

**Draft Long Term Plan 2021-31**

**Activity Plan**

**Civic and International Relations**

**Adopted 4 March 2021**

## Approvals

Role	Position	Name	For Draft LTP	
			Signature	Date of sign-off
General Manager	Director of Office of Chief Executive	Duncan Sandeman		9 February 2021
Activity Manager	Manager Civic and International Relations	Matt Nichols		2 February 2021
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## Authors and Advisors to this Activity Plan

Group	Business Unit	Position	Name

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# 1. What does this activity deliver?

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This activity includes the following services:

## **Coordinate and lead city-wide international relations activity, in alignment with the 2020 International Relations Policy Framework (IRPF):**

- taking the lead on city-wide coordination and collaboration in support of the agreed vision and priorities set out in the IRPF
- convening regular coordination meetings and leading the development of the implementation plans and monitoring and reporting frameworks which sit under the IRPF
- Liaising with the Sister City community and ensuring that opportunities for wider engagement based on Sister City contacts can be taken up where appropriate
- coordinating arrangements for hosting official visitors to the city, in accordance with agreed priorities for inwards visits and the IRPF implementation plan
- ensuring coordination and alignment of the IRPF implementation plan with other Council work programmes which have an international dimension

## **Delivery of Scheduled Civic Ceremonies:**

- Delivery of citizenship ceremonies for Christchurch based new New Zealand citizens.
- Support the RSA to deliver the ANZAC Day Dawn Service
- Deliver an annual programme of other civic or ceremonial events including 22 February commemorations, Civic Awards, Apprenticeships Graduation Ceremony, and/or Charter Parades.

## **Delivery of Unscheduled Civic or National Ceremonies or Visits:**

- Deliver unscheduled ceremonies or visits with civic or national significance as required, such as royal visits, head of government/state visits, and national remembrance services, in partnership with central government agencies as appropriate.
- Deliver other unscheduled civic ceremonies in support of the Mayor and Council, including functions and activities for visiting dignitaries

There are no assets associated with this activity.

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

### Coordinate and lead city-wide international relations activity, in alignment with the 2020 International Relations Policy Framework (IRPF):

	Community Outcomes	Describe in 2-3 sentences how the activity effects the Community Outcome
Primary Outcome 1	Great place for people, business and investment	<ul style="list-style-type: none"> <li>• City-wide international relations activity under the IRPF places priority on activities that 1) strengthen international connections to attract the best talent and ideas, and 2) increase the wellbeing of Christchurch citizens through economic growth. These are strongly aligned to the “Prosperous Economy” related outcomes – particularly “a great place for people, business and investment”.</li> <li>• Elsewhere under the Framework, Council’s support for Sister City Committees enables active participation in civic life by supporting community groups to connect and deepen relationships with counterparts in sister cities.</li> <li>• Liaising with, and supporting, the Christchurch Antarctic Office to ensure Antarctic engagement activities are aligned with the International Relations Policy Framework.</li> </ul>
Primary Outcome 2	Active participation in civic life	<ul style="list-style-type: none"> <li>• The impact of economic-focussed activities are generally expected to be seen 5+ years later. The impact of activities in support of civic participation is immediate.</li> <li>• An implementation plan for the Framework is to be developed in the second half of 2020, which will determine how activity under the IRPF will be measured and evaluated.</li> </ul>
Secondary Outcome 1	21 <sup>st</sup> Century garden city we are proud to live in	<ul style="list-style-type: none"> <li>• Activity under the Framework is also expected to contribute to city pride through coordinated efforts to create a city that is well connected with the globe, and contributes to common global challenges.</li> <li>• The impact of activities in support of “Liveable City” are generally expected to be seen 5+ years later.</li> </ul>

## Delivery of Scheduled Civic ceremonies

	Community Outcomes	Describe in 2-3 sentences how the activity effects the Community Outcome
Primary Outcome	<p>Strong sense of community</p> <p>Active participation in civic life</p> <p>Vibrant &amp; thriving central city</p> <p>21st century garden city we are proud to live in</p>	<ul style="list-style-type: none"> <li>• Civic ceremonies contribute to a strong sense of community and active participation in civic life as they enable citizens to connect, participate and take pride in both being New Zealanders (eg ANZAC Day) and citizens of Christchurch (earthquake commemorations).</li> <li>• Active citizenship is promoted in many cases by having community groups shape the event – e.g. earthquake commemorations.</li> <li>• Civic ceremonies also contribute to a vibrant &amp; thriving central city, and a city that people can be proud to live in.</li> <li>• Impacts against these outcomes are immediate.</li> </ul>

## Delivery of Unscheduled Civic or National Visits or Ceremonies

	Community Outcomes	Describe in 2-3 sentences how the activity effects the Community Outcome
Primary Outcome 1	Strong sense of community	<ul style="list-style-type: none"> <li>• Unscheduled civic or national visits or ceremonies contribute to a strong sense of community and active participation in civic life as they enable citizens to connect, participate and take pride in being New Zealanders (eg royal visits, heads of government/state visits) or citizens of Christchurch (eg remembrance services, such as that following the 15 March 2019 mosque attacks).</li> </ul> <p>Impacts against these outcomes are immediate.</p>
Primary Outcome 2	Active participation in civic life	
Secondary Outcome 1	Vibrant & thriving central city	<ul style="list-style-type: none"> <li>• Unscheduled civic or national visits or ceremonies also contribute to a vibrant &amp; thriving central city.</li> <li>• For some unscheduled visits such as heads of government/state, there may be downstream people/business/investment benefits – e.g. through initiatives/cooperation agreements concluded between the visiting government and NZ during the visit.</li> </ul>
Secondary Outcome 2	Great place for people, business and investment	

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

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

Strategic Priorities	Activity Responses
<p><b>Enabling active and connected communities to own their future</b></p>	<p>For both international relations activity and civic or national ceremonies, community groups are included and consulted extensively in the planning phase.</p> <p>For international relations, stakeholder community groups are supportive of the city’s unique structure whereby community groups themselves (rather than the Council organisation) lead sister city-based activity – and have valued contributing to the city-wide International Relations Policy Framework.</p>
<p><b>Meeting the challenge of climate change through every means available</b></p>	<p>Under its “good global citizen” guiding principle, the IRPF acknowledges that climate change is an internationally significant issue and that the city should exploit opportunities to learn from/assist other cities/nations when these arise.</p> <p>While CIR activity incurs minimal GHG operational emissions, international travel is occasionally required as part of international relations activity (e.g. Mayoral visits to other cities). This is kept to a bare minimum, and other avenues (e.g. Zoom meetings) are explored wherever possible.</p>
<p><b>Ensuring a high quality drinking water supply that is safe and sustainable</b></p>	<p>CIR operational impact on high quality drinking water supply is negligible. As per above however, the unit advises on opportunities to learn from/assist other cities/nations when these arise.</p>
<p><b>Accelerating the momentum the city needs</b></p>	<p>CIR’s scheduled and unscheduled civic or national visits and ceremonies generally take place in the central city, are high profile and are well attended – e.g. 15 March National Remembrance Service in March 2019 and the 2019 visit of Prince Charles and Duchess Camilla both attracted many thousands of spectators.</p> <p>The unit works closely with ChristchurchNZ to ensure central city activation opportunities are exploited, and contributes to coordinated marketing and promotion e.g. the repositioning of the China Lantern Festival.</p>
<p><b>Ensuring rates are affordable and sustainable</b></p>	<p>Budgets for international relations activity and ceremonies/visits are carefully managed. Budgets for ceremonies with diminishing year on year significance (eg 22 February commemorations) are carefully reduced over time, in consultation with stakeholding communities.</p> <p>There will be no significant difference in service delivery and budget between LTP 18 and 21.</p>

## 4. Increasing Resilience

CIR's international relations activity enables connections, opportunities, and learning between our cities and other international actors – be they other cities, foreign government, international organisations or think tanks. Developing these international relationships also accumulates relationship capital that can be drawn upon when needed in preparation for, or in response to, shocks or stresses. For example, Christchurch's membership of the 100 Resilient Cities Program has enabled it to study, adopt and contribute to best practice for building resilience. Elsewhere, Christchurch's key partners (such as sister city Kurashiki, or the United States government) donated or contributed significantly to the recovery effort following the 2011 earthquake.

Timeframes vary greatly, but in general the benefits or dividends that result from CIR's international relations activity are seen in the mid to long term – e.g. a connection or opportunity that emerges as a result of a relationship cultivated over many years.

Benefits or dividends are also diverse: e.g. the social cohesion fostered by sister city communities, which enable citizens to connect their home nationality/culture with Christchurch as their new home (such the Chinese community in Christchurch); potential job opportunities resulting from city to city economic cooperation.

## 5. Specify Levels of Service

LOS number	C/M <sup>1</sup>	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
<b>Coordinate and lead city-wide international relations activity, in alignment with the 2020 International Relations Policy Framework (IRPF)</b>										
5.0.9.1	C	Lead city-wide coordination and collaboration in support of the agreed vision and priorities set out in the 2020 International Relations Policy Framework (IRPF) action plans		The benchmark is the agreed vision and priorities set out in the International Relations Policy Framework (IRPF)	Lead city-wide coordination and collaboration in support of the agreed vision and priorities set out in the IRPF, based on the Implementation Plan actions and due dates.	Lead city-wide coordination and collaboration in support of the agreed vision and priorities set out in the IRPF, based on the Implementation Plan actions and due dates.	Lead city-wide coordination and collaboration in support of the agreed vision and priorities set out in the IRPF, based on the Implementation Plan actions and due dates.	Lead city-wide coordination and collaboration in support of the agreed vision and priorities set out in the IRPF, based on the Implementation Plan actions and due dates.	Including convening regular city-wide coordination meetings. Monitoring progress against the work programme, (set / reviewed at least annually),	Great place for people, business and investment  Active participation in civic life

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

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

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

LOS number	C/M <sup>1</sup>	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
									based on the Implementation Plan actions and due dates.	
5.0.1	M	Facilitate and attend Sister City community meetings		The benchmark is the agreed vision and priorities set out in the International Relations Policy Framework (IRPF)	100% of Sister City Committees plan and deliver projects and activities to deepen the sister city relationships, in alignment with the International Relations Policy Framework	100% of Sister City Committees plan and deliver projects and activities to deepen the sister city relationships, in alignment with the International Relations Policy Framework	100% of Sister City Committees plan and deliver projects and activities to deepen the sister city relationships, in alignment with the International Relations Policy Framework	100% of Sister City Committees plan and deliver projects and activities to deepen the sister city relationships, in alignment with the International Relations Policy Framework	Sister City Committees' projects are assessed by staff to be in alignment with Sister City Committee roles and objectives as outlined in the International Relations Policy Framework	Active participation in civic life
5.0.10	M	Deliver visit programmes, functions and activities for visiting dignitaries		The benchmark is the agreed vision and priorities set out in the International Relations Policy Framework (IRPF)	Liaise with embassies, honorary consuls and local stakeholders to plan and deliver visit programmes, functions and activities for visiting dignitaries, in accordance with agreed priorities for inward visits and the IRPF implementation plan	Liaise with embassies, honorary consuls and local stakeholders to plan and deliver visit programmes, functions and activities for visiting dignitaries, in accordance with agreed priorities for inward visits and the IRPF implementation plan	Liaise with embassies, honorary consuls and local stakeholders to plan and deliver visit programmes, functions and activities for visiting dignitaries, in accordance with agreed priorities for inward visits and the IRPF implementation plan	Liaise with embassies, honorary consuls and local stakeholders to plan and deliver visit programmes, functions and activities for visiting dignitaries, in accordance with agreed priorities for inward visits and the IRPF implementation plan	Official visits have been prepared and delivered to a high standard, as agreed with the Mayor, Councillors and/or IRPF stakeholders (including feedback on recent visits).	Great place for people, business and investment

LOS number	C/M <sup>a</sup>	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
5.0.2	M	Liaising with, and supporting, the Christchurch Antarctic Office to ensure Antarctic engagement activities are aligned with the International Relations Policy Framework.			Advice and logistic support provided as required, to assist Christchurch Antarctic Office to deliver against the Antarctic strategy	Advice and logistic support provided as required, to assist Christchurch Antarctic Office to deliver against the Antarctic strategy	Advice and logistic support provided as required, to assist Christchurch Antarctic Office to deliver against the Antarctic strategy	Advice and logistic support provided as required, to assist Christchurch Antarctic Office to deliver against the Antarctic strategy	Advice and logistic support and advice provided as required in accordance with the Antarctic Office needs (e.g. Antarctic-themed events and meetings, hospitality)	Great place for people, business and investment
<b>Delivery of Scheduled Civic Ceremonies</b>										
5.0.6	C	Citizenship Ceremonies for Christchurch based new New Zealand citizens' delivered	<b>2018/19:</b> number of ceremonies 14 (including Waitangi Day ceremony), 2426 new citizens attended <b>2017/18:</b> number of ceremonies 12 (including Waitangi Day ceremony), 2068 new citizens attended <b>2016/17:</b> number of ceremonies 13 (including	Citizenship ceremonies are delivered by territorial authorities across New Zealand.	Deliver a regular schedule of high quality Citizenship Ceremonies to confer citizenship for new New Zealand citizens in Christchurch, within budget	Deliver a regular schedule of high quality Citizenship Ceremonies to confer citizenship for new New Zealand citizens in Christchurch, within budget	Deliver a regular schedule of high quality Citizenship Ceremonies to confer citizenship for new New Zealand citizens in Christchurch, within budget	Deliver a regular schedule of high quality Citizenship Ceremonies to confer citizenship for new New Zealand citizens in Christchurch, within budget	High quality citizenship ceremonies are delivered in keeping with citizenship flow, and within budget.	Strong sense of community  Vibrant & thriving central city  21 <sup>st</sup> century garden city we are proud to live in

LOS number	C/M <sup>1</sup>	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
			Waitangi Day ceremony), 2067 new citizens attended							
5.0.7	M	Support the RSA and community in the delivery of commemorative events	2018/19:	Throughout NZ local bodies provide support to the local branches of the RSA to plan and deliver the ANZAC Day commemorations.	Deliver with the RSA a high quality ANZAC Day Dawn Service; support other war commemorations (eg Armistice Day), to agreed standards, dates and timelines.	Deliver with the RSA a high quality ANZAC Day Dawn Service; support other war commemorations (eg Armistice Day), to agreed standards, dates and timelines.	Deliver with the RSA a high quality ANZAC Day Dawn Service; support other war commemorations (eg Armistice Day), to agreed standards, dates and timelines.	Deliver with the RSA a high quality ANZAC Day Dawn Service; support other war commemorations (eg Armistice Day), to agreed standards, dates and timelines.	Support RSA to plan and deliver a high quality ANZAC Day Dawn Service and other commemoration as required, to agreed standards, dates and timelines.	Strong sense of community Active participation in civic life Vibrant & thriving central city  21 <sup>st</sup> century garden city we are proud to live in
5.0.8	C	Annual programme of other civic ceremonies delivered	2018/19: 2017/18: 2016/17: All civic events delivered 2015/16: All civic events delivered 2014/15: All civic events delivered 2013/14: All civic events delivered		Deliver an annual programme of other high quality civic or ceremonial events including 22 February commemorations, Civic Awards, Apprenticeships Graduation Ceremony, and/or Charter Parades.	Deliver an annual programme of other high quality civic or ceremonial events including 22 February commemorations, Civic Awards, Apprenticeships Graduation Ceremony, and/or Charter Parades.	Deliver an annual programme of other high quality civic or ceremonial events including 22 February commemorations, Civic Awards, Apprenticeships Graduation Ceremony, and/or Charter Parades.	Deliver an annual programme of other high quality civic or ceremonial events including 22 February commemorations, Civic Awards, Apprenticeships Graduation Ceremony, and/or Charter Parades.	Monitoring the agreed delivery dates and timelines.	Strong sense of community Active participation in civic life Vibrant & thriving central city  21 <sup>st</sup> century garden city we are proud to live in

LOS number	C/M <sup>1</sup>	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
<b>Delivery of Unscheduled Civic or National Ceremonies or Visits</b>										
5.0.4	M	Manage delivery of unscheduled Civic or national ceremonies or visits, including visits of the royal family and/or Governor General, and national remembrance /memorial events			Lead or co-lead the delivery of significant unscheduled civic or national ceremonies or visits, as required and within time constraints and allocated budget	Lead or co-lead the delivery of significant unscheduled civic or national ceremonies or visits, as required and within time constraints and allocated budget	Lead or co-lead the delivery of significant unscheduled civic or national ceremonies or visits, as required and within time constraints and allocated budget	Lead or co-lead the delivery of significant unscheduled civic or national ceremonies or visits, as required and within time constraints and allocated budget	Unscheduled civic/ national ceremonies / visits have been delivered to a high standard and within time constraints and any allocated budget	Strong sense of community Active participation in civic life Vibrant & thriving central city  21 <sup>st</sup> century garden city we are proud to live in

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

No S17A Service Delivery Review for this planning period.

## 7. What levels of service are we proposing to change from the LTP 2018-28 and why?

Levels of service for Civic and International Relations activity were not prepared for the LTP 2018. Instead this table represents change from LTP2015.

Activity/ Level of Service	Change from 2015-25 LTP	Reason	What will be done differently	Options for consultation and engagement
<b>AMENDMENTS</b>				
5.0.9.1 Lead city-wide coordination and collaboration in support of the agreed vision and priorities set out in the IRPF, and agreed implementation plan	5.0.9.1 Facilitate strategic city to city/region relationships where the opportunity exists for high value investment, growth, tourism and cultural links.  Investigate a new strategic city to city/region relationship where the opportunity exists for high value investment, growth, tourism and cultural links	Per agreed vision and priorities set out in the 2020 International Relations Policy Framework (IRPF)		No requirement for consultation as the LOS change is to align to the adopted IRPF.
5.0.1 Facilitate and attend Sister City community meetings: Sister City Committees plan and deliver projects and activities	5.0.1 Plans assessed (by staff) to meet two or more criteria (Best Practice, Business Development, Tourism, Education, Culture and Sport)	Per agreed vision and priorities set out in the 2020 International Relations Policy Framework (IRPF)		No requirement for consultation as the LOS change is to align to the adopted IRPF.
5.0.10 Deliver visit programmes, functions and activities for visiting dignitaries: Liaise with embassies, honorary consuls and local stakeholders to plan and deliver	5.0.10 Deliver functions / activities for visiting dignitaries Facilitate guests of government, members of the diplomatic and consular corps and other VIP guests in their visits to the Christchurch City Council	Per agreed vision and priorities set out in the 2020 International Relations Policy Framework (IRPF)		No requirement for consultation as the LOS change is to align to the adopted IRPF.
5.0.2 Liaising with, and supporting, the Christchurch Antarctic Office to ensure Antarctic engagement activities are aligned with the International Relations Policy Framework	Maintain and develop relationships with partners currently using Christchurch as a base for Antarctic programmes	Christchurch Antarctic Office has moved, but support and advice is still provided by CCC, to ensure activities align to the IRPF.		No requirement for consultation as the LOS change is to align to the adopted IRPF.

Activity/ Level of Service	Change from 2015-25 LTP	Reason	What will be done differently	Options for consultation and engagement
<b>DELETIONS</b>				
5.0.9.2 Convene regular city-wide coordination meetings and lead the collective efforts under 2020 International Relations Policy Framework (IRPF) action plans	Merged with 5.0.9.1 5.0.9.2 Facilitate strategic city to city/region relationships where the opportunity exists for high value investment, growth, tourism and cultural links. Strengthen the new strategic city to city/region relationship with China.	Per agreed vision and priorities set out in the 2020 International Relations Policy Framework (IRPF)		No requirement for consultation as the LOS change is to align to the adopted IRPF.
5.0.15 Undertake Civic engagement and work with central government to develop relationships with international partners to use Christchurch as a base for Antarctic programmes	Deleted	Antarctic Office / Gateway service moved to ChristchurchNZ, part of Economic Development activity		No need for consultation. Reassignment of accountability
5.0.16 Christchurch is recognised by Antarctic programmes as an excellent/ globally competitive Antarctic gateway city. (various targets)	Deleted	Antarctic Office / Gateway service moved to ChristchurchNZ, part of Economic Development activity		No need for consultation. Reassignment of accountability
<b>NEW</b>				
Nil				

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

The Civic and International Relations Team holds no significant assets requiring management.

## 9. What financial resources are needed?

<b>Civic &amp; International Relations</b>											
<b>000's</b>	<b>Annual Plan</b>										
	<b>2020/21</b>	<b>LTP 2021/22</b>	<b>LTP 2022/23</b>	<b>LTP 2023/24</b>	<b>LTP 2024/25</b>	<b>LTP 2025/26</b>	<b>LTP 2026/27</b>	<b>LTP 2027/28</b>	<b>LTP 2028/29</b>	<b>LTP 2029/30</b>	<b>LTP 2030/31</b>
<i>Activity Costs before Overheads by Service</i>											
International Relations Activity	75	109	90	100	115	116	117	92	92	93	93
Civic Ceremonies	1,100	921	907	957	955	996	1,029	1,045	1,101	1,103	1,119
	<b>1,175</b>	<b>1,030</b>	<b>997</b>	<b>1,057</b>	<b>1,070</b>	<b>1,112</b>	<b>1,146</b>	<b>1,137</b>	<b>1,193</b>	<b>1,196</b>	<b>1,212</b>
<i>Activity Costs by Cost type</i>											
Direct Operating Costs	377	314	293	324	307	329	332	338	366	353	347
Direct Maintenance Costs	8	9	9	9	9	9	10	10	10	10	11
Staff and Contract Personnel Costs	750	651	650	673	699	718	741	740	762	781	801
Other Activity Costs	40	57	44	52	54	56	63	50	55	53	54
	<b>1,175</b>	<b>1,030</b>	<b>997</b>	<b>1,057</b>	<b>1,070</b>	<b>1,112</b>	<b>1,146</b>	<b>1,137</b>	<b>1,193</b>	<b>1,196</b>	<b>1,212</b>
<b>Activity Costs before Overheads</b>	<b>1,175</b>	<b>1,030</b>	<b>997</b>	<b>1,057</b>	<b>1,070</b>	<b>1,112</b>	<b>1,146</b>	<b>1,137</b>	<b>1,193</b>	<b>1,196</b>	<b>1,212</b>
Overheads, Indirect and Other Costs	41	35	34	33	32	35	33	33	37	33	33
Depreciation	-	-	-	-	-	-	-	-	-	-	-
Debt Servicing and Interest	-	-	-	-	-	-	-	-	-	-	-
<b>Total Activity Cost</b>	<b>1,215</b>	<b>1,065</b>	<b>1,031</b>	<b>1,090</b>	<b>1,102</b>	<b>1,147</b>	<b>1,178</b>	<b>1,170</b>	<b>1,229</b>	<b>1,230</b>	<b>1,245</b>
<b>Funded By:</b>											
Fees and Charges	-	-	-	-	-	-	-	-	-	-	-
Grants and Subsidies	34	35	36	36	37	38	39	40	41	42	43
Cost Recoveries	-	-	-	-	-	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operational Revenue</b>	<b>34</b>	<b>35</b>	<b>36</b>	<b>36</b>	<b>37</b>	<b>38</b>	<b>39</b>	<b>40</b>	<b>41</b>	<b>42</b>	<b>43</b>
<b>Net Cost of Service</b>	<b>1,181</b>	<b>1,030</b>	<b>995</b>	<b>1,053</b>	<b>1,065</b>	<b>1,109</b>	<b>1,140</b>	<b>1,130</b>	<b>1,189</b>	<b>1,188</b>	<b>1,202</b>
<b>Funding Percentages:</b>											
Rates	97.2%	96.7%	96.6%	96.7%	96.6%	96.7%	96.7%	96.6%	96.7%	96.6%	96.5%
Fees and Charges	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grants and Subsidies	2.8%	3.3%	3.4%	3.3%	3.4%	3.3%	3.3%	3.4%	3.3%	3.4%	3.5%
Cost Recoveries	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Civic Ceremonies include the costs of providing both Scheduled Civic Ceremonies and Unscheduled Civic or National Ceremonies or Visits.

**Funding Consideration**

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

**Funding Policy**

**Funding Principles**

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
-	-	<b>High</b>	<b>Low</b>

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

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

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

**Operating Cost Funding Policy**

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

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

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
<b>n/a</b>	<b>High</b>	<ul style="list-style-type: none"> <li>• <b>n/a</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>General Rates (High)</b></li> <li>• <b>Grants &amp; Other (Low)</b></li> </ul>

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

No capital projects are planned for this activity.

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

Negative Effect	Mitigation
Social	No negative impacts
Economic	No negative impacts
Environmental	No negative impacts
Cultural	No negative impacts

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

Risk	Planned Controls and Mitigation
<p><b>Impact of Covid-19 response</b> The city's international relations programme has been and will remain significantly constrained by Covid-19 until such time as international travel is restored.</p> <p>The city's civic and/or national ceremonies or visits will also be heavily impacted due to restrictions on public gatherings.</p> <p>Covid-19 may prevent citizenship ceremonies of the typical size, frequency and format from occurring as normal.</p>	<p>The impact of Covid-19 can be mitigated to some extent by email/Zoom contact with international partners in lieu of physical meetings. Every effort will be made to enable high level international relations engagements (that would ordinarily require face to face contact- eg Mayoral meetings) contactless methods such as Zoom.</p> <p>In instances where civic/national ceremonies/visit cannot occur due to Covid-19 restrictions, these will be communicated to the public as soon as practicable e.g. cancellation of the one year anniversary national remembrance service for the mosque attacks. Where feasible, alternative arrangements/formats will be explored, eg webstreamed events.</p>

Risk	Planned Controls and Mitigation
<p>Inbound or outbound international visits or other international relations activities/opportunities might not be in alignment with the city's agreed Policy Framework for international relations. This could result in activity that is of little or no benefit for the city, and impact negatively on Christchurch's international reputation.</p>	<p>All international engagement will be deliberately planned by the city-wide stakeholder group, led by the Council, in accordance with the Policy Framework. Visits or activities that are not aligned with the Framework will not be prioritised.</p>
<p>Council might encounter relationship difficulties with key stakeholders in planning /delivering some events (eg RSA for Anzac day). This could impact event success, Council reputation, and intended community outcomes.</p>	<p>Council will engage closely with key stakeholders from the outset to understand their vision and needs, and ensure their own understanding of Council's operating context and objectives. Relationship difficulties will be managed sensitively.</p>