

Long Term Plan 2024-34 Activity Plan

People and Capability

- *Recruitment*
- *Business Partnering and Human Resources Advisory*
- *Organisational Development*
- *Payroll*
- *HR Administration*

Adopted 25 and 27 June 2024. Reviewed and amended with ELT 29 July 2024.

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1. What this activity delivers

The People and Capability unit is responsible for providing and delivering a policy framework to enable the Council to meet its good employer responsibilities.

The unit provides HR and OD management expertise and services to recruit staff, develop organisational culture, employee engagement and ultimately organisational capability, productivity and customer service, operating at both strategic and operational levels.

People and Capability delivers responsive and timely advice across all aspects of people management to support our people leaders in delivering the vision and objectives of the Council. We support the organisation to understand and comply with relevant employment legislation specifically the Employment Relations Act 2000, the Health and Safety at Work Act 2015, the Holidays Act 2003, and the Human Rights Act 1993 to fulfil our Employer of Choice ambitions.

This activity includes the following services:

Services		Contributes to Community outcomes
	Recruitment – this service involves identifying, attracting, assessing, and hiring suitably qualified or experienced candidates for job openings within the Council. This includes sourcing talent and conducting interviews that align Council’s staffing needs with the right individuals to drive success.	• Collaborative and confident city
	Business Partnering and Human Resources Advisory – this service involves the delivery of fit for purpose, streamlined day to day HR support including employee relations, and industrial relations, guidance and advice to Council leaders and kamahi. This includes providing a positive employee experience for all Council kamahi, through the full employee life cycle – additionally the delivery of fit for purpose HR policy, process and guidelines, people data, insights, and analytics.	• Thriving and prosperous city • Collaborative and confident city • A cultural powerhouse city
	Organisational Development – this service involves fostering and building a high engagement culture within Council; developing leadership capability at every level of the organisation; developing a diverse, equitable and inclusive culture where all kaimahi feel a sense of belonging; and developing and retaining our talent, supported to perform in their roles.	• Collaborative and confident city • A culture Powerhouse city • Thriving and prosperous city
	Payroll - this service involves ensuring people are paid accurately and on time. This includes ensuring that all pay is administered in compliance with any relevant Acts and Legislation.	• Thriving and prosperous city
	HR Administration – this service involves the delivery of effective and efficient general HR administration services, supporting the entirety of the employment life cycle, such as recruitment, on boarding, remuneration, employment changes, and off boarding.	• Collaborative and confident city

A snapshot of provision and use:

Attraction

- ✓ Develop and promote the Council's employer brand through updated marketing materials and campaigns, highlighting Council's Employee Value Proposition (EVP) to over 13K candidates annually.
- ✓ Communicate the Council's EVP through various channels, including social media, career websites, job expos, and advertisements.

Recruitment

- ✓ Conduct job analyses to create job descriptions, including ensuring roles are evaluated/sized accordingly to manage internal relativities.
- ✓ Utilise various sourcing methods, including job boards, social media, and referrals, and implement Applicant Tracking Software to streamline the recruitment process for over 23k annual applicants.
- ✓ Develop standardised screening processes, including resume reviews, phone screens, and assessments, and coordinate structured interviews.
- ✓ Ensure a positive candidate experience throughout the recruitment process, communicating regularly with candidates.

Onboarding/ Induction

- ✓ Design and deliver Great Place to Work to onboard and induct circa 800 new hires per annum.
- ✓ Manage and assign initial and role-specific training sessions.
- ✓ Ensure compliance with employment documentation and provide information on benefits, salaries and payroll.

Development

- ✓ Implement and maintain PDP for goal setting, feedback, and performance reviews, and facilitate moderation and team development planning, including governance of the learning management and SuccessFactors PDP system.
- ✓ Conduct needs analysis to develop ongoing learning programs that enhance capabilities, including leadership development and the Council's ways of working, offering annually circa 280 training sessions, and 35 e-learning courses.
- ✓ Map capabilities and career paths for various job families to invest in upskilling, support career growth and succession planning.



Te Hononga Offices, Christchurch

Value/Retention

- ✓ Conduct regular Working@Council survey to identify areas for improvement and develop initiatives to enhance the Council's culture.
- ✓ Administer events like Excellence and Long-Service Awards to recognise employee achievements.
- ✓ Regularly review and adjust remuneration and benefits packages to remain competitive.
- ✓ Manage and coordinate industrial relations practices, including bargaining and enabling collective agreements across four unions involving six collective agreements.
- ✓ Enable workforce management, organisational design and facilitate restructuring including change management processes.
- ✓ Ensure fair employment relations to over 250 issues annually, update policies, and address all aspects of employee management, as well as training managers.
- ✓ Manage payroll to ensure timely weekly pay schedules, address over 6500 enquires, and undertake regulatory compliance, including assuring the payroll system.

Separation

- ✓ Conduct exit interviews to gather feedback and analyse data for improvements.
- ✓ Implement structured offboarding processes to ensure smooth transitions.
- ✓ Ensure compliance with legal requirements related to employee separation and provide support for employees facing redundancy.

2. Why we deliver this activity

2.1. Community Outcomes: How this activity contributes

Community Outcomes		Contribution*	Key contributions to achieving our community outcomes
	Collaborative and confident Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe.	★★★	- The People and Capability function will provide advice and support to the business to ensure our people leaders are well supported and provided fit for purpose advice. - Our kaimahi have the skills and leadership capability needed to make progress on Council's priorities, and ensure that learning, training, and organisation development is offered to support the achievement of these priorities. - The People and Capability unit is encouraged to put themselves in the shoes of our citizens and our kaimahi when designing and developing HR, Change and OD solutions for Council. We design initiatives with our people, for our people (human-centred).
	Green and liveable Our neighbourhoods and communities are accessible and well connected, supporting our goals to reduce emissions, build climate resilience and protect and regenerate the environment, especially our biodiversity, water bodies and tree canopy.	★	We are conscious of the impact of travel on the Council's emissions and look to avoid travel where appropriate and practicable by utilising online communication for interviews and meetings.
	A cultural powerhouse Our diverse communities are supported to understand and protect their heritage, pursue their arts, cultural and sporting interests, and contribute to making our city a creative, cultural and events powerhouse.	★	We work hard to support our kaimahi and leaders to enable them to deliver services across the business and to our external stakeholders and citizens.
	Thriving and prosperous Our city is a great place for people, business, and investment where we can all grow our potential, where enterprises are innovative and smart, and where together we raise productivity and reduce emissions.	★★	- We work hard to support staff across the Council and with external stakeholders on projects and activities that deliver on Christchurch becoming a thriving, prosperous city - We work across all business units to support and facilitate working as partners to benefit our communities.
*Level of contribution – what this means			
★★★★★ This activity is critical to the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service			
★★★★ This activity strongly supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements			
★★★ This activity supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable			
★ This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact			

2.2. Strategic Priorities - How this activity supports progress on our priorities

Strategic Priorities		Contribution*	How our strategic priorities influence the way we work
	Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility, and connection.	★	- The People and Capability unit will provide advice and support to the business to ensure our people leaders are well supported, and provided fit for purpose advice, our kaimahi have the skills and leadership capability needed to make progress on Councils priorities, and ensure that learning, and training and organisation development is offered to support the achievement of these priorities. - At Council our kaimahi has told us they are proud to work for Council and deliver great outcomes for the citizens of Christchurch. Through our Employee Value proposition, we provide meaning roles that have a real impact on the City of Christchurch. - We are conscious of the impact of travel on our emissions and look to utilise online communication for interviews and meetings where appropriate and practicable.
	Champion Ōtautahi-Christchurch and collaborate to build our role as a leading New Zealand city.	★	We support collaboration across the Council and with external stakeholders on projects that continue to build Christchurch as a leading city in New Zealand.
	Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents	★	We work hard to support staff across the Council and with external stakeholders on projects and activities that enhance trust and confidence in Council.
	Reduce emissions as a Council and as a city, and invest in adaptation and resilience, leading a city-wide response to climate change while protecting our indigenous biodiversity, water bodies and tree canopy.	★	We work hard to support staff across the Council and with external stakeholders on projects and activities that meaningfully reduce Councils emissions and build overall climate resilience. In addition, we actively search out opportunities with-in our day-to-day operations to reduce Councils carbon footprint.
	Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents.	★	The People & Capability function demonstrates value for money by delivering effective, efficient, and fit for purpose services.
	Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind.	★	Council is continuing to develop their Diversity, Equity, Inclusion and Belonging framework, which will be a priority in coming years, to ensure Council is representative of the community in which it serves and is well placed to serve current residents and to plan for delivering our future residents. To ensure we ready for the future of work, we need meet the needs of our current kamahi, and position Council for their future needs and changing employment market dynamics.
*Levels of contribution – what this means			
★★★★★ This activity is critical to the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service			
★★★★ This activity strongly supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements			
★★★ This activity supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable			
★ This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact			

2.3. Climate Resilience Goals: How this activity supports climate resilience goals

Net zero emissions Christchurch

	Key sources of greenhouse gas emissions from this activity includes: <u>Operational/embedded emissions</u> • <i>Office facilities:</i> Emissions from Te Hononga Civic Office facilities used by kaimahi. This includes printing, materials, electricity, etc. • <i>Work travel:</i> People and Capability staff regularly travel for work purposes and there are travel emissions associated with this. • <i>Commuting:</i> People and Capability staff commuting emissions. <u>Emissions from users of activity</u> • People and Capability set policies including for flexible working and staff benefits (such as for use of work vehicles) that can impact on the emissions profile of the organisation. Training, role descriptions and performance management can also impact on the degree to which emissions reductions are delivered across the business.	
	People and Capability are taking the following actions to reduce greenhouse gas emissions: <table border="1"> <tr> <td data-bbox="208 627 1149 903"> Operational/embedded greenhouse gas emissions • <i>Work travel:</i> Where travel for work purposes is required, we encourage and implement remote options to avoid travel where possible, or use of low emissions options such as the Council's EV fleet. • Where remote options are not possible, we will rely on the Council offsetting policy/process to offset the effect of these emissions. • <i>Commuting:</i> Our flexible working policy allows and encourages working from home where appropriate to reduce commuting emissions. </td><td data-bbox="1149 627 2112 903"> Greenhouse gas emissions by users of People and Capability • Where travel is required to attend a course or workshop it will result in greenhouse gas emissions </td></tr> </table>	Operational/embedded greenhouse gas emissions • <i>Work travel:</i> Where travel for work purposes is required, we encourage and implement remote options to avoid travel where possible, or use of low emissions options such as the Council's EV fleet. • Where remote options are not possible, we will rely on the Council offsetting policy/process to offset the effect of these emissions. • <i>Commuting:</i> Our flexible working policy allows and encourages working from home where appropriate to reduce commuting emissions.
Operational/embedded greenhouse gas emissions • <i>Work travel:</i> Where travel for work purposes is required, we encourage and implement remote options to avoid travel where possible, or use of low emissions options such as the Council's EV fleet. • Where remote options are not possible, we will rely on the Council offsetting policy/process to offset the effect of these emissions. • <i>Commuting:</i> Our flexible working policy allows and encourages working from home where appropriate to reduce commuting emissions.	Greenhouse gas emissions by users of People and Capability • Where travel is required to attend a course or workshop it will result in greenhouse gas emissions	

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

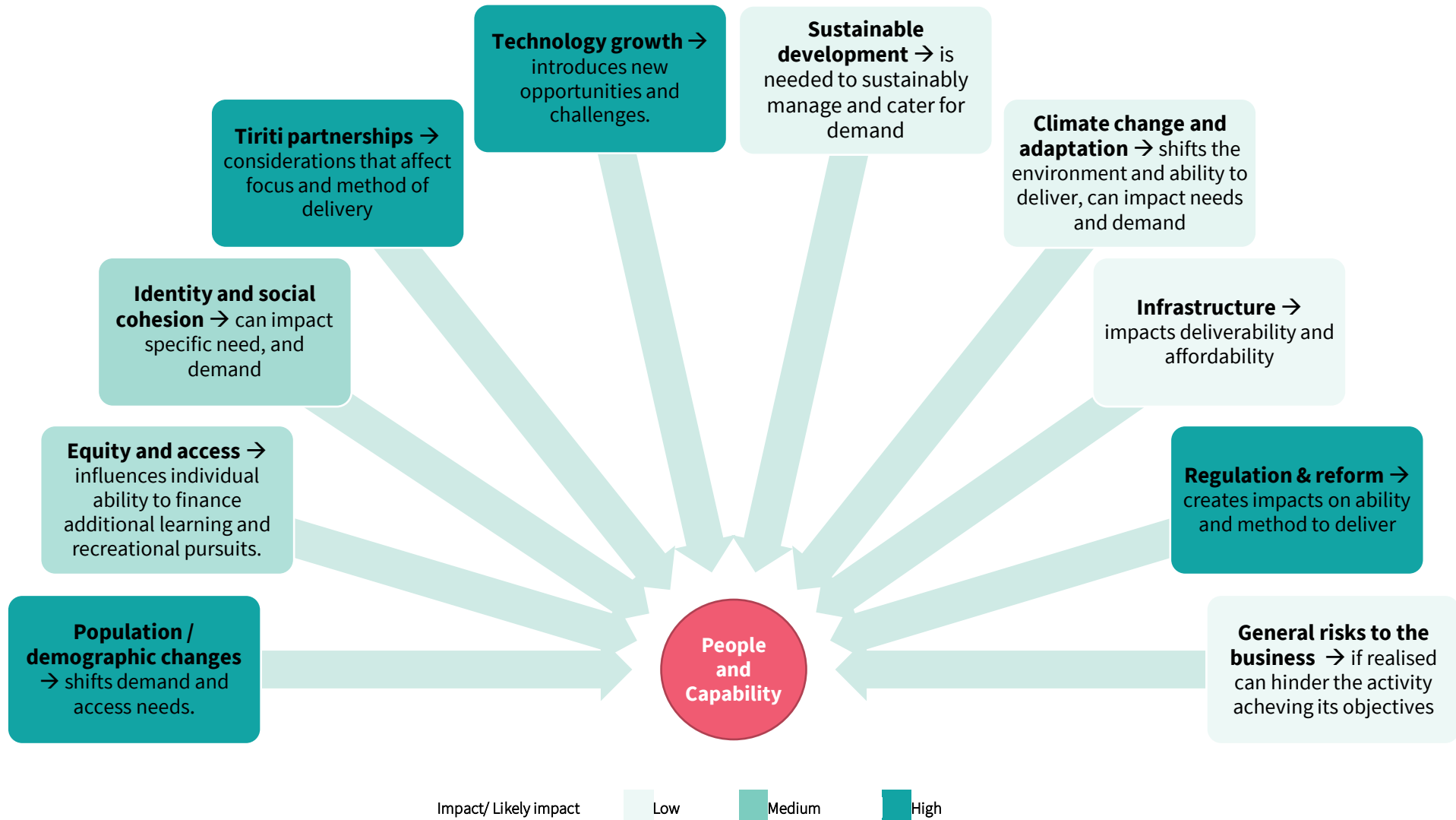
	Key climate risks for the People and Capability activity includes: • <i>Talent Attraction and Retention:</i> Climate change can affect the desirability of certain locations due to increased frequency of extreme weather events or changing environmental conditions. Council may find it challenging to attract and retain talent in areas prone to climate-related risks such as flooding, heatwaves, or sea-level rise. This could lead to a talent shortage and increased competition for skilled workers. • <i>Health and Well-being of Employees:</i> Climate change can impact the physical and mental health of employees. Heat stress, poor air quality due to wildfires, or mental health issues related to climate-induced disasters can affect employee well-being. Council may need to implement policies and initiatives to support employees' health and mental well-being during climate-related events. • <i>Business Continuity and Disaster Preparedness:</i> Climate-related disasters such as floods, storms, or wildfires can disrupt business operations. Council needs to be prepared to manage employee safety during such events and ensure that employees have the necessary resources and support. Developing and regularly testing disaster preparedness plans is crucial. • <i>Regulatory Compliance:</i> Council may need to implement regulations to mitigate climate change and promote sustainability. Council needs to stay updated with these regulations, which might affect employment policies, reporting requirements, or health and safety standards. Non-compliance could result in legal and financial consequences for the Council.
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	Options being considered to reduce the risks to the People and Capability activity and the community posed by those climate risks include: • <i>Remote Work Policies and Infrastructure:</i> strengthening our remote work policies and providing the necessary infrastructure for employees to work from home. This reduces the impact of climate-related disruptions by ensuring that work can continue even if employees cannot access the physical workplace due to extreme weather events or transportation issues. • <i>Cross-Training and Skill Development:</i> Encouraging cross-training and skill development programs within the Council workforce. By diversifying employees' skill sets, the Council can become more adaptable to changing demands caused by climate-related shifts. This can include training programs related to sustainability, renewable energy, and other skills relevant to the green economy. • <i>Flexible Work Hours and Leave Policies:</i> Offer flexible work hours and leave policies to accommodate employees dealing with climate-related challenges, such as evacuation, home damage, or health issues arising from environmental factors. Flexible policies can help employees manage their personal situations during climate-related events while maintaining their employment. • <i>Climate-Resilient Talent Acquisition:</i> When recruiting new employees, we can consider candidates with experience or skills related to climate change adaptation and sustainability. Having employees who understand and can navigate climate-related challenges can enhance the Councils resilience. • <i>Employee Assistance Programs (EAPs):</i> Strengthen the Councils EAPs offering to provide mental health and well-being support, especially during and after climate-related disasters. Employees may experience stress, anxiety, or trauma due to such events, and having robust support systems in place can aid in their recovery and ensure their well-being. • <i>Diversity and Inclusion Training:</i> Providing training programs to promote understanding and inclusivity within a diverse workforce. This training could address cultural differences, language barriers, and other challenges that may arise when the workforce becomes more diverse due to climate-related migration.
We are guardians of our natural environment and taonga	
	Please describe a pilot project you will undertake in the next three years to increase understanding of emissions reduction options and building resilience to climate risks relevant to your activity. • A pilot project that our team will undertake in the next three years is a move to paperless recruitment. • At Council there is a reliance from hiring managers to print CV's and interview booklets resulting in a large amount of wastage of paper, carbon and electricity. • Interview booklets must also be saved and archived for a period of 12 months for unsuccessful candidates and 7 years for new employees. • Moving to paperless recruitment will result in more efficient processing of candidates and a saving. Please explain any levels of service changes in this LTP, or that may be required in the future as a result of climate change. • This activity has no LoS changes that may be required due to climate change.

3. How we are planning for future impacts

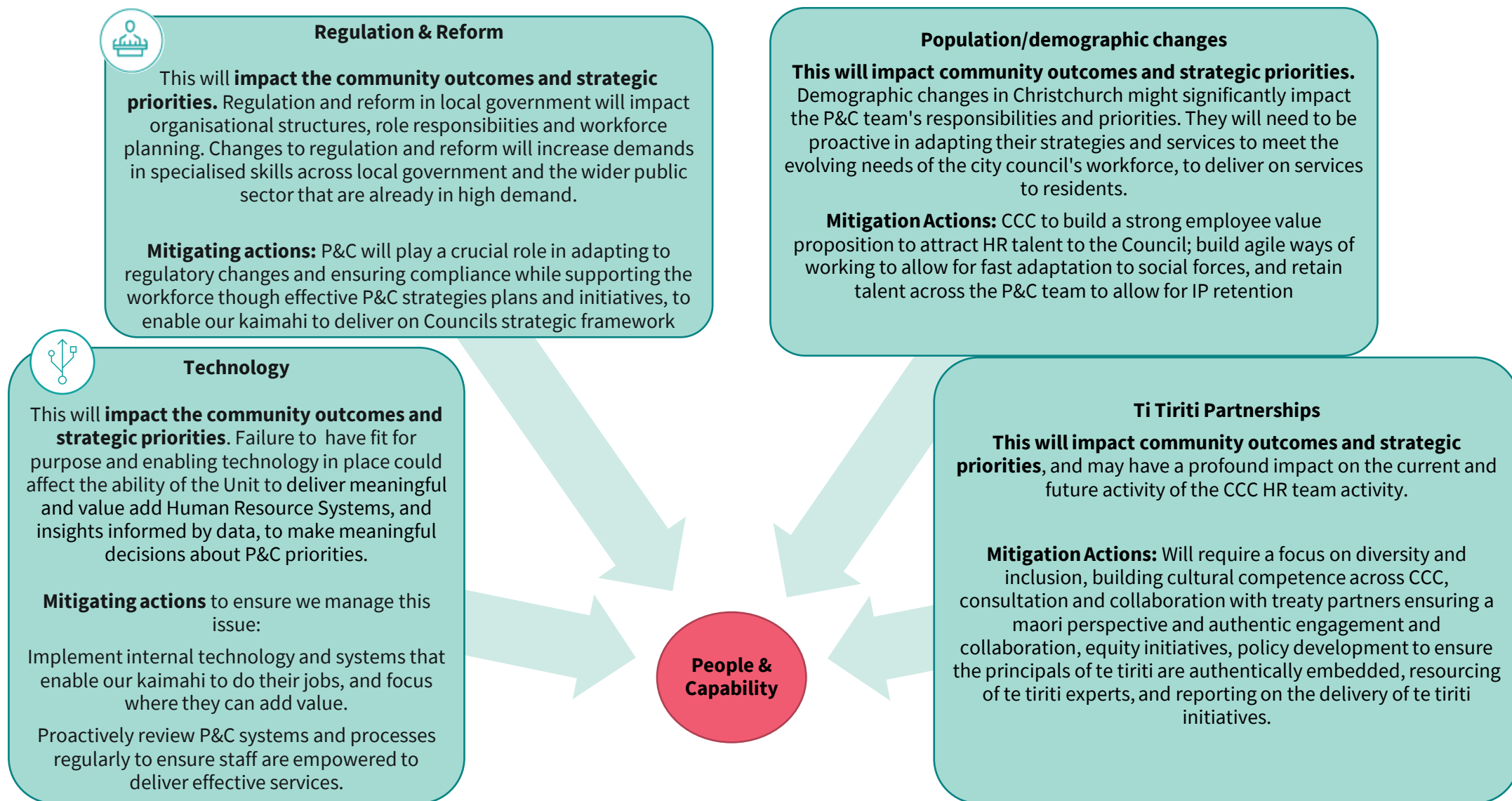
There are various factors influencing current and future demand for Council library facilities and the ability to deliver them. These are listed below.

3.1. Issues impacting current and future activity demand and deliverability



3.2. The high impact issues and mitigations planned

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



4. Our levels of service

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

Services & Levels of Service measurements

This activity has no community levels of service.

5. How assets will be managed to deliver the services

This activity does not have assets.

6. Capital expenditure and key capital projects

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

7. Financial resources needed

7.1. Resources needed

People and Capability

000's	LTP 2024/25	LTP 2025/26	LTP 2026/27	LTP 2027/28	LTP 2028/29	LTP 2029/30	LTP 2030/31	LTP 2031/32	LTP 2032/33	LTP 2033/34
Activity Costs Before Overheads by Service										
Organisational Development	614	656	670	685	701	717	732	746	761	776
Shared Services	2,536	2,610	2,667	2,729	2,791	2,853	2,913	2,971	3,030	3,088
<i>Shared Services cost centre to be split into three:</i>	3,150	3,265	3,337	3,414	3,493	3,569	3,644	3,717	3,792	3,864
<i>Business Partnering and Human Resources Advisory; Recruitment; Payroll</i>										
Activity Costs by Cost Type										
Direct Operating Costs	238	245	251	256	262	268	274	279	285	290
Direct Maintenance Costs										
Staff and Contract Personnel Costs	2,802	2,908	2,972	3,040	3,110	3,178	3,245	3,310	3,376	3,440
Other Activity Costs	109	113	115	118	120	123	126	128	131	133
Overheads, Indirect and Other Costs	(3,150)	(3,265)	(3,337)	(3,414)	(3,493)	(3,569)	(3,644)	(3,717)	(3,792)	(3,864)
Depreciation										
Debt Servicing and Interest										
Total Activity Cost										
Funded By:										
Fees and Charges										
Grants and Subsidies										
Cost Recoveries										
Other Revenues										
Total Operational Revenue										
	-	-	-	-	-	-	-	-	-	-
Net Cost of Service										
Funding Percentages										
Rates	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Fees and Charges	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Grants and Subsidies	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Cost Recoveries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other Revenues	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Capital Expenditure										
	-	-	-	-	-	-	-	-	-	-
Total Activity Capital										
	-	-	-	-	-	-	-	-	-	-



7.2. Funding consideration and outcome

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

Council funds the People and Capability activity predominately through the general rate. This means that most funding comes from ratepayers, mostly on the basis of capital value, with benefits mostly received in the same year as the expenditure is incurred.

- **Operating expenditure:** All operational costs for the People and Capability activity are allocated out to the external activities by way of Corporate Overhead. For explanation of how each external activity funds Corporate Overhead please refer to section 7.2 of those Activity Plans.
- **Capital expenditure:** The People and Capability activity does not have any capital related expenditure.

8. Possible significant negative impacts on wellbeing



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

Appendices

A. Appendix A: Levels of Service detail

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

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

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

Level of Service statement (What we will provide)	LOS	Measures of success (What our community can expect)	Performance Targets/Outputs				Method of Measurement	Community Outcome	Historic Performance Trends	Benchmarks	C/M
			2024/25	2025/26	2026/27	2027 - 34					
Organisational Development											
Foster and build a high engagement, capable, diverse, equitable and inclusive culture within Council	4.1.32	Provide CCC staff access to develop their cultural understanding to successfully engage with Iwi and Mana whenua	Support the delivery of a minimum of 12 Te Ao Māori related courses per annum				Number of courses delivered	A collaborative confident city	2024: 15 courses (13 Te Tiriti o Waitangi, 2 Understanding the Treaty) 2023: Achieved 2022: 12 courses		M
	13.0.1.3	Facilitate visibility of organisational engagement levels	Deliver at least one engagement survey and provide insights to leaders				Delivery of Engagement Survey	A thriving prosperous city	2024: 61% 2023: 57% 2022/23: 64% 2021/22: 64%		M
	13.0.10.2	Support the build of organisational culture, diversity and capability	Deliver at least four initiatives per annum				ELT approved and implemented initiatives	A collaborative confident city	2023/24: 8 initiatives 2022/23: Achieved 2021/22: Achieved 2020/21: Achieved 2019/20: Not Achieved 2018/19: Achieved (new)		M
Business Partnering and Human Resources Advisory											
Deliver fit for purpose, streamlined day to day HR support	13.0.16	Resolve employment relations problems using the lowest-level mechanism appropriate	At least 90% of employment relations problems using the lowest-level mechanism appropriate within 30 working days of the reported issue				Utilise internal data to report	A collaborative confident city	2023/24: 100% 2022/23: Achieved 2021/22: Achieved 2020/21: Achieved 2019/20: Achieved 2018/19: Achieved		M
Recruitment											
Identifying, attracting, assessing, and hiring suitably qualified or experienced candidates for job openings within the Council	13.0.7.7 (new)	Support managers with recruitment processes to recruit and retain high quality candidates	At least 95% of advertised positions are filled within 12 weeks of advertising				New-Start database	A collaborative confident city	New LOS		M
	13.0.7.5	Proportion of new employees satisfied with recruitment process	At least 90%				100-day survey of new recruits (annualised)	A collaborative confident city	2023/24: 99% 2022/23: 60% 2021/22: 95% 2021: Baseline		M
Payroll											
Ensure all pay is administered accurately and on time, in compliance with any relevant acts & legislation	13.1.15.1 (new)	Payroll is legally compliant	No corrective actions from audits				Annual payroll audits	A thriving prosperous city	New LOS		M
HR Administration											
Deliver effective and efficient general HR administration	13.0.6.4	Support and enable leaders, managers and staff to effectively manage employee life-cycle activities	At least 95% of HR administration tasks responded to within agreed timeframes				Service level agreement detailing service and delivery timeframes is agreed annually	A collaborative confident city			M

Level of Service statement (What we will provide)	LOS	Measures of success (What our community can expect)	Performance Targets/Outputs				Method of Measurement	Community Outcome	Historic Performance Trends	Benchmarks	C/M
			2024/25	2025/26	2026/27	2027 - 34					
services, supporting the entirety of the employment life cycle.											

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

Related Levels of Service (now known as Measures of Success and Targets) have been grouped together under Level of Service Statements. This provides a reduced suite of levels of service that are most critical and meaningful, rationalising the overall number to be presented in the LTP and included in future reporting to ELT, Council, and the community, while ensuring continued transparency of non-financial performance across services. Applying this process has resulted in no material changes to Measures of Success or Targets beyond those specifically set out below.

Deletions

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
13.0.9 (M) Meet obligations under Health and Safety legislation to keep our workers and those who use our services and facilities, safe and well	Moved to Risk & Assurance Activity Plan	Moved to Risk & Assurance Activity Plan as this business unit is now responsible for this Level of service.	Management measure, no consultation required.
13.0.7.3 (M) Support the development of a workplace that employees recommend to others	13.0.10.2 captures all OD initiatives	OD initiatives should aim to increase engagement. Monitored by 13.0.1.3 (visibility of org. engagement levels)	Management measure, no consultation required.
13.0.10.3 (M) Increase the level of diversity in the workforce	13.0.10.2 captures all OD initiatives, particularly anything that supports diverse and/or marginalised identity	Although P&C can implement practices to reduce discrimination and bias, managers ultimately make hiring decisions that change workplace demographics.	Management measure, no consultation required.
13.0.7 (M) Support managers with recruitment processes to recruit and retain high quality candidates	Target - From LTP 2021-31: 95% of permanent vacancies filled stay at Council in role at least 12 months - To LTP 2034-34: Baseline measure	Removed old target. The new target, unlike the old one, is within Recruitment's control. Change of intent for the LOS.	Management measure. Change agreed with ELT 29 July 2024
13.1.15 (M) Payroll is processed accurately	Target: - From LTP 2021-31: At least 99.9% accuracy - To LTP 2024-34: Payroll is legally compliant Method of Measurement - From LTP 2021-31: The payroll system is subject to audit - To LTP 2024-34: Annual Payroll audit	Removed old target. This changes the focus to what is with the control of the payroll system. See 13.1.15.1	Management measure, no consultation required.

13.0.5 (M) Customer satisfaction with HR administration support across the organisation	Target: At least 80%	LOS moved from Business Support and Continuous Improvement activity plan adopted with the LTP 2024-34 (due to organisational restructure), then targets deleted under review with ELT.	Management measure. Change agreed with ELT 29 July 2024
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New

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
4.1.32 (M) Provide CCC staff access to develop their cultural understanding to engage successfully with Iwi and Mana Whenua Target: Support the delivery of a minimum of 12 Te Ao Māori courses per annum	Moved from the original activity plan of the Office of the Mayor & Chief Executive and Treaty Partner Relations Support & enable the Treaty Partner Relations team to get this underway.	This service is being delivered by this activity	Management measure, no consultation required.
13.0.1.3 Facilitate visibility of organisational engagement levels	Changed wording from: Support the development of a workplace that employees recommend to others	P&C responsible for coordinating and administering an Employee Engagement survey	Management measure, no consultation required.
13.0.7.7 (M) Support managers with recruitment processes to recruit and retain high quality candidates	Former Target: - From LTP 2021-31: 95% of permanent vacancies filled stay at Council in role at least 12 months To: Support managers with recruitment processes to recruit and retain high quality candidates Target: - At least 95% of advertised positions are filled within 12 weeks of advertising	The new target, unlike the old one, is within Recruitment's control. Change of intent for the LOS, to key elements of the recruitment process directly delivered by P&C.	Management measure. Change agreed with ELT 29 July 2024
13.1.15.1 (M) Payroll is processed accurately	Target: - From LTP 2021-31: At least 99.9% accuracy - To LTP 2024-34: Payroll is legally compliant Method of Measurement	This changes the focus to what is with the control of the payroll system. Replaces 13.1.15	Management measure, no consultation required.

	From LTP 2021-31: The payroll system is subject to audit To LTP 2024-34: Annual Payroll audit		
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Amendments

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
13.0.10.2 (M) Develop and implement a series of initiatives which build organisational culture, workforce diversity and capability	Target - From LTP 2021-31: Deliver at least two initiatives - To LTP 2024-34: Deliver at least four initiatives	People and Capability currently deliver more than two initiatives per year, so the change in target more accurately reflects that.	Management measure, no consultation required.
13.0.7.5 (M) Proportion of new employees satisfied with recruitment process	Target - From LTP 2021: 60-65% - To LTP 2034-34: At least 90%	Target yearly improvements	Management measure, no consultation required.
13.0.16 (M) Resolve employment relations problems using the lowest-level mechanism appropriate	Target - From LTP 2021-31: No adverse judgments in Employment Court - To LTP 2024-34: 90% of employment relations problems using the lowest-level mechanism appropriate within 30 working days of the reported issue Method of Measurement - From LTP 2021-31: Number of adverse judgments from the Employment Court - To LTP 2024-34: Utilise internal data to report	This change better reflects the intent with the goal, to focus on measuring the lowest-level mechanism. Employment Court is the highest resolution.	Management measure, no consultation required.
13.0.7.5 (M) Provide candidates with positive experience of recruitment process	Measure of success To LTP 2024-34: New employee satisfaction with recruitment process	The wording reflects what can actually be measured, ie, new employees' reporting	Management measure, no consultation required.
13.1.15 (M) Payroll is processed accurately	Target: - From LTP 2021-31: At least 99.9% accuracy - To LTP 2024-34: Payroll is legally compliant Method of Measurement	This changes the focus to what is with the control of the payroll system.	Management measure, no consultation required.

	• <i>From LTP 2021-31:</i> The payroll system is subject to audit • <i>To LTP 2024-34:</i> Annual Payroll audit		
13.0.6.4 (M) HR administration tasks completed within agreed timeframes	Performance Measure change • <i>From LTP 2021-31:</i> HR administration tasks completed within agreed timeframes. • <i>To LTP 2024-34:</i> Support and enable leaders, managers and staff to effectively manage employee life-cycle activities, Target now focused on response rather than completion.	No material change as the target remains consistent. Response within agreed timeframes is with the HR Teams mandate. Completion involves both HR Admin team and the business.	

B. Appendix B: Possible issues impacting the Activity & the mitigations planned

B.1. Changing customer needs

Population / demographic changes (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans/actions
Ageing population	Unknown.	• Aging workforce either leaves or stays	• Loss of institutional knowledge and skill • More flexible workforce with potential part-time kaimahi	• Baseline survey • Workforce planning strategy • Retention/Separation strategy to enable institutional knowledge transfer
Diversity		• Increased ethnic diversity and immigration • Growing multicultural communities • Increased language diversity • Increased workplace diversity • Social integration and cohesion • Increasing gaps in socio-economic status • Tight labour market	• Changing demographics of workforce • Increasing diverse needs of employees • Less labour to support Council workforce needs	• Baseline survey • People Agenda strategy • P&C team appropriately resourced to meet these complex needs.

Identity and social cohesion (Medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Biculturalism and ethnic diversity	Unknown.	• Increasing movement to adopt Biculturalism in New Zealand society, as well as cater to other prominent Cultures in NZ(eg. Pacifica, and Asian ethnicities)	• Impact on recruitment and hiring strategy and approach to attract and select diverse groups. • Workplace policies: need to evolve to meet needs of employees; create a diverse and inclusive culture.	• Bicultural competence development • Conflict resolution strategies that apply a whanaungatanga approach, and apply principles of tikanga • Council's People Agenda strategy

			Understanding and respecting cultural identity is crucial for the CCC function to effectively manage a diverse workforce.	
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B.2. Tiriti Partnerships (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Increasing Bicultural awareness and expected vocational development	P&C supports the development of Te Ao Māori capability	Ti Tiriti partnerships will demand a comprehensive and ongoing commitment from the HR team at Christchurch City Council. They will need to integrate Ti Tiriti principles into their HR strategies and operations, ensuring that Māori perspectives and representation are central to their workforce and organisational culture.	Impact to internal policy and practice	- Support Tiriti Partnerships team - Bicultural Competence Development - Council's People Agenda strategy - Conflict Resolution strategies that apply a whanaungatanga approach, and apply principles of tikanga

B.3. Technological growth (High impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Changing technology	Technology that is not fit for purpose or non-existent	- Redundance of existing tools and system. - Disruption to digital enablement and capability due to fast paced new technologies (eg. AI)	- Widening gap in digital capability across Kaimahi. - Digital investment across people activities and developing capability undermines effective service delivery	Council People Agenda Strategy supports digital investment in kaimahi and leaders experiences

B.4. Resilience and environmental considerations

Climate change & adaptation (Low impact)

This Activity has identified no possible climate change & adaptation issues impacting the Activity.

Sustainable development (Low impact)

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

B.5. Infrastructure (Low impact)

This Activity has identified no possible infrastructure issues impacting the Activity.

B.6. Regulations & reform (High impact)

Issue/driver	Present Position	➔ Projection	Impact on services	Mitigating plans
Three Waters reform		Significant reduction in CCC workforce	Not quantified.	
Resource Management reforms		Potential reduction in CCC workforce	Not quantified.	
Local Government Reforms		Potential large scale change exercise	Not quantified.	

B.7. Identified Business Unit Risks

Business risks that could impact this activity have been considered. A summary of risks currently assessed as most relevant to the activity are listed below. Risks are recorded and periodically reported to the Executive Leadership Team and the Audit and Risk Management Committee.

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
People	If we fail to support strategic workforce planning and service design of the organisation, then we will be unable to advise leaders on people, culture and capability impacts. Resulting in staff disengagement and poor management execution of plans and service delivery.	Moderate	Likely	High	- Engage with leaders and manager across the organisation to support workforce planning and/or service design. - Support and engage in leaders and managers, alongside finances to undertake workforce planning through LTP/annual plan cycles.	Medium
People	If P&C staff face ambiguity and are not empowered within their roles, then their decisions and work will be delayed, and P&C management attention will be taken away from priority P&C services. Resulting in decreased staff engagement and undermining P&C service delivery.	Major	Likely	High	- P&C purpose, vision and strategy supported by clear roles and responsibilities of P&C staff. - Support, coaching and development of teams and individuals within the unit to empower their role execution and decisions.	Medium
People	If we do not have organisational strategic policies and processes to support organisational expectations on way's of working, then P&C advice and guidance to managers across the organisation will be compromised. Resulting in poor, inconsistent advice and increased ER issues.	Major	Likely	High	- Regular review, advise and endorsement of people related polices. - Appropriate communication channels to inform, educate and support leaders and managers. - Provide training and development to reinforce to reinforce expectations in ways of working.	Medium

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
People	If we don't have sufficient resource to plan and deliver corporate induction programme, then an opportunity to set expectations and organisational culture will be lost. Resulting in decreased staff engagement and poor organisational culture.	Major	Likely	High	- Prioritise the development and delivery of Corporate onboarding and induction activities. - Appropriate communication channels to inform, educate and support leaders and managers on induction activities. - Supporting leaders and managers to plan and lead appropriate unit/ team induction and onboarding activities.	Medium
People	If we don't have sufficient resource to plan, deliver, support the development of our required leadership and management capability, then the Council will not have the right Leadership capability in place to deliver services and engage staff. Resulting in disengaged leadership, staff and negative public perception of the Council.	Major	Likely	High	- Design, develop and deliver leadership and management capability programmes. - Support individual leader and team management capability development through coaching, resources, guidance and advice. - Support the development and delivery of Leadership forums. - Provide HR advisory presence to group, unit and team activities.	Medium
People	If don't provide appropriate remuneration advice, benefits and support to the organisation around our EVP, then we will not be able to attract and retain staff to deliver services. Resulting in a loss of corporate knowledge and lost opportunities to bring new staff and ideas to the Council.	Major	Likely	High	- Refresh the organisation remuneration framework - Engage with Unions on reward and recognition activities, including bargaining. - Communicate EVP and benefits across the organisation. - Advise and support leaders and managers to implement appropriate reward and recognition mechanisms to their staff (eg. Long Service awards,	Medium

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
					Excellence awards, remuneration review processes).	
People	If we do not invest in a workforce management system across people, process, data/information and technology, then we will be unable to support the effective and efficient administration employment life cycle. Resulting in inefficient processing of people related activities across the organisation, including undermine informed decision making to workforce management.	Severe	High	Critical	- Manual and partial on-system processes to support key employee-lifecycle activities (eg, recruitment, payroll, HR administration, Performance management). - HR Advisory services to educate and support leaders, managers and staff to execute people related activities across the organisation. - Provide limited HR data analytical services to support people insights.	Medium
People	If we do not deliver work programmes that do not support culture, values and work expectations across the organisation, then staff will not work in common and consistent ways of working to deliver Council services. Resulting in reputational risk and staff disengagement.	Moderate	Likely	High	- Provide and deliver organisation development initiatives and training to support priority culture values and consistent ways of working. - HR Advisory services to educate and support leaders, managers and staff to execute people related activities across the organisation. - Provide staff engagement insights, services and mechanisms to support leaders and management in action planning.	Medium
People	If don't support with workforce appropriate design and planning across, eg, position descriptions and job sizing/ evaluation activities, then leaders and staff	Major	Very Likely	High	Provide organisational design advice, including best practice change management processes, guidance and advice to leaders and managers.	Medium

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
	will not have clear roles and responsibilities, nor be empowered within their roles. Resulting a myriad of roles not fit for purpose nor cohesive to deliver efficient services.				- Support the organisation with job-design tools and methods to appropriately design and plan their workforce. - Provide HR data analytics and services to support workforce planning.	
People	If we do not support the development of an organisational people strategy and implementation plan, then organisational decisions that impact people will be undermined. Resulting in disengaged and poorly capable workforce.	Moderate	Possible	Medium	Provide existing suite of P&C services across the organisation to meet managerial and staff needs across the employee life-cycle.	Low
People	If we do not provide appropriate P&C functional support to attend to the people related demands and support required from across the organisation, then leaders will not fulfil their good employer responsibilities. Resulting in poor managerial decision making and undermining the Council's reputation as a good employer.	Severe	Likely	High	- Provide highly capable and professional P&C staff to manage P&C functional services to meet the people related demands of the organisation. - Establish strong and positive relationships with union partners. - Support leaders and managers to delivery best-practice good employer responsibilities. - Provide staff engagement insights, services and mechanisms to support leaders and management in action planning.	Medium
People	If we do not support the delivery of Te Ao Māori development across organisational workforce, then we are not lifting the Bi-cultural	Moderate	Likely	High	Support the delivery of Te Tiriti and Te ao Māori related programmes to lift organisation bicultural capability.	Medium

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
	practices of people in delivering their services. Resulting in poor service reputation and undermining Te Tiriti obligations.				The people agenda strategy and plan addresses diversity, equity and inclusive activities.	
Payroll	If we do not have the appropriate resources and capability to efficiently and effectively manage payroll then staff will not get paid appropriate. Resulting in legislative non-compliance, increased ER/IR issues, financial and reputational risk	Severe	Possible	Medium	- Employee capable and professional payroll staff and advisory services. - Educate leaders and managers to understand workforce management processes across rostering, time-sheeting and payroll activities. - Regular auditing of payroll activities. - Recent remediation of Council's Holidays Act non-compliance.	Low