterbury's market share of screen GDP

Performance Standards		Method of Measurement	Actual Performance	Target
Levels of Service				
LOS number	Description			2020/21
New N	Develop Christchurch as an attractive destination	Private sector investment secured into destination and product development and promotion		Target to be developed Private sector investment secured into destination and product development and promotion
City Branding				
5.3.5.1 N	Lead the collaborative development and implementation of a city narrative to promote Christchurch to businesses, leisure visitors, students, potential migrants, residents and the film industry	People using city narrative assets and content to tell the Christchurch story integrated with their own organisation or business story	2018/19: Toolkit. Christchurchnz.com Users – 2,945 Sessions – 5,144 Pageviews – 11,945 Asset downloads – 7,394	Monitor month on month narrative assets and content to ensure consistently increasing engagement and usage
5.3.1.1 N	Lead the collaborative development and implementation of a city narrative to promote Christchurch to businesses, leisure visitors, students, potential migrants, residents and the film industry	Increase in social engagement year on year	2019/20 to be first year target is reported	30% increase in social engagement year on year
5.3.1.2 N	Lead the collaborative development and implementation of a city narrative to promote Christchurch to businesses, leisure visitors, students, potential migrants, residents and the film industry	Increase in clicks to ChristchurchNZ website year on year	2018/19: 95 media famils (82 international, 13 domestic); 44 international trade famils; 31 trade events led or attended	25% increase in clicks to ChristchurchNZ website year on year
5.1.7.3 L	Lead the collaborative development and implementation of a city narrative to promote Christchurch to businesses, leisure visitors, students, potential migrants, residents and the film industry	Engagements with trade agents and investors in priority markets and sectors. Sectors - business, leisure visitor, convention, screen, education, Antarctic and media		40 engagements with trade agents or investors in priority markets and sectors

Performance Standards		Method of Measurement	Actual Performance	Target
Levels of Service				
LOS number	Description			2020/21
Economic Strategy & Insights				
5.1.2.1 L	Provide leadership in inclusive and sustainable economic development for Christchurch	City economic strategies are reviewed and approved in context of COVID-19 economic recovery		Christchurch Economic Development Strategy is reviewed and approved
New L	Provide leadership in inclusive and sustainable economic development for Christchurch	Support development of the (Covid-19) Christchurch Economic Recovery Plan; and report on implementation of initiatives within mandate set out in Plan	New activity to support economic recovery out of Covid-19	Economic Recovery Plan finalised
New N	Provide leadership in inclusive and sustainable economic development for Christchurch	Support development of the (Covid-19) Christchurch Economic Recovery Plan; and report on implementation of initiatives within mandate set out in Plan	New activity to support economic recovery out of Covid-19	Monitoring report on delivery of actions set out in the economic recovery plan
5.1.2.3 N	Provide leadership in inclusive and sustainable economic development for Christchurch	Economic research and insights reports provide city partners with robust evidence base on which to base strategies and investment decisions	2018/19: 4 quarterly economic reports; 8 Research reports	12 economic reports are produced
5.1.2.4 L	Provide leadership in inclusive and sustainable economic development for Christchurch	People actively engaging with ChristchurchNZ economic and strategic insights	2018/19: 2 large events were held (150+ participants) plus a range of economic updates have been presented to multiple groups by CEO and GMs.	Deliver economic information to at least 1,000 people through presentations and online information

Current levels of service showing rationale for proposed amendments, additions and deletions

Proposed LTP and Non-LTP classifications align to those prepared for the LTP 2021-31.

Performance Standards		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
Proposed Service / Level of service and target				
LOS number	Change to	Change from		
Innovation and Business Growth				
New 5.1.2.6 L	Build innovation and entrepreneurial strength: Deliver actions as set out in the strategic partnership with key innovation and entrepreneurial partners	5.1.2.5 Lead or provide significant input into at least 4 cross-agency or cross-industry working groups designed to deliver actions towards the 10-year goals	Split into several measures that sit under different levels of service to better reflect the core role of an EDA to work collaboratively with local and national partners to impact on citywide economic outcomes. Key relationships identified: Mana whenua and Te Runanga o Ngāi Tahu entities (NEW) Innovation and entrepreneurial partners (IN DEVELOPMENT) Tertiaries (IN DEVELOPMENT) Chamber and central government agencies (NZTE and Callaghan Innovation) (EXISTING) Visitor destination partners (EXISTING & IN DEVELOPMENT)	Report on implementation of joint activity to deliver on strategic partnerships with key innovation and entrepreneurial partners to grow the rates of entrepreneurship, innovation and commercialisation in Christchurch
5.1.5.3 L	Build innovation and entrepreneurial strength: 6 initiatives to support industry cluster development	ChristchurchNZ supports an environment that encourages innovation, entrepreneurship and investment: ChristchurchNZ chairs at least 4 meetings of the innovation precinct tenant group and produces 4 newsletters for the groups	Lead or play key role in the Regional Skills Leadership Group focused on transitioning more people into decent jobs and training. This activity is an essential part of the economic recovery response to the expected impacts of the Covid-19 induced global recession, particularly anticipated unemployment, but also supports transition for long term economic growth including Supernode cluster industries.	Initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities

Performance Standards Proposed Service / Level of service and target		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
LOS number	Change to	Change from		
5.1.5.3 L	Build innovation and entrepreneurial strength: 6 initiatives to support industry cluster development	ChristchurchNZ supports an environment that encourages innovation, entrepreneurship and investment: ChristchurchNZ chairs at least 4 meetings of the innovation precinct tenant group and produces 4 newsletters for the groups	Lead or play key role in the Regional Skills Leadership Group focused on transitioning more people into decent jobs and training. This activity is an essential part of the economic recovery response to the expected impacts of the Covid-19 induced global recession, particularly anticipated unemployment, but also supports transition for long term economic growth including Supernode cluster industries.	Initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities
5.1.5.2 L	Build innovation and entrepreneurial strength: 40 start-up/SME companies to grow innovation and entrepreneurship capability	ChristchurchNZ supports an environment that encourages innovation, entrepreneurship and investment: Support at least 10 start-up/SME companies aligned with priority focus areas	Expanded to clarify the nature of support being provided to start ups and SMEs is to grow innovation and entrepreneurship capability Increase delivery by 30 start-ups/SMEs to reflect increased focus on this activity.	Start-up/SME companies supported to grow innovation and entrepreneurship capability aligned with priority focus areas
5.1.5.1 L	Build innovation and entrepreneurial strength: 50 businesses have been actively worked with to attract them to the city to support economic recovery and repositioning	ChristchurchNZ supports an environment that encourages innovation, entrepreneurship and investment: Facilitate at least 2 opportunities to secure significant innovative businesses or investment into the city aligned with 10-year goals and priority focus areas	Simplified language of measure and adjusted focus of business attraction activities to reflect the economic impacts of Covid-19 and need to align with recovery plan. Increase delivery by 48 businesses to reflect increased focus on this activity.	Number of businesses that have been actively worked with to attract them to the city to support economic recovery and repositioning

Performance Standards		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
Proposed Service / Level of service and target				
LOS number	Change to	Change from		
New N	Build innovation and entrepreneurial strength: Central government investment secured into innovation and entrepreneurship Target to be developed		Proposed measure to recognise ability to leverage CCO status of ChristchurchNZ to attract match funding to deliver a higher level of service in relation to economic development to the ratepayer community. Specific focused on: Innovation and entrepreneurship Labour market transition Regional business support	New activity to support economic recovery out of Covid-19
New 5.1.2.7 L	Build a productive knowledge city to grow decent work: Deliver actions as set out in the strategic partnership with tertiaries	5.1.2.5 Lead or provide significant input into at least 4 cross-agency or cross-industry working groups designed to deliver actions towards the 10-year goals	Split into several measures that sit under different levels of service to better reflect the core role of an EDA to work collaboratively with local and national partners to impact on citywide economic outcomes. Key relationships identified: Mana whenua and Te Runanga o Ngāi Tahu entities (NEW) Innovation and entrepreneurial partners (IN DEVELOPMENT) Tertiaries (IN DEVELOPMENT) Chamber and central government agencies (NZTE and Callaghan Innovation) (EXISTING) Visitor destination partners (EXISTING & IN DEVELOPMENT)	Report on implementation of joint activity to deliver on strategic partnership with the tertiaries to grow regional skills and opportunities and research commercialisation
New N	Build a productive knowledge city to grow decent work: Report on key role played in the Regional Skills Leadership Group focused on transitioning more people into decent jobs and training Target to be developed		This activity is an essential part of the economic recovery response to the expected impacts of the Covid-19 induced global recession, particularly anticipated unemployment, but also supports transition for long term economic growth including Supernode cluster industries	New activity to support economic recovery out of Covid-19

Performance Standards		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
Proposed Service / Level of service and target				
LOS number	Change to	Change from		
New N	Build a productive knowledge city to grow decent work: Central government investment secured into labour market transition Target to be developed		Proposed measure to recognise ability to leverage CCO status of ChristchurchNZ to attract match funding to deliver a higher level of service in relation to economic development to the ratepayer community. Specific focused on: Innovation and entrepreneurship Labour market transition Regional business support	New activity to support economic recovery out of Covid-19
New 5.1.2.8 L	Partner with mana whenua to support growth in Māori prosperity and self-determination: Deliver actions as set out in the strategic partnership with mana whenua and Te Runanga o Ngāi Tahu entities	5.1.2.5 Lead or provide significant input into at least 4 cross-agency or cross-industry working groups designed to deliver actions towards the 10-year goals	Split into several measures that sit under different levels of service to better reflect the core role of an EDA to work collaboratively with local and national partners to impact on citywide economic outcomes. Key relationships identified: Mana whenua and Te Runanga o Ngāi Tahu entities (NEW) Innovation and entrepreneurial partners (IN DEVELOPMENT) Tertiaries (IN DEVELOPMENT) Chamber and central government agencies (NZTE and Callaghan Innovation) (EXISTING) Visitor destination partners (EXISTING & IN DEVELOPMENT)	Report on implementation of joint activity to deliver on strategic partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Maori economy and deliver intergenerational prosperity and create decent work. New partnership to be developed in the 2020/21 financial year.

Performance Standards		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
Proposed Service / Level of service and target				
LOS number	Change to	Change from		
New 5.1.2.9 L	Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability: Deliver actions as set out in the strategic partnership with the Chamber and central government agencies	5.1.2.5 Lead or provide significant input into at least 4 cross-agency or cross-industry working groups designed to deliver actions towards the 10-year goals	Split into several measures that sit under different levels of service to better reflect the core role of an EDA to work collaboratively with local and national partners to impact on citywide economic outcomes. Key relationships identified: Mana whenua and Te Runanga o Ngāi Tahu entities (NEW) Innovation and entrepreneurial partners (IN DEVELOPMENT) Tertiaries (IN DEVELOPMENT) Chamber and central government agencies (NZTE and Callaghan Innovation) (EXISTING) Visitor destination partners (EXISTING & IN DEVELOPMENT)	Report on implementation of joint activity to deliver on strategic partnership with the Chamber and central government agencies (NZTE and Callaghan Innovation) to provide a 'combined voice' to drive competitiveness, resilience and sustainability of Christchurch and Canterbury businesses
5.1.6.1 L	Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability: 500 businesses access business support or advice	ChristchurchNZ facilitates the development of businesses with high growth potential: At least 500 businesses access business support or advice.	Wording change to reflect delivery of this level of service relies on partnership with business groups locally and that this Level of Service relies on central government funding.	Christchurch and Canterbury businesses accessing support, mentors and advice provided in partnership with central Government and industry and peak bodies, including the Chamber

Performance Standards Proposed Service / Level of service and target		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
LOS number	Change to	Change from		
5.1.6.2 L	Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability: Net promotor score for business support services is +50 or greater	ChristchurchNZ facilitates the development of businesses with high growth potential: Net promotor score for business support services is +50 or greater	Minor wording change to separate the target from the measure.	Satisfaction of businesses accessing support or advice services
New N	Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability: Central government investment secured into regional business support Target to be developed		Proposed measure to recognise ability to leverage CCO status of ChristchurchNZ to attract match funding to deliver a higher level of service in relation to economic development to the ratepayer community. Specific focused on: Innovation and entrepreneurship Labour market transition Regional business support	New activity to support economic recovery out of Covid-19
New N	Realise greater value from Christchurch's Antarctic Gateway: Businesses in the network (target to be developed)		Measure captures a key element of the economic development activity of the Antarctic Office	Build and maintain a business network which secures higher revenues from the National Antarctic Programmes
5.0.16.6 L	Realise greater value from Christchurch's Antarctic Gateway: Deliver actions as set out in the Antarctic Gateway Strategy implementation plan	Christchurch is recognised by Antarctic programme partners as being a quality Gateway city Deliver actions as set out in the Antarctic Gateway Strategy implementation plan	Wording change to performance measure. Target wording remains unchanged.	

Performance Standards		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
Proposed Service / Level of service and target				
LOS number	Change to	Change from		
Destination and Attraction				
New 5.1.2.10 L	Develop Christchurch as an attractive destination: Deliver actions as set out in the strategic partnerships focused on developing and promoting Christchurch as a quality visitor destination.	5.1.2.5 Lead or provide significant input into at least 4 cross-agency or cross-industry working groups designed to deliver actions towards the 10-year goals	Split into several measures that sit under different levels of service to better reflect the core role of an EDA to work collaboratively with local and national partners to impact on citywide economic outcomes. Key relationships identified: Mana whenua and Te Runanga o Ngāi Tahu entities (NEW) Innovation and entrepreneurial partners (IN DEVELOPMENT) Tertiaries (IN DEVELOPMENT) Chamber and central government agencies (NZTE and Callaghan Innovation) (EXISTING) Visitor destination partners (EXISTING & IN DEVELOPMENT)	Report on implementation of joint activity to deliver on strategic partnerships focused on developing and promoting Christchurch as a quality visitor destination.
5.1.8.1 L	Develop Christchurch as an attractive destination: 30 City bids prepared to attract business events to Christchurch	ChristchurchNZ promotes Christchurch and Canterbury as a great place to hold business events and conferences: Prepare at least 30 city bids to attract business events to Christchurch	Expanded to capture strategic focus for business event bidding	City bids prepared to attract business events to Christchurch in line with the business event strategy and economic recovery plan
5.1.8.2 L	Develop Christchurch as an attractive destination: At least 35% success rate of bids for business events	ChristchurchNZ promotes Christchurch and Canterbury as a great place to hold business events and conferences: At least 35% success rate for business event bid	Minor wording change to separate the target from the measure.	Success rate of bids for business events

Performance Standards Proposed Service / Level of service and target		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
LOS number	Change to	Change from		
2.8.1.3 N	Develop Christchurch as an attractive destination: Annual report on performance of the major event portfolio against the Major Events Strategy	ChristchurchNZ promotes Christchurch and Canterbury as a great place to hold business events and conferences: Portfolio of events delivered in line with the Major Events Strategy	Minor wording change to reflect the need to consider the economic recovery context alongside long term strategic goals.	Portfolio of events supported in line with the Major Events Strategy and Economic Recovery Plan
2.8.1.1 N	Develop Christchurch as an attractive destination: One Major Events Seed Funding round	ChristchurchNZ attracts, manages and sponsors the delivery of major events: At least one Major Events Seed Funding round delivered per annum	Minor wording change to reflect the need to consider the economic recovery context alongside long term strategic goals.	Major events seeding round delivered to support strategic goals of the Major Events Strategy and Economic Recovery Plan
5.3.5.2 N	Develop Christchurch as an attractive destination: 5 destination products offerings developed and supported which embed the city narrative	ChristchurchNZ leads collaborative development and implementation of a city narrative: Facilitate quarterly stakeholder engagement and business outreach initiative for nurturing city narrative	Improved measure of the level of activity and clearer focus on embedding use of a common city narrative	Destination product offerings developed and supported which embed the city narrative. People using city narrative assets and content to tell the Christchurch story integrated with their own organisation or business story
New L	Develop Christchurch as an attractive destination: 100 film enquiries attracted and supported, with a view to growing Canterbury's market share of screen GDP		Measure of activity already undertaken but not previously captured in the Levels of Service	Film enquiries attracted and supported, with a view to growing Canterbury's market share of screen GDP

Performance Standards		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
Proposed Service / Level of service and target				
LOS number	Change to	Change from		
New N	Develop Christchurch as an attractive destination: Target to be developed		Proposed measure to recognise ability to leverage CCO status of ChristchurchNZ to attract match funding to deliver a higher level of service in relation to supporting to the business ratepayer community	Private sector investment secured into destination and product development and promotion
City Branding				
5.3.5.1 N	Lead the collaborative development and implementation of a city narrative to promote Christchurch to businesses, leisure visitors, students, potential migrants, residents and the film industry: Monitor month on month narrative assets and content to ensure consistently increasing engagement and usage	ChristchurchNZ leads collaborative development and implementation of a city narrative: Monitor month on month narrative toolkit traffic and activity to ensure consistently increasing engagement and usage	Improved measure of the level of activity and clearer focus on embedding use of a common city narrative	People using city narrative assets and content to tell the Christchurch story integrated with their own organisation or business story
5.3.1.1 N	Lead the collaborative development and implementation of a city narrative to promote Christchurch to businesses, leisure visitors, students, potential migrants, residents and the film industry: Increase social engagement by 30% year on year	ChristchurchNZ provides residents and visitors with information about events, activities and attractions on in Christchurch: Increase social engagement by 30% year on year	Improved measure of the reach of ChristchurchNZ's marketing campaigns targeting businesses, leisure visitors, students, potential migrants and residents	Provides a measure for marketing activity which is not only achieved through ChristchurchNZs online channels and covers city profile activities relating to key markets for attracting visitors, businesses and migrants and supporting a portfolio approach to major events.

Performance Standards Proposed Service / Level of service and target		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
LOS number	Change to	Change from		
5.3.1.2 N	Lead the collaborative development and implementation of a city narrative to promote Christchurch to businesses, leisure visitors, students, potential migrants, residents and the film industry: Increase clicks to ChristchurchNZ website by 25% year on year	ChristchurchNZ provides residents and visitors with information about events, activities and attractions on in Christchurch: Increase clicks to ChristchurchNZ website by 25% year on year	Improved measure of the reach of ChristchurchNZ's marketing campaigns targeting businesses, leisure visitors, students, potential migrants and residents	Provides a measure for marketing activity which is not only achieved through ChristchurchNZ's online channels and covers city profile activities relating to key markets for attracting visitors, businesses and migrants and supporting a portfolio approach to major events.
5.1.7.3 L	Lead the collaborative development and implementation of a city narrative to promote Christchurch to businesses, leisure visitors, students, potential migrants, residents and the film industry: 40 engagements with trade agents or investors in priority markets and sectors	ChristchurchNZ leads the promotion and marketing of Christchurch and Canterbury to visitors: At least 50 famils hosted and 10 trade events led or attended in priority markets	Change in wording to reflect that potential issues with traditional trade engagement techniques i.e. famils during the Covid-19 outbreak require new ways of working. Sector list added for clarity on the breadth of engagements. Reduced by 10 in 2021/22 to reflect expected limitations on international movement of people in 2021/22.	Engagements with trade agents and investors in priority markets and sectors. Sectors - business, leisure visitor, convention, screen, education, Antarctic and media
Economic Strategy and Insights				
5.1.2.1 L	Provide leadership in inclusive and sustainable economic development for Christchurch: Christchurch Economic Development Strategy is reviewed and approved	ChristchurchNZ provides leadership in inclusive and sustainable economic development for Christchurch: Convene two city leadership discussions to review progress and recommend actions towards the 10-year goals	Grouped all city strategies ChristchurchNZ is responsible for into a single measure to provide clearer presentation of strategy work programme.	City economic strategies are reviewed and approved in context of COVID-19 economic recovery

Performance Standards Proposed Service / Level of service and target		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
LOS number	Change to	Change from		
New L	Provide leadership in inclusive and sustainable economic development for Christchurch: Economic Recovery Plan finalised		Replaced the measure relating to city leadership to specifically focus on economic recovery leadership to reflect the need for economic activity to focus on response to a global recession over coming years.	New activity to support economic recovery out of Covid-19. Report on implementation of initiatives within mandate set out in the (Covid-19) Christchurch Economic Recovery Plan. Economic Recovery Plan to be completed in 2020/21.
New N	Provide leadership in inclusive and sustainable economic development for Christchurch: Monitoring report on delivery of actions set out in the economic recovery plan		Replaced the measure relating to city leadership to specifically focus on economic recovery leadership to reflect the need for economic activity to focus on response to a global recession over coming years.	New activity to support economic recovery out of Covid-19. Report on implementation of initiatives within mandate set out in the (Covid-19) Christchurch Economic Recovery Plan. Economic Recovery Plan to be completed in 2020/21.

Performance Standards Proposed Service / Level of service and target		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
LOS number	Change to	Change from		
5.1.2.3 N	Provide leadership in inclusive and sustainable economic development for Christchurch: 12 economic reports are produced	ChristchurchNZ provides leadership in inclusive and sustainable economic development for Christchurch: 5.1.2.2 Quarterly Economic Report is produced and available on the ChristchurchNZ website 5.1.2.3 At least 6 Christchurch or Canterbury economic research reports completed 5.1.7.1 Christchurch Visitor Industry Situation report produced annually and available on ChristchurchNZ website	Broadened and combined levels of service relating to economic analysis and reporting to reflect the importance of city wide and national use of economic insights and to capture a wider range of the economic reporting and research undertaken by ChristchurchNZ Combined levels of service relating to economic analysis and reporting into a single measure to reflect the need for economic research and insights reports to respond to the needs of city partners and economic environment. Increased delivery by 1 report.	Replaced the measure relating to city leadership to specifically focus on economic recovery leadership to reflect the need for economic activity to focus on response to a global recession over coming years. Economic research and insights reports provide city partners with robust evidence base on which to base strategies and investment decisions
5.1.2.4 L	Provide leadership in inclusive and sustainable economic development for Christchurch: Deliver economic information to at least 1,000 people through presentations and online information	ChristchurchNZ provides leadership in inclusive and sustainable economic development for Christchurch: Deliver face to face economic update to at least 600 people	Broadened level of service to better reflect reach of the economic reporting and research undertaken by ChristchurchNZ e.g. accessing information online. Increased number of people by 400.	People actively engaging with ChristchurchNZ economic and strategic insights

Performance Standards Proposed Service / Level of service and target		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
LOS number	Change to	Change from		
DELETIONS				
5.1.20.1	Deleted	Christchurch i-SITE visitor number is at least: Set target using baseline	This service has been mothballed indefinitely in the context of international borders being closed. ChristchurchNZ will evaluate what type of visitor information provision is appropriate as the future of international visitation becomes clearer.	
5.1.20.2	Deleted	Christchurch i-SITE visitor e-mail response number is at least: Set target using baseline	This service has been mothballed indefinitely in the context of international borders being closed. ChristchurchNZ will evaluate what type of visitor information provision is appropriate as the future of international visitation becomes clearer.	
5.1.20.3	Deleted	i-SITE customer satisfaction level is at least 8.5 out of 10	This service has been mothballed indefinitely in the context of international borders being closed. ChristchurchNZ will evaluate what type of visitor information provision is appropriate as the future of international visitation becomes clearer.	