



Executive Support

Activity Management Plan

2027-37

Author: Alesia Cahill
Authoriser: Nigel Trainor
Date finalised:
Doc no:

Contents

PART 1: STRATEGIC MANAGEMENT	3
ABOUT THIS ACTIVITY.....	3
STRATEGIC ALIGNMENT	5
PART 2: PERFORMANCE MANAGEMENT (LEVELS OF SERVICE)	13
LEVELS OF SERVICE FOR 2027-37	13
PROPOSED CHANGES TO ACTIVITIES, PROJECTS AND LEVELS OF SERVICE.....	13
PART 3: ACTIVITY MANAGEMENT	14
OVERALL MANAGEMENT	14
WORKFLOW MANAGEMENT.....	16
SYSTEMS MANAGEMENT	20
INFORMATION MANAGEMENT	21
COMMERCIAL MANAGEMENT	22
COMMUNICATION MANAGEMENT	23
PART 4: ASSET MANAGEMENT.....	25
ASSET MANAGEMENT OVERVIEW.....	25
ASSET MANAGEMENT PLAN (IF RELEVANT)	ERROR! BOOKMARK NOT DEFINED.
PART 5: FINANCIAL MANAGEMENT.....	26
TEN YEAR OPERATING AND CAPITAL BUDGET	26
PLANNED CAPITAL EXPENDITURE FOR KEY CAPITAL PROJECTS	26
FUNDING CONSIDERATIONS.....	26
PART 6: RISK AND OPPORTUNITY MANAGEMENT	28
PART 7: NEW PROJECTS OR PROGRAMMES INVESTMENT SUMMARY.....	34

Part 1: Strategic Management

About this Activity

What does it deliver to our community?

Executive Support sits within the Chief Executive's Office and provides administrative, governance and coordination support to the Mayor, Chief Executive, Senior Leadership Team, Elected Members and relevant committees. This includes civic and statutory coordination services that help Council meet direct obligations to the public.

The activity delivers across seven services being:

- Mayor, Elected Member and Chief Executive Office and Meeting Support
- Civic Events, Civic Awards and Mayoral Functions Service
- Citizenship Ceremonies
- Official Information Requests (LGOIMA) Coordination
- Sister Cities Programme
- International Delegations and Official Visits
- Administer Council Controlled Organisations and Council Controlled Trading Organisations

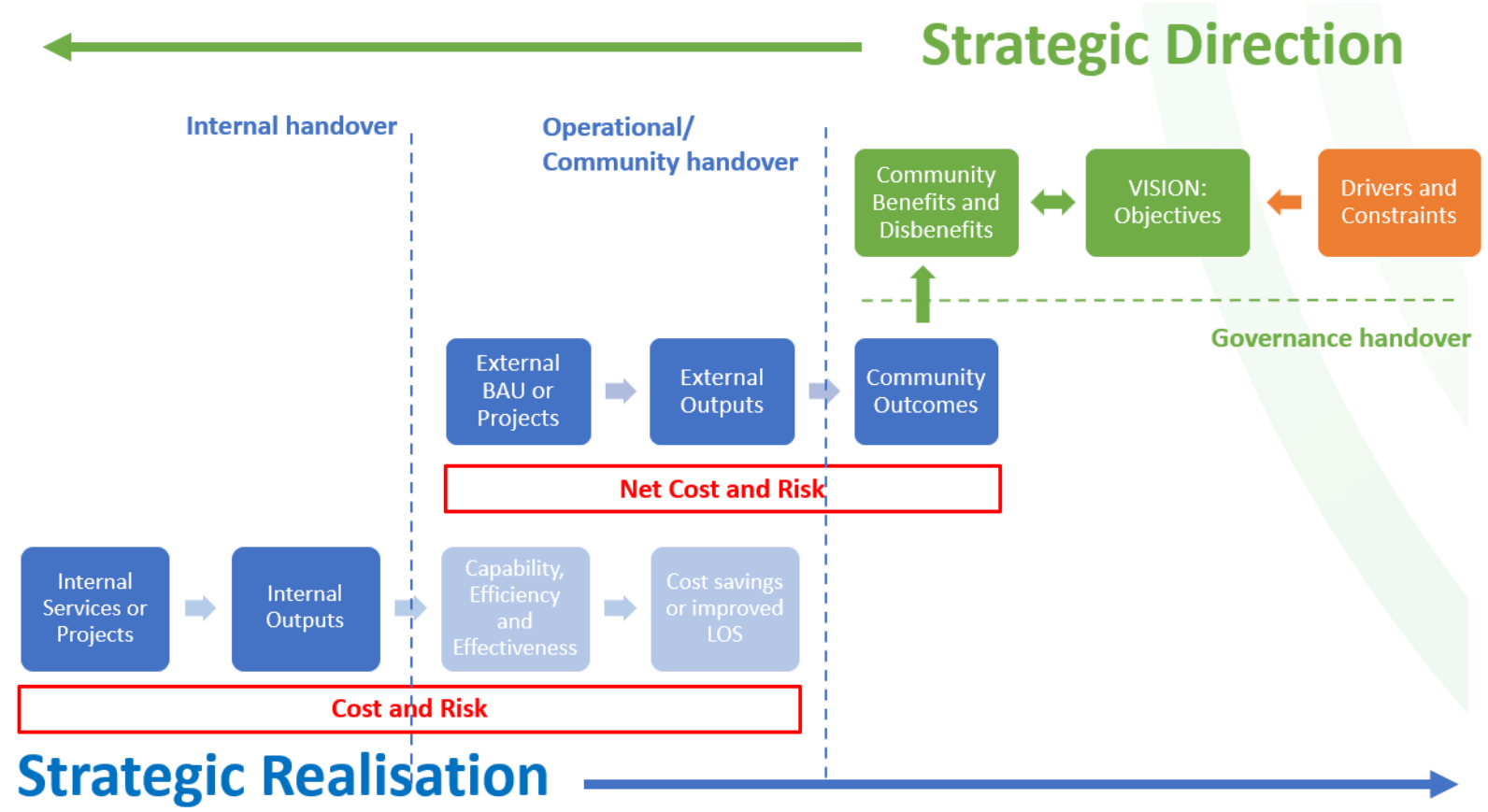
Five of the seven services are internal or enabling in nature and what they deliver to the community is reflected through the outcomes achieved by the Mayor, Elected Members, Chief Executive and Senior Leadership Team, effective governance oversight of Council Controlled Organisations and Council Controlled Trading Organisations, and through a Council that meets its legal obligations on time. Two services, citizenship ceremonies and LGOIMA coordination are legally required, and failure to deliver them exposes the Council to Ombudsman findings and to reputational and compliance risk.

Directly community-facing services include citizenship ceremonies, ANZAC services and other commemorations, civic awards and recognition events, official openings and mayoral receptions, community functions and responding to official information requests. For many new residents, the citizenship ceremony is often their first formal contact with the Council. For media, ratepayers, businesses and interest groups, the LGOIMA process is the practical route to Council information.

Snapshot of provision and use for 2026/2027:

- Official information requests received, and the percentage responded to within the 20-working day statutory timeframe — 199 requests were received in the 2025/26 year and 98.35% were responded within the 20-working day statutory timeframe.
- Citizenship ceremonies held, and new citizens conferred — 10 Ceremonies with 30 people allocated to each ceremony = 300.
- Official delegations and international visits hosted — 2 (estimated).
- CCO and CCTO governance administration supported — letters of expectation, reporting requirements, appointments and related governance processes coordinated as required.
- Active Sister Cities relationships, and inbound/outbound exchanges supported — 2.
- FTE delivering the activity — 2.5 positions: Executive Support Manager, Executive Support Coordinator, and Executive Assistant — Corporate, Finance and Digital.

Strategic Alignment



NB Note that Outcomes and Benefits for *internal* services or projects will *also* be internal in the form of enabling capability, efficiency or effectiveness in *other* business units who can then improve or maintain a LOS or realise cost savings. Outcomes and Benefits for internal services or projects should therefore describe the opportunities they enable *across other business units*.

Executive Support BAU Activities: Strategic Alignment Map

Activity	Output	Outcome	Benefit	Strategic Priorities	Drivers
Provide administrative, coordination and scheduling/travel support including briefings, and mayoral/CE correspondence. Provide administrative support to governance and executive meetings and track follow-up actions to closure.	Information and logistics in place to inform and enable Mayor, Elected Members, CE. Official Mayoral/CE correspondence issued. Effective governance/executive meetings and action close out.	Mayor, CE, SLT spend their time on governance, leadership and decision making. Community/stakeholders exchange appropriate correspondence with Mayor, Elected Members, CE. Officers complete assigned actions and reporting per governance or SLT requests.	Faster and better-informed decision making across the organisation. Community satisfaction, trust and confidence in the integrity, availability and responsiveness of Council’s elected officials and officers.	Statutory compliance. Open, transparent and democratically accountable local government.	Mayor and CE statutory roles per LGA 2002 s 41A (Mayor’s role), ss 42–43 (CE role and responsibilities). Council’s Delegations Manual.
Coordinate civic functions and manage mayoral engagements and civic occasions.	Civic events, receptions, visits and community functions are planned and delivered, with briefings and speaking notes prepared for the Mayor and other representatives.	Residents, community groups and veterans’ organisations – including volunteers and community contributors – attend civic events recognising shared history and group/individual efforts. The Mayor attends, presents and engages with the community at civic events.	Operational efficiency through streamlined task management and fewer escalations. Strengthened community/civic identity and sense of belonging and purpose.	Financial sustainability (efficiency and risk mitigation/avoidance).	Mayor’s civic leadership role per LGA 2002 s 41A. Community expectation, commemorative obligation to veterans and their families.
Coordinate and deliver citizenship ceremonies including confirmation of candidates, ceremony logistics, administration of the oath or affirmation of allegiance, and reporting back to DIA.	Citizenship candidates invited and confirmed, oath or affirmation of allegiance administered, DIA reporting completed	New citizens complete the final legal step of the citizenship process in their own district and are formally welcomed by the Mayor on behalf of the community.	Visible local leadership and community affiliation.	LTP ‘Connected Communities’ outcome.	Citizenship Act 1977 s 11 (oath/affirmation of allegiance) and Citizenship Regulations 2002 (on behalf of the Department of Internal Affairs).
Coordinate the receipt, logging, tracking and response process and timeline (including extensions and transfers) for official information requests made to the Council. Maintain the LGOIMA register and report on volumes and compliance excl. LIM queries (s 44A).	Requests logged, acknowledged, routed, tracked and answered within statutory timeframes. LGOIMA register maintained and volumes and compliance reported to Council.	LGOIMA requesters receive the information they are entitled to from the relevant business units within statutory timeframes.	Reduced exposure to Ombudsman findings due to satisfactory compliance.		Local Government Official Information and Meetings Act 1987 ss 10–18, including the right to information, the 20 working-day decision timeframe (s 13), transfers (s 12), extensions (s 14) and charging (s 13). Office of the Ombudsman practice guidelines.
Support and develop Council’s Sister Cities relationships by coordinating correspondence, visits, exchange programmes with district high schools, and by supporting the Sister Cities Subcommittee.	Sister Cities correspondence maintained. Inbound and outbound visits and exchanges coordinated. Sister Cities Subcommittee supported.	Officials representing Timaru and its Sister Cities visit and correspond with each other. Residents, students and officers take part in cultural exchanges.	International profile and goodwill with partner cities.		Historical commitments to partner cities. Community and Sister Cities Subcommittee expectation.
Coordinate hosting of official delegations and international visitors including programme design, logistics, briefings for the Mayor and Chief Executive, and correspondence.	Visitor programmes successfully designed and delivered and follow-up correspondence issued.	Visiting delegations have a coherent, well-briefed engagement with the Council.	Cultural, educational and trade opportunities for the district.		Requests from partner cities, MFAT, and sector and trade bodies. Reciprocity for outbound visits. Potential trade and education links.

What are the key constraints, dependencies and assumptions for this activity for the next ten years?

Constraints	What are the implications?	How is this being managed?
Statutory response timeframes (LGOIMA)	The Council must decide on an official information request within 20 working days (LGOIMA s 13). Extensions are only available on the grounds in s 14. Workload is externally driven, cannot be deferred, and peaks cannot be smoothed. Non-compliance is reportable and open to Ombudsman review.	Central logging and tracking through the LGOIMA register; requests routed to the responsible business unit with an internal deadline ahead of the statutory one; escalation where the deadline for decision is at risk; Legal Services engaged on withholding grounds, complex requests and Ombudsman complaints; volume and compliance reporting.
Externally set requirements for citizenship ceremonies	Ceremony video, the oath or affirmation, candidate lists and reporting requirements are set by the Department of Internal Affairs under the Citizenship Act 1977 and Citizenship Regulations 2002. Council controls delivery but not the requirements, the timing driver or the volume.	Standing ceremony schedule; ongoing liaison with DIA on candidate referrals and confirmations; post-ceremony reporting to DIA; venue and catering booked in advance with Property.
Policy parameters	Delivery operates within the Delegations Manual (who may sign and decide), the Risk Management Policy, the Procurement Policy and Manual, and the Council's Fees and Charges (relevant to LGOIMA charging under s 13). These set who can respond, on what terms, and what may be recovered.	Decisions taken at the delegated level and recorded; charging applied consistently with the Fees and Charges schedule; Legal Services engaged where a decision falls outside the standard pattern.
Statutory and discretionary services drawn from the same team	Statutory services (LGOIMA, citizenship) and discretionary services (Sister Cities, international delegations) are delivered by the same small group. When statutory demand peaks, discretionary services are the first to be deferred, and service levels on them are variable rather than guaranteed.	Statutory obligations prioritised explicitly; discretionary activity planned around the known civic and ceremony calendar; effort split between statutory and discretionary work to be tested in later stages of the workflow and cost structure project.
Small team and concentration of knowledge	The whole activity is delivered by three people (2.5 FTE). Two of the seven services are statutory. Relationships with the Department of Internal Affairs, Sister Cities	Cross-training across the three roles; documented process for the LGOIMA and citizenship workflows; the Service Register as a first step in documenting what the

Constraints	What are the implications?	How is this being managed?
	partners and the Ombudsman, and much of the process knowledge, sit with a single person in each case. Leave, vacancy or absence directly affects statutory compliance and the delivery of fixed-date civic events, and there is no depth to absorb a sustained increase in demand.	activity delivers. Democracy Services Lead assists with leave cover when required. All processes are documented in process maps.

Dependencies	What are the implications?	How is this being managed?
All Council business units	LGOIMA responses depend on Executive Assistants in conjunction with subject-matter business units locating information and providing a decision and/or the response where applicable within the 20-working day period. Executive Support coordinates but does not hold the underlying information, so compliance is only partly within its control.	Requests are distributed with a clear deadline; progress tracked by the relevant Executive Assistant; escalation to the responsible manager and/or GM where there is a concern around sourcing information or responding within the statutory deadline.
Corporate – Democracy Lead	Support from the Democracy Lead to ensure governance processes, elected member requirements, meeting protocols and statutory obligations are interpreted and applied correctly. This support is needed because Executive Support coordinates mayoral, elected member and senior leadership activity, but relies on the Democracy Lead for specialist advice where matters involve formal governance requirements or legislative timeframes.	Regular liaison with the Democracy Lead; early referral of governance or elected member matters; use of agreed templates, processes and meeting timelines; escalation where statutory or governance timeframes may be at risk.
Corporate — Legal Services	Required for withholding grounds, complex or contentious requests, Ombudsman complaints, and correspondence on legal or contentious matters for the Mayor and Chief Executive.	Early referral of complex requests; Legal Services review before release where withholding is proposed or the matter is contentious.
Corporate — Communications	Supports correspondence drafting, media and public statements for the Mayor and CE, and the promotion, media and social media for civic events, and delegations.	Events and announcements planned into the communications calendar; joint handling of media-sensitive correspondence and requests.
Digital — IT Support and Information Management	IT Support underpins diary, telephone and devices for the Mayor's and CE's offices. Information Management is needed for records search and retrieval on LGOIMA requests a dependency on both the quality of records and the speed of retrieval.	Standard service arrangements with Digital; search requests raised at the point of routing so retrieval runs in parallel with the business unit response.

Corporate — Customer Services	Handles the initial intake of requests at the counter and call centre. Requests not recognised and passed promptly consume part of the 20 working day clock before Executive Support sees them.	Agreed intake and hand-off process; date of receipt recorded at first point of contact rather than at logging.
Corporate — Community Partnerships	Involved in community-facing civic events, and the community-facing aspects of delegations.	Joint planning for community-facing events; clear split of responsibility for each event.
Assets & Infrastructure — Property	Provides venue and cafeteria assistant services for citizenship ceremonies and civic functions. Fixed ceremony dates mean venue availability is a hard dependency.	Venues and support booked against the annual civic and ceremony calendar.
Finance — Management	Holds and administers the CE office and travel budget, the Sister Cities programme budget and the hosting budget for delegations.	Budgets set through the Annual Plan and LTP; expenditure monitored against the relevant cost centres.
External — Department of Internal Affairs, Sister Cities partners, MFAT and sector bodies	DIA owns the citizenship scheme and refers candidates. Sister Cities partner councils and Sister Cities NZ drive the exchange programme. MFAT, sector and trade bodies generate delegation requests. Timing and volume in all three cases sit outside Council's control.	Standing relationships and correspondence maintained by Executive Support; forward notice sought where possible; delegation hosting scoped to available budget and staff time.

Assumptions	What are the implications?	How is this being managed?
Official information request volumes are expected to remain elevated and may continue to increase over 2027–37. Annual requests rose from 47 in 2016/17 to 199 in 2025/26, with a four-year average of 164 compared with 69 annually over the previous six years.	The activity is resourced on the basis of current demand. Request volumes have increased materially since 2022/23 and are also subject to fluctuations in complexity and scale. A sustained increase in volume or complexity would place pressure on the Council’s ability to meet the statutory 20-working-day timeframe without additional resource in Executive Support and the business units responsible for preparing response content.	Request volumes, complexity and statutory compliance will be monitored throughout the year and formally reviewed through service performance reporting. The recent baseline is approximately 164 requests per year, based on the four completed financial years from 2022/23 to 2025/26. A sustained increase above this baseline, or a decline in statutory compliance, will need to be considered through the relevant Annual Plan process, including whether additional resources are required.
Citizenship ceremonies continue to be delivered by Council on behalf of DIA	The service exists because DIA delegates delivery to territorial authorities. A change to the DIA model, would change the resourcing required.	Relationship with DIA maintained; any change to scheme requirements picked up through DIA liaison and reflected in the next Annual Plan.
Expectations of executive and civic support remain at current levels	Demand is shaped by the Mayor's and Chief Executive's working style and by the governance model. A change of Mayor, Chief Executive or governance arrangements could materially change the demand profile within the ten-year period.	Support arrangements reviewed after each triennial election and on any change of Chief Executive.
Discretionary services continue to be funded at current levels	The Sister Cities Programme and international delegations are classified as 'Other'. The assumption is that they continue at current levels unless Council decides otherwise through the LTP.	The Sister Cities Programme is put forward for explicit confirmation in the LTP 2027-37 (see Part 2, Proposed Changes). International delegations and official visits continue at current levels unless Council decides otherwise.
Business units continue to resource their own LGOIMA responses	Executive Support coordinates rather than drafts. If business units cannot absorb response drafting, the effort transfers to Executive Support and the activity is under-resourced.	Role boundary stated in the service definition; effort and cost to be tested in later stages of the workflow and cost structure project.

Who are the key stakeholders for this activity?

This activity has a significant or strategic relationship with the following:

Group/Organisation	Nature of relationship
Mayor and Councillors	Primary internal customer. Diary, travel, correspondence, briefings, civic engagements and ceremonial duties supporting the Mayor's role under LGA 2002 s 41A. Also support Elected members where required.
Chief Executive and Senior Leadership Team	Primary internal customer. Diary, travel, correspondence, briefings, and coordination of SLT meetings and action tracking, supporting the Chief Executive's role under LGA 2002 ss 42–43.
Department of Internal Affairs	Scheme owner for citizenship. Refers and confirms candidates, sets ceremony requirements, and receives post-ceremony reporting. Council delivers ceremonies on DIA's behalf under the Citizenship Act 1977.
Requesters of official information — media, residents, businesses and interest groups	Hold a statutory right to request information under LGOIMA. Executive Support is the Council's single point of coordination for acknowledging, tracking and responding to those requests.
Office of the Ombudsman	Reviews complaints about the Council and/or Council's LGOIMA decisions, including refusals, withholding grounds, extensions and delay. Executive Support coordinates the Council's response to any investigation.
Sister Cities partner councils and Sister Cities NZ	Ongoing international relationships involving correspondence, inbound and outbound visits and exchanges, and support for the Sister Cities Subcommittee.
Visiting delegations, MFAT, and sector and trade bodies	Generate and participate in official visits to the Council. Relationship is episodic and driven by the visitor rather than by Council.
Community and commemorative organisations including RSA and Civic Honours award nominators	Partners in ANZAC Services and other commemorations such as Armistice Day, Trafalgar Day, Civic Honours Awards and recognition, and community-facing civic events, such as Whakanuia Awards, Business Awards.
All Council business units	LGOIMA coordination, CCO and CCTO administration and support, SLT meeting and action processes, and civic event coordination, including Civic Awards; in turn provide the subject-matter content on which those services depend.

Part 2: Performance Management (Levels of Service)

Levels of service for 2027-37

Performance Measure	Levels Of Service	Community or Technical LOS (C/T)	Benchmarks (Targets)	Future Performance Targets				Method of Measurement (where & how)
				Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Years 4-10 2027/34	
Responses to LGOIMA requests are provided according to statutory timeframes	Council processes comply with statutory requirements	C/T	Statutory timeframes = 20 working days	100%	100%	100%	100%	LGOIMA register maintained by Executive Support. Each request is logged with the date received and the date the decision is issued, and measured against the 20-working day timeframe in LGOIMA s 13 (as extended under s 14 where applicable). Register Reference CM#711795. Reported on quarterly.

Levels of service are measurable qualities or attributes of an activity that relate to the way people experience the service.

Performance measures are the indicators that are used to determine whether levels of service are being delivered.

Benchmarks relate to your performance measures – for example, are there benchmarks set by industry standards for your activity?

Performance targets are the desired levels of performance against the performance measures.

Proposed Changes to Activities, Projects and Levels of Service

(Note for any changes that the Investment Summary in Part 7 must be completed for EACH proposed change)

What changes are being proposed for this activity for the LTP 2027-37 (cf LTP 2024-34 LTP)?

Proposed Activity Change or Project	Change from 2024/34 LTP (New or Amended)	Impact on Level of Service (Start, Stop, Change higher/lower)	Reason/Rationale	Options for consultation	Project Brief or Business Case Completed?
Executive Support is treated as an overhead function.					No

Part 3: Activity Management

Overall Management

How is the activity managed, including roles, staffing levels, accountabilities, monitoring, evaluation, and reporting processes including key delegations?

Executive Support is a team of three (2.5 FTE) within the Chief Executive's office. The Executive Support Manager reports directly to the Chief Executive, and the Executive Support Coordinator and the Executive Assistant, Corporate, Finance and Digital report to the Manager. Day to day, the activity is organised around two things: continuous support to the Mayor's and Chief Executive's offices, and a set of scheduled or externally driven commitments, Governance meetings, Senior Leadership Team meetings, the civic and ceremony calendar, and the LGOIMA statutory clock.

Note on scope: the Executive Assistant, Corporate, Finance and Digital provides executive assistant support to the Corporate, Finance and Digital groups. That support is not currently described as a service in the Service Register, which lists seven services all framed around the Mayor, the Chief Executive and the Council's civic and statutory obligations.

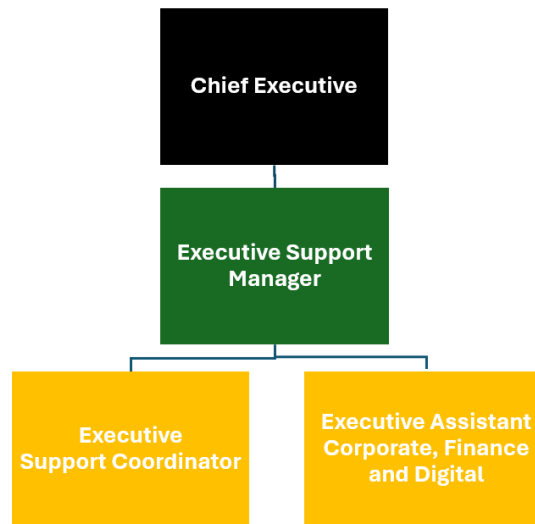
Roles and accountabilities

- The Chief Executive is accountable for the activity overall and for the Council's compliance with LGOIMA.
- Decisions to release, withhold, transfer, extend the timeframe for, or charge for official information are made under delegated authority to General Managers recorded in the Delegations Manual (#1417284) 5.36, with Legal Services advice on withholding grounds and contentious requests.
- Executive Support owns the overall LGOIMA function. Responsibility for progressing and the content of a LGOIMA response sits with the Executive Assistant and business unit that holds the information. The Executive Assistant and GM are responsible for a response within the statutory timeframe, and the issue of the final response.
- Citizenship ceremonies are delivered under delegation from the Department of Internal Affairs, with the mayor, or a delegated presiding officer, administering the oath or affirmation of allegiance.
- Civic events, Civic Awards, Sister Cities activity and delegation hosting are coordinated by Executive Support with the Mayor's office setting the level of engagement.

- Executive Support administers CCO and CCTO governance processes as required, including coordinating letters of expectation, board appointment and reappointment processes, reporting requirements and related correspondence between Council, the Chief Executive and the relevant entity.

Monitoring, evaluation and reporting

- LGOIMA volumes, timeliness and compliance are recorded in the register and reported quarterly to the Strategic Planning Committee as part of the Non-Financial Service Performance Measures.
- Performance against the level of service measure in Part 2 is reported through the quarterly service performance reporting and the audited Annual Report.
- Citizenship ceremony delivery is reported to the Department of Internal Affairs after each ceremony.



Executive Support team structure (BAU). No project structure diagram is required; the activity undertakes no projects.

Capitalisation of officer time

Officer time in this activity is not capitalised. The activity creates no assets and undertakes no capital projects, so all staff cost is operating expenditure.

Workflow Management

How does the activity intersect with other activities and workflows across the business?

Other business unit	Other business activity	Point of intersection	Workflow solution	Relationship owner this unit (role)	Relationship owner other unit (role)
All Council business units	Subject-matter response to official information requests	Requests are allocated to the Executive Assistant for the business unit holding the information.	LGOIMA register and allocation process, with an internal deadline set ahead of the statutory date and escalation where a response is late.	Executive Support Manager /Executive Support Coordinator	Responsible manager in each business unit
Corporate - Democracy	Governance support, meeting administration, elected member support and committee processes	Executive Support works with Democracy Services on report scheduling, agenda preparation, meeting follow-up, elected member requests and governance processes requiring coordination across the Chief Executive, Mayor and elected members.	Shared forward work programme, meeting schedule, agenda/report deadlines, action tracking and regular liaison between Executive Support team and Democracy Services.	Executive Support Manager	Democracy Services Lead
Corporate — Legal Services	Legal advice; Ombudsman complaints	Withholding grounds, complex or contentious requests, Ombudsman investigations, and legal	Referral at the point of routing; legal review before release where	Executive Support Manager /Executive Support Coordinator	Legal Counsel / Manager Legal Services.

Other business unit	Other business activity	Point of intersection	Workflow solution	Relationship owner this unit (role)	Relationship owner other unit (role)
		or contentious correspondence for the Mayor and Chief Executive.	withholding is proposed or the matter is contentious.		
Corporate — Communications	Media, public statements, promotion	Media-sensitive requests and correspondence; promotion of civic events, citizenship ceremonies, sister city visits and delegations.	Communications calendar; joint handling and sign-off on media-sensitive responses and statements.	Executive Support Manager	Communications Team
Corporate — Customer Services	Counter and call centre intake	First point of receipt for many official information requests. The date of receipt starts the statutory clock, so delay in recognising and passing on a request consumes part of it.	Agreed intake and hand-off process, with the date of first receipt recorded rather than the date of logging.	Executive Support Manager /Executive Support Coordinator	Customer Services Lead
Digital — Information Management	Records management, search and retrieval	Locating records within the scope of a request. Response time depends on both the quality of	Search request raised at the point of routing so retrieval runs in parallel with	Executive Support Manager/Executive Support Coordinator	Information Manager

Other business unit	Other business activity	Point of intersection	Workflow solution	Relationship owner this unit (role)	Relationship owner other unit (role)
		the records and the speed of retrieval.	the business unit response.		
Council Controlled Organisations and Council Controlled Trading Organisations	Governance administration and reporting	Letters of expectation, statements of intent, reporting timetables, board appointment and reappointment processes, and related governance correspondence.	Forward governance calendar, agreed templates, liaison with Finance, Legal, Democracy Services and the relevant entity, and escalation through the Chief Executive where required.	Executive Support Manager	Relevant CCO/CCTO chief executive or board chair
Digital — IT Support	Devices, telephony, corporate systems	Diary, telephone and device support to the Mayor's and Chief Executive's offices, where outages have an immediate and visible effect.	Standard service desk arrangements.	Executive Support Manager	Service Desk Team Lead
Corporate — Community Partnerships	Community events and engagement	Community-facing civic events, including Civic Awards, community involvement in sister city exchanges, and the community-facing parts	Joint event planning with responsibilities agreed event by event.	Executive Support Manager	Community Partnerships Manager

Other business unit	Other business activity	Point of intersection	Workflow solution	Relationship owner this unit (role)	Relationship owner other unit (role)
		of delegation programmes.			
Assets & Infrastructure — Property	Venues, building services, cafeteria	Venue, set-up, and cafeteria assistant services for citizenship ceremonies and civic functions. Fixed ceremony dates make availability a hard dependency.	Annual civic and ceremony calendar, with venue and support bookings raised in advance.	Executive Support Manager	Property Manager
Finance — Management	Budget setting and monitoring	CE office and travel budget, sister city programme budget, and delegation hosting budget.	Annual Plan and LTP budget setting; expenditure monitored against the relevant cost centres.	Executive Support Manager	Management Accountant

Relationship ownership is recorded at Executive Support Manager level.

Systems Management

What different management systems are used for this activity?

This activity uses corporate systems only. It has no specialised hardware and no licensed software of its own.

- Records and document management: Holds correspondence, the LGOIMA register or its source records, and ceremony records, and is the system searched when responding to official information requests.
- LGOIMA register: currently a standalone spreadsheet used as the operational tracking tool for each request, including the date received, requester, scope, allocation, decisions, extensions, transfers and date issued. A project to migrate the process, operational tracking and management tool into Authority had reached the build phase; however, it was placed on hold following the decision to upgrade to Authority Altitude. As the upgrade was likely to affect some of the build functionality, continuing before Altitude was implemented would have duplicated work.
- Email and calendaring (Microsoft 365 / Outlook): diary and travel management for the Mayor and Chief Executive, and the working tool for most coordination in this activity.
- Meeting and agenda management: SLT meetings are managed via Microsoft Word, Council and Committee agendas are run via InfoCouncil.
- Financial system (Magiq and Esker): CE office, travel, Sister Cities and hosting budgets; purchase orders, invoices and expense claims.
- Customer request management: Microsoft 365, messages are shared via email, and voicemail on Microsoft Teams.
- Website and publishing platform: used with Communications for event promotion, advertising Sister Cities Exchange, Tuia promotion, Civil Awards and for any proactive release of information.

Information Management

What are the key information sources used for decision making in this activity, including for asset management/replacement/renewals (as appropriate), and for determining priorities for this activity?

Key information sources for decision making

- LGOIMA register, the primary operational and performance dataset for this activity. Records volume, source, subject, timeliness and outcome for every request. Used to report compliance against the level of service measure in Part 2, to identify recurring subject matter that could be published proactively, and to see which business units carry the response load.
- Ombudsman correspondence and findings — used to test whether the Council's withholding and process decisions are sound, and to adjust practice.
- Department of Internal Affairs candidate lists and ceremony records, drive ceremony scheduling, capacity and reporting.
- Civic and ceremony calendar, the forward view of committed dates against which venues, catering, staff time and Mayoral availability are planned, including Civic Events, Civic Awards and other civic recognition events.
- CCO and CCTO governance records, including letters of expectation, board appointment information, reporting timetables, minutes, statements of intent and related correspondence.
- Mayoral and Chief Executive diary availability largely determines what can be scheduled for this activity.
- Budget reports from the financial system, determine what discretionary activity (Sister Cities, delegations) is affordable in a given year.

How the information is collected, monitored, used and stored

Requests, correspondence and ceremony records are logged at the point of receipt and maintained in the Council's records management system in line with the Public Records Act 2005 and the Council's retention and disposal schedule. The LGOIMA register is updated as each request moves through the process. Reporting is produced quarterly as a part of the non-financial key performance indicator report to the Strategic Planning Committee.

Priorities

Priorities within the activity are set in a consistent order: statutory deadlines first, fixed civic and ceremony dates second, and discretionary activity last. This ordering is the practical mechanism by which the activity manages the constraint identified in Part 1, where statutory and discretionary services draw on the same small team.

This activity holds no asset data and has no asset management, replacement or renewal information requirements (see Part 4).

Commercial Management

What are the key considerations for procurement and contract management in this activity?

Procurement and contract management is a minor part of this activity. There are no significant contracts, no capital procurement, and no approved or preferred contractor arrangements specific to the activity.

What is procured

- Event goods and services: venue hire where a Council venue is not used, catering, printing, certificates and framing, flowers, audio-visual and photography for citizenship ceremonies, Civic Events, Civic Awards and other civic functions.
- Travel and accommodation for the Mayor, Elected Members and Chief Executive, and for outbound Sister Cities visits.
- Hosting costs for delegations and official visits.
- Gifts, and koha.

Parameters and constraints

- All spend is within the Council's Procurement Policy and Procurement Manual and within the financial delegations recorded in the Delegations Manual.
- Individual transactions are low value and generally sit below the threshold requiring a formal procurement process. Most spend is by purchase order against a quote; no standard contract types are used.
- The Procurement Lead is engaged if activity spend is aggregated to a level requiring a formal procurement plan, for example a multi-year catering or event services arrangement.
- Sensitive expenditure, hospitality, travel, gifts and civic functions carries a public scrutiny risk out of proportion to its dollar value, and is itself frequently the subject of official information requests. Records are kept on that basis.
- Risk sharing is not a material consideration; the activity does not enter into contracts that carry delivery or construction risk.

What are the key estimation and forecasting tools/methodologies relevant to this activity?

Budgets for this activity are built from known commitments rather than estimated. No quantity surveying, engineer's estimate or similar methodology applies, and there are no project or capital estimates.

- Staff cost is the dominant cost and is forecast from establishment.
- Citizenship ceremony costs are forecast based on expected ceremony numbers, catering, gift and photography costs, and prior-year actuals, noting that DIA contributes \$47.67 plus GST per new Citizen (reviewed annually).
- Civic event costs are forecast event by event from the annual civic calendar, on the same basis.
- Sister Cities and delegation budgets are set as a fixed annual envelope rather than forecast from demand, because inbound demand is not predictable.
- Mayoral, Elected Member and Chief Executive travel is forecast from the prior year's actuals, adjusted for known commitments such as LGNZ and zone meetings and conferences.

Communication Management

How does this activity ensure effective communication and engagement with governance and the community?

This activity is in large part a communication function. Much of what it delivers is the flow of information between the Council, its governance partners, Council Controlled Organisations and Council Controlled Trading Organisations, and the public.

With Governance

- Daily contact with the Mayor and Chief Executive on diary, correspondence and briefings. Elected members where required.
- Senior Leadership Team meeting coordination, papers and action tracking is the standing channel to the Senior Leadership Team.
- CCO and CCTO administration supports governance communication between Council, the Chief Executive and the relevant organisations through letters of expectation, reporting, appointment processes and related correspondence.
- LGOIMA volumes, timeliness and compliance are reported quarterly to the Strategic Planning Committee as part of the Non-Financial Service Performance Measures.

With the Community

- LGOIMA is the formal channel through which the public asks the Council for information. Executive Assistants acknowledge each request, keeps requesters informed of transfers and extensions, issues the response, and advises requesters of their right to complain to the Ombudsman.
- Civic events, Civic Awards, commemorations and citizenship ceremonies are the activity's face-to-face engagement with residents, promoted with Corporate — Communications and Website.
- Sister Cities and delegation activity is communicated through Communications and, where community groups are involved, through Community Partnerships.

Roles and responsibilities

- Executive Support owns the process, the timeframe and the issue of official correspondence and LGOIMA responses.
- Corporate — Communications owns media, public statements and event promotion.
- Corporate — Legal Services advises on contentious or legally sensitive communication.
- Subject-matter business units own the content of their responses.

Planned improvements

- Proactive publication of frequently requested information would reduce request volume and improve transparency. The LGOIMA register is the evidence base for deciding what to publish.
 - Publishing the Council's LGOIMA compliance rate alongside the Annual Report measure.
-

Part 4: Asset Management

Asset Management Overview

How will the assets be managed to deliver the service?

This activity holds no infrastructure or community assets. It does not create, renew or replace assets, has no depreciation or renewals programme, and no capital expenditure is proposed for 2027-37.

The assets used to deliver the service are owned and managed by other business units:

- Office accommodation and workstations in the Council's administration building — managed by Assets & Infrastructure — Property.
- Council venues used for citizenship ceremonies, civic functions and commemorations — managed by Property.
- Desktop and mobile devices, telephony and standard corporate software for the team and for the Mayor's and Chief Executive's offices — managed by Digital — IT Support.
- Corporate systems (records management, financial system, email and calendaring) managed by Digital.
- Vehicle use for civic engagements and Mayoral duties — Mayor's vehicle
- Civic regalia and ceremonial items — mayoral chains and robes, memorial and commemorative items, civic gifts held and gifts received from Sister Cities – managed by Governance.

There are no whole-of-life cost or valuation considerations for this activity beyond the ceremonial items noted above, if they are found to be material.

Part 5: Financial Management

Ten Year Operating and Capital Budget

What financial resources are needed?

(Finance to provide)

Planned Capital Expenditure for Key Capital Projects

There is no capital expenditure planned for this activity.

Funding Considerations

LGA s101 Funding Considerations

Funding Policy

Funding Principles

User-pays	Exacerbator-pays	Inter-generational equity	Separate funding
Low/Med/Hi	Low/Med/Hi	Low/Med/Hi	Low/Med/Hi

This table shows how Council has considered the funding in relation to the activity, using a simple high to low scale. The categories are:

- 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 this activity.

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

Capital Cost Funding Policy

There is no capital cost funding associated with this activity.

Operating Cost Funding Policy

This table below shows Council's broad funding target for the activity (i.e. how much is paid by individuals/groups versus the community as a whole), and the associated funding mechanism used (i.e. general rates, targeted rates, user charges etc.). Because there are variations in the balance between individual/group and community funding, the funding target is expressed in broad terms rather than specific percentages.

These broad ranges are:

- Low = this source provides 0%-25% of the funding for this activity;
- Medium = this source provides between 26% and 75% of the funding for this activity, and;
- High = this source provides between 76% and 100% of the funding for this activity.

	Funding Target	Funding Mechanisms
Individual/Group	Low/Medium/High	Fees & Charges/Targeted rates (Low, Medium, High)
Community	Low/Medium/High	General rates/Grants & Other (Low, Medium, High)

Part 6: Risk and Opportunity Management

What specific risks are identified for this activity, and what controls and mitigations are planned or in place to address these? Consider impacts on climate change/community outcomes in addition to the risk categories signaled below.

Description	Triggered by	Resulting in	Risk Level*		Controls and/or Mitigations	Residual Score
			Likelihood	Consequence		
R1 — Failure to respond to official information requests within the statutory timeframe	A spike in request volume or complexity; a business unit not forwarding the request to Executive Support; a business unit not responding by the deadline; absence of key staff; poor records making retrieval slow.	Deemed refusal and a valid complaint to the Ombudsman; adverse Ombudsman finding; reputational damage; officer time diverted to remediation.	3 Possible	3 Moderate	Central register with internal deadlines set ahead of the statutory date; regular review of open requests; escalation to the GM; extensions applied under s 14 where legitimately available; Legal Services engaged early on complex requests; compliance reported as a level of service measure (Part 2). Category: Legislative/Regulatory, Reputational.	9
R2 — Information incorrectly released or incorrectly withheld	Withholding grounds misapplied; personal information not redacted; commercially sensitive or legally privileged material	Privacy breach and notification obligations; loss of legal privilege; adverse Ombudsman finding;	2 Unlikely	4 Major	Legal Services may review in conjunction with the EA and GM before release where withholding is proposed or the material is sensitive. The EA and GM are to provide a	8

Description	Triggered by	Resulting in	Risk Level*		Controls and/or Mitigations	Residual Score
			Likelihood	Consequence		
	released; the scope of a request misread.	harm to a third party; loss of public trust.			second check on completed redactions; decisions and reasons recorded on the register. Category: Legislative/Regulatory, Reputational.	
R3 — Loss of key personnel or single points of failure in a small team	Resignation, extended leave or illness in a three-person team where process knowledge and external relationships are held by one person each.	Statutory deadlines missed; civic events and ceremonies degraded or cancelled; loss of relationship continuity with DIA and sister cities; disproportionate load on remaining staff.	3 Possible	3 Moderate	Cross-training; documented procedures for the LGOIMA and citizenship workflows; the service register as a first step in documenting what the activity delivers. Currently the Executive Support team absorb any responsibilities while an EA is on leave which is not sustainable. Category: Operational, Levels of Service.	9
R4 — Failure or disruption of a civic event, commemoration or citizenship ceremony	Venue unavailable; supplier failure; Mayoral unavailability at short notice; insufficient lead time; DIA candidate list arriving late.	Public embarrassment for the Council and the Mayor; disappointment for new citizens, veterans and award	2 Unlikely	3 Moderate	Annual civic and ceremony calendar with venues and suppliers booked in advance; contingency dates; deputising arrangements for the Mayor; run sheets for each event.	6

Description	Triggered by	Resulting in	Risk Level*		Controls and/or Mitigations	Residual Score
			Likelihood	Consequence		
		recipients; rescheduling cost; DIA reporting delayed.			Category: Reputational, Operational.	
R5 — Health, safety and security at public civic events	Large public gatherings, outdoor commemorations, protest activity, medical incidents, crowd management at ceremonies.	Harm to attendees, staff or elected members; exposure for the Council as a PCBU under the Health and Safety at Work Act 2015.	2 Unlikely	4 Major	Event-specific health and safety planning and traffic management where required; venue emergency procedures; briefing of staff and volunteers. Category: Health & Safety.	8
R6 — Climate-related risk: disruption to outdoor civic events and commemorations	Increasing frequency of high wind, heavy rain and extreme heat affecting ANZAC services, outdoor openings and commemorations.	Cancellations or relocations at short notice; cost of duplicate arrangements; reduced attendance; risk to attendees, including elderly veterans, from heat or exposure.	3 Possible	2 Minor	Indoor contingency venue identified for each outdoor event; clear decision point and communication plan for cancellation or relocation; scheduling that takes seasonal risk into account. Category: Environmental, Operational.	6
R7 — Emissions from international travel associated with Sister	Outbound Sister Cities visits and inbound hosting, both of which	Emissions inconsistent with the Council's climate	4 Likely	2 Minor	Travel approved at delegated level with a case made for each trip; virtual meetings used for	8

Description	Triggered by	Resulting in	Risk Level*		Controls and/or Mitigations	Residual Score
			Likelihood	Consequence		
Cities and delegation activity	depend on long-haul air travel. This is the activity's largest single emissions source.	commitments, and a visible inconsistency that is itself a reputational risk given the discretionary nature of the travel.			routine Sister Cities contact (see Opportunity O5); travel recorded so emissions can be reported. Orbit Travel provide a monthly Carbon Emissions report which is sent onto Climate Change Advisor Category: Environmental, Reputational.	

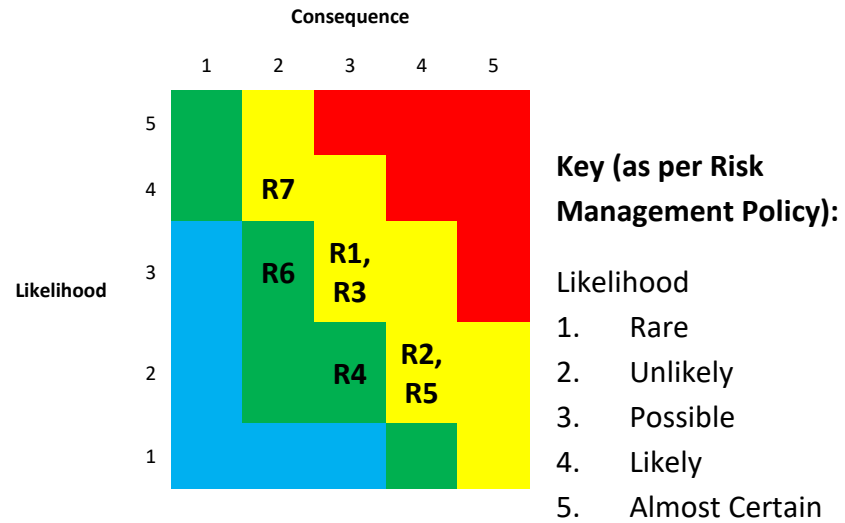
**Likelihood and consequence are rated against the scales in the Council's Risk Management Policy, set out below. All ratings in this plan are draft.*

**What specific opportunities are identified for this activity, and what measures are planned or in place to exploit these?
Consider climate change and community outcome opportunities in addition to the categories signaled below.**

Description	Triggered by	Resulting in	Risk Level*		Controls and/or Exploitation (incl climate adaptation and mitigation)	Residual Score
			Likelihood	Consequence		
O1 — Proactive publication of frequently requested information	Analysis of the LGOIMA register showing recurring subject matter across requests.	Reduced request volume; faster public access; lower response cost across the whole organisation, not just this activity;	4 Likely	3 Moderate	Individual assessment of LGOIMAs to identify repeat topics; agree a proactive release list with Communications and the owning business units; publish on the Council website and reference it in acknowledgements. Awaiting on	12

Description	Triggered by	Resulting in	Risk Level*		Controls and/or Exploitation (incl climate adaptation and mitigation)	Residual Score
			Likelihood	Consequence		
		improved transparency.			proactive release policy from Senior Policy Advisor to be established.	
O2 — Better use of the LGOIMA register as management information	The register already captures volume, source, subject and which business units carry the response load, but is used mainly for tracking rather than analysis.	Evidence for resourcing decisions in this activity and others; early sight of emerging community concerns; a defensible baseline for the level of service measure in Part 2.	4 Likely	2 Minor	Standardise the fields captured; report quarterly to SLT; use the data in the workflow and cost structure project.	8
O4 — Digital delivery of ceremony and event administration	Invitation (sent by DIA), confirmation and RSVP handling for citizenship ceremonies and civic events that is currently manual.	Less administrative time per ceremony and event; fewer errors; better records; capacity released to statutory work.	3 Possible	2 Minor	Review with Digital whether existing corporate tools can carry the workflow before considering any new system. Cost and benefit to be tested in the workflow and cost structure project.	6

Risk Matrix



Consequences

1. Less than minor
2. Minor
3. Moderate
4. Major
5. Extreme

Risk Categories

- Political
- Environmental
- Social
- Reputational
- Financial
- Operational
- Health & Safety
- Legislative/Regulatory
- Levels of Service

Part 7: New Projects or Programmes Investment Summary

Note on scope. No new project or programme investment is proposed for this activity for 2027-37. The single proposed change in Part 2 is a decision on whether the Council continues to deliver and fund an existing discretionary service. This Investment Summary is completed for that decision so the proposal is documented in the standard format, but it should be read as a service level decision rather than a new investment proposal. Cost figures are to be provided by Finance.